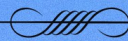


# **GREAT EXPECTATIONS** *and reasons for taking* **RESPONSIBILITY**



**A STUDY ABOUT THE BUSINESS CASE FOR CSR**



**JONAS KVARNEROT**  
Master of Science in Development Studies



---

Title: Great expectations and reasons for taking responsibility – A study about the business case for CSR  
Author: Jonas Kvarnerot

Master of Science in Development Studies  
Supervisor: Yahia Mahmoud  
Examiner: Andrea Nardi  
Course: SIMV 25, spring 2014

Lund University  
Graduate School  
Faculty of Social Sciences  
Department of Human Geography

## Abstract

Because societies, companies and people are different, there are different views on corporations' roles and responsibilities. The purpose of this study is to understand what, why and how some business organizations benefit and create business cases from corporate responsibilities and sustainability. It investigates which aspects motivates three companies, IKEA, Skanska and Trelleborg AB, using interviews and a qualitative intrinsic case study as method. The paper reveals multiple motives, tangible as well as intangible, which creates incentives and intentions for the companies to engage in CSR. Requirements, expectations and desires from an increasing number of stakeholders, with diverse influence and power, are creating different kinds of opportunities, necessities and constraints. Depending on which industry the companies belong to, and which issues are addressed, they can create different types of value, e.g. reduce risks, costs and gain legitimacy and competitive advantage, at times simultaneously. Towards whom or what they have a responsibility determines the character of their responsibilities, and further decides how they are able to yield returns to justify their expenditures. Dependency on others, and different levels of demand, is affecting their abilities to advance, and for several reasons they believe transparency and information are important aspects. Concerning certain complicated issues, cooperation is preferable and necessary.

*Keywords:* corporate social responsibility (CSR); the business case; sustainability; costs; risks; competitive advantage; reputation; legitimacy; synergy; value; benefits; stakeholders; development; transparency; information; cooperation; IKEA; Skanska; Trelleborg AB

## Acknowledgements

I wish to express my sincere gratitude to Henrik Wilson at IKEA, Staffan Haglind at Skanska and Rosman Jahja at Trelleborg AB for taking the time to give me the valuable insights which enabled me to conduct this study. Your cooperation and willingness to help is truly appreciated.

I would also like to state my utmost respect and admiration to my supervisor Yahia Mahmoud. You have a great ability to awaken thoughts, critically assess and give constructive guidance. I am particularly grateful for your generosity and encouragement.

Special thanks to my family and friends. There is no doubt that the process of writing this paper has been facilitated by your support.

Jonas Kvarnerot

June 14, 2014

# Table of content

Abstract.....	iii
Acknowledgements.....	iv
<b>1. Introduction.....</b>	<b>1</b>
Purpose and aim.....	2
Research-questions.....	2
Disposition.....	2
<b>2. Theoretical Framework.....</b>	<b>3</b>
2.1 The Concept and Corporate Responsibilities.....	3
2.1.1 Four categories of responsibilities.....	5
2.2 The Business Case.....	8
2.2.1 Four approaches to value creation.....	10
2.2.2 Cost and risk reduction.....	10
2.2.3 Competitive advantage.....	11
2.2.4 Reputation and legitimacy.....	12
2.2.5 Synergistic value creation.....	14
<b>3. Method.....</b>	<b>16</b>
3.1 A Case Study.....	16
3.2 Data Collection.....	18
3.2.1 Interviews.....	18
3.3 Presentation and Analysis.....	20
<b>4. The Cases.....</b>	<b>22</b>
4.1 IKEA.....	22
4.1.1 Responsibilities/possibilities.....	22
4.1.2 Expectations and information.....	23
4.1.3 Suppliers and resources.....	25
4.1.4 Employees and social issues.....	27
4.2 Skanska.....	29
4.2.1 Sustainability.....	29
4.2.2 Risks and potential.....	30
4.2.3 Cooperation and goals.....	32
4.2.4 People and communities.....	34
4.3 Trelleborg AB.....	36
4.3.1 Corporate responsibilities.....	36
4.3.2 Diversity and stakeholders.....	37
4.3.3 Investments, costs and potential.....	39
4.3.4 Local community commitments.....	40
<b>5. Analysis.....</b>	<b>42</b>
5.1 IKEA.....	42
5.2 Skanska.....	46
5.3 Trelleborg AB.....	51
<b>6. Concluding remarks.....</b>	<b>56</b>
Reference list.....	59

## 1. Introduction

The role and responsibilities of business organizations have been debated in different societies and contexts for centuries. In the past decades, however, corporate responsibilities have grown both in terms of importance and significance as an essential part of business management. The concept – often described as Corporate Social Responsibility (CSR), Corporate Responsibility (CR), Sustainability, Business ethics, etc. (henceforth referred to as CSR) – and its meanings have attracted attention from a wide range of stakeholders; from owners, shareholders, employees and consumers, to NGOs, journalists, researchers and governmental institutions. In spite of increased attention, there still remain uncertainties as to what the concept means and which areas and issues it embraces (Carroll & Shabana, 2010: 85-86).

If companies are able and willing to take greater responsibilities than what has traditionally been expected, there is considerable support that it might lead to improvements in terms of societal welfare, diminished exploitation of resources, reduced environmental degradation, etc. “Much more, very much more, mileage can be obtained through harnessing the power and wealth of the world's major corporations” (Hopkins 2007: 110). How this development might affect the companies themselves, however, is not as straight forward and apparent. In spite of numerous attempts, the outcomes in terms of corporate performance remain a key issue to promote and develop the concept and its implementations. Because different companies have different ambitions, use different methods, are active in different social contexts, and since the results of their engagements might be difficult to measure, the current situation entails that corporations are free to interpret the concept in almost whichever way they want.

The voluntary dimension – described as “a cornerstone of the corporate centered idea of CSR” (De Geer *et al.*, 2009: 279) – is arguably both a reason for its popularity and the foundation for its elusive implications. In addition to concerns that the approach might be ineffective as corporations are able to “fill the CSR concept with more or less arbitrary content” (ibid: 275), there is increased interest in CSR due to “the capacity of the concept to be a management idea

resting on a strong business case” (De Geer *et al.*, 2009: 272). The business case for CSR, according to Carroll and Shabana, is concerned with the primary question: “What do the business community and organisations get out of CSR; that is, how do they benefit tangibly from engaging in CSR policies, activities and practices?” (Carroll & Shabana, 2010: 86). The business case for CSR does in itself contain a variation of aspects and issues, and with a framework created by Elizabeth C. Kurucz *et al.* (2008) – which sets out four approaches to value creation; 1) cost and risk reduction, 2) competitive advantage, 3) reputation and legitimacy, and 4) synergistic value creation – the aim of this study is to empirically investigate which of these aspects motivates certain companies to strategically engage in CSR. The purpose is not to evaluate the outcomes, but rather seek to understand the reasons, incentives and intentions of why the organizations implement CSR activities. In order to develop this understanding, the study uses a qualitative case study method of three separate cases, and poses and investigates the following questions:

- Considering the concept: How does the company describe its responsibilities?
- Why is it important for the company to engage in CSR?
- How does the company implement CSR, and what does it hope to achieve?

After this introduction that sets out the purpose, aim and research-questions of the study, the remainder of this paper consists of a literature review, a description of the research method, data presentation, analysis and concluding remarks. The purpose of the literature review is to illustrate how the concept and its meanings might be viewed within social science, generating a theoretical framework to understand, interpret and structure the collection and analysis of data. The chapter regarding the applied method explain why, how and which cases were selected to the study, as well as inform on the methods for data collection and analysis. Each case is then presented and, in relation to the theoretical framework, analyzed separately. The concluding remarks examine the results and discuss differences and common themes.

## 2. Theoretical Framework

The field of CSR and corporate responsibilities incorporates a range of issues and perspectives, this literature review therefore identifies the concepts, aspects and ideas that are used as a theoretical framework to organize the study and understand its data. The chapter includes aspects and issues of trying to define CSR and corporate responsibilities, what effects definitions might have, as well as present a suggestion of how responsibilities might be classified into four categories. The literature review further introduces 'the business case for CSR', highlighting why it is being promoted, why some argues against it, the inconclusive relationship between responsibilities and business performance, and finally proposes four approaches to value creation.

### 2.1 The Concept and Corporate Responsibilities

The complexities of trying to define CSR and the responsibilities of business have been widely explained to be a result of the considerable differences within and between stakeholders, societies and geopolitical contexts; “since societies [and people] are different, conceptions about corporate responsibilities are bound to differ, too” (Halme, 2010: 222). What is considered a business responsibility in some countries might be regarded as a governmental, societal or individual responsibilities in others, and opinions, norms, values and expectations are not only ambiguous and multiple, but also change over time (Borglund *et al.*, 2012: 19, 61, 204; Moon 2007: 298; Windell, 2010: 20). Through the years, however, there has been a shift of perspectives beyond national borders and there is increased attention to a view that certain issues only can be dealt with through global participation, cooperation, and agreement. Changing communication patterns, not least the creation and use of the World Wide Web, have obscured the boundaries between local, national and global spheres of influence, which challenges power relations, leaving corporations more exposed and with increased pressure to live up to expectations. Primary stakeholder, such as owners, investors, employees and customers, described as those that have a 'legitimate



interest' in the company, are to a greater extent influenced by secondary stakeholders, such as competitors, distributors, the local society, media, the natural environment and society at large. The development has opened up for multiple actors, in different fields and with different levels of influence, who are able to discuss, criticize and develop perspectives of corporate behavior, standards and expectations (Borglund, 2009: 30-31; Borglund *et al.*, 2012: 18, 204, 256; Stohl *et al.*, 2007: 36, 37, 41; Thomsen & Lauring 2010: 199). As there are wide varieties of CSR activities presently being practiced, as well as academic contributions that have provided multiple perspectives on the meaning of these activities, there continues to be no single definition that is able to adequately capture the range of policies, processes, issues and initiatives (Blowfield & Murrey, 2011: 10, 12, 34; Borglund *et al.*, 2012: 13).

The lack of consensus regarding the concept has been made further complicated by differences in applied terminology, as terms which could be seen as both competing, complementary and overlapping are frequently used. Not only is the commonly used term CSR being debated, but such terms as 'corporate citizenship', 'business ethics', 'stakeholder management', 'corporate responsibility' and 'sustainability', have all reached wide recognition and are both accepted and used as descriptors of the field, albeit they partly stress different aspects (Blowfield & Murrey, 2011: 7-9; Borglund *et al.*, 2012: 22; Carroll & Shabana, 2010: 86; Jansson & Nilsson, 2010: 96; Windell, 2010: 19). Benn and Bolton sums up rather elaborately: "At different times this term [CSR] has been appraised as one that is evolving, contextual, pragmatic, multifaceted, integrative and singularly focused; in some cases, all or combinations of these features have existed in tension" (Benn & Bolton, 2011: 56). Although the field provides a landscape of theories which are all to a certain extent controversial, complex and unclear (*ibid*: 56), these concepts are related and integrated by underlying themes such as value, balance and accountability (Carroll & Shabana, 2010: 86), and in the world of business it is partly up to the companies themselves how to view such themes and define their responsibilities (Grafström *et al.*, 2008: 38).

Claims have been made either in favor of, or against, the lack of consensus and interpretational perspectives related to the field and its issues, as there are various concerns of what effect the vaguely defined measurable indicators might have (Hopkins, 2007: 33). Part of the criticism is directed at the freedom to define and interpret CSR in almost whatever way possible, which some suggests might lead to a loss of legitimacy and viability. Critics are therefore arguing for a single definition and a standardized framework for evaluation (Windell, 2010: 45-46). The main criticism of a standard, however, is that it will not be applicable to different societies and industries, as well as a standardized framework might be less effective since it may create a sense of complacency, i.e. not create incentives for further innovation (Borglund *et al.*, 2012: 24; Windell, 2010: 46). Blowfield and Murrey argue that the lack of common definitions and consensus has its advantages as well as disadvantages from an analytical standpoint. They do nonetheless stress that it would be a mistake to conclude that the non-existence of a universal definition or overarching theory would somehow diminish companies' responsibilities. Instead they argue that different perspectives reveal the multitude of ways in which businesses impact, and are affected by, the rest of society; that it illustrates the multiplicity of reasons why companies might want to manage that relationship. There can be no single explanation for why and how this is done, because it is dependent on variables such as the type of company, the moment in history, the nature of the industry and the geopolitical context (Blowfield & Murrey, 2011: 30). Despite an absence of a comprehensive definition, and regardless of whether a standardized definition is even desirable, one could describe responsibilities in terms of different categories.

### 2.1.1 Four categories of responsibilities

Archie B. Carroll (1979) argue that any definition of CSR, in order to fully address the entire range of responsibilities to society, must embody four categories of responsibilities. His framework – which since its creation have been widely referred to (Blowfield & Murrey, 2011: 47; Crane & Matten 2010: 53-54; Halme, 2010: 223; Jansson & Nilsson, 2010: 101; Thomsen & Luring 2010: 200) – is

divided into economic, legal, ethical and discretionary (later termed 'philanthropic') responsibilities. He does, however, emphasize that these categories are not mutually exclusive, nor are they cumulative or additive, they are simply a reflection that responsibilities can, and should, be described in different ways (Carroll, 1979: 499).

*Economic responsibilities:* These responsibilities are the fundamental aspects of which all other responsibilities are dependent. “Before anything else, the business institution is the basic unit in our society” (ibid: 500), and as such, businesses have a responsibility to produce goods and services that the society wants, and to do so with profit. *Legal responsibilities:* In order for the economic system to be able to function, the economic and legal responsibilities must be met simultaneously. For the societal contract that sanction businesses to operate and assume their productive role, there are certain rules – laws and regulations – under which businesses are expected to operate to be valid. The legal responsibilities are therefore based on the premise that “society expect business to fulfill its economic mission within the framework of legal requirements” (ibid: 500). *Ethical responsibilities:* These responsibilities are “ill defined and consequently are among the most difficult for business to deal with” (ibid: 500). The main argument, however, is that society and a range of stakeholders, for example consumers and investors, have expectations and demands on behaviors and activities of business over and above legal requirements. *Discretionary responsibilities:* Described as “those about which society has no clear-cut message for business [... and are] left to individual judgement and choice” (ibid: 500). It could be argued, as Carroll does, that this category of actions should not be called *responsibilities* at all, as “the decision to assume them is guided only by a business's desire to engage in social roles not mandated, not required by law, and not even generally expected of businesses in an ethical sense” (ibid: 500). The category is nonetheless included as there exists expectations by certain stakeholders for businesses to assume social roles over and above those described thus far. Examples include philanthropic contributions, conducting in-house programs for drug abusers, training the unemployed, or providing day-care centers

for working mothers (Carroll, 1979: 500). The decision *not* to engage in such activities are, by Carroll, not considered to be unethical, yet there are expectations that the powerful position certain businesses have, obliges them to help society (ibid: 500).

In addition to the framework's properties of separating legal, ethical and discretionary categories of responsibilities, an important reason why this framework is particularly useful is that it includes and specifies companies' economic responsibilities, aspects that holds specifically true when discussing business cases. Carroll and Shabana argue that business people in particular “like to think of their economic/financial/profitability performance as something that they are doing not only for themselves, but also for society, as they fulfill their institutions’ mission to provide goods and services for society” (Carroll & Shabana, 2010: 89). Another merit of Carroll's categories is that they differentiate between economic and legal responsibilities on the one hand, and ethical and discretionary responsibilities on the other. Economic and legal responsibilities are *required*, ethical responsibilities are *expected*, and discretionary responsibilities are *desired* (ibid: 90). Carroll and Shabana argue that this categorization also makes a distinction between the traditional responsibilities and the new, broader, responsibilities of the corporation and the extended social contract between businesses and societies (ibid: 90). Carroll also states that “any given responsibility or action of business could have economic, legal, ethical or discretionary motives embodied in it. The four classes are simply to remind us that motives or actions can be categorized as primarily one or another of these four kinds” (Carroll, 1979: 500).

## 2.2 The Business Case

Despite the complexities of trying to define CSR, there are strong indications that social and environmental corporate responsibilities have developed into a core business issue, most notably in the past 10-20 years. In this time, CSR has evolved into a commonplace managerial practice with focus on its strategic aspects (Benn & Bolton, 2011: 56; Blowfield & Murrey, 2011: 151; Roome, 2010: 296). It is being suggested that as time has progressed, and with more resources and attention directed towards the issues, a range of stakeholders – such as business managers, government officials, academics, consultants, NGOs etc. – have increased their efforts to investigate how further responsibilities might pay its own way, rather than be an additional cost. The ability to demonstrate the positive effects is seen as giving social and environmental issues legitimacy in the world of mainstream business and increase the likelihood that such practices will be adopted (Blowfield & Murrey, 2011: 151; Grafström *et al.*, 2008: 150).

What has been termed 'the business case for CSR' – defined as “a pitch for investment in a project or initiative that promises to yield a suitably significant return to justify the expenditure” (Kurucz *et al.*, 2008: 84) – is based on the premise that it is in companies' interest to engage in CSR, as such efforts can contribute both to the performance of the business as well as enhance the societal environment in which they exist (Carroll & Shabana, 2010: 91; Roome, 2010: 296). Nonetheless, research that have tried to examine and evaluate the link between corporate responsibilities and financial performance have yielded mixed results, demonstrating positive, neutral and negative outcomes (Blowfield & Murrey, 2011: 156-158; Borglund *et al.*, 2012: 199; Kurucz *et al.*, 2008: 84). While some researchers argue that social and environmental engagements are prerequisites for long-term financial performance, others argue that the links between responsibilities and financial performance are incompatible (Egels-Zandén & Kallifatides, 2010: 163). Milton Friedman is considered by many to symbolize the ideas against CSR, as he during the 1960s and 1970s claimed that attention to social responsibilities would detract focus from the profit motive that was so essential for business success. The role and responsibilities of business

organizations were solely, within the confines of the law, to maximize profit. Friedman, and others, argued that business managers were not equipped or skilled to deal with social issues and could therefore not decide what is in societies best interest; these issues should instead be laid upon democratically elected governments who have the knowledge and can be more effective (Borglund, 2009: 77; Borglund *et al.*, 2012: 18, 37-38; Carroll & Shabana, 2010: 87, 91-92; Crane & Matten, 2010: 47-48; Friedman, 1970; Roome, 2010: 295).

As with the attempts to define CSR and corporate responsibilities, the reasons why it is difficult to fully understand the business case might be because corporate behavior varies depending on firm-specific and industry-related factors; that corporate responsibilities are implemented in different ways (Halme, 2010: 219). Contextual differences such as local, regional and national variations might also have an impact on whether a business case can be made (Blowfield & Murrey, 2011: 153-155). As Newell states; “CSR can work, for *some* people, in *some* places, on *some* issues, *some* of the time” (Newell 2005: 556). There are also issues with a lack of appropriate measurements and indicators. To some extent, responsibilities are more likely to have an impact on intangible, rather than tangible, aspects of business performance. In addition, Blowfield and Murrey makes the case that the data used are often difficult to compare as they are “drawn from a mixture of case studies and quantitative surveys, covering different industries and countries, and [are] often focused on different dimensions of both corporate responsibility and business performance” (Blowfield & Murrey, 2011: 158).

As such, in an increasingly complex era of globalized trade and competition, faster flow of information and greater interconnectedness among civil society groups, there is arguably no clear general motive and no single purpose for companies to engage in CSR (Halme, 2010: 222; Kurucz *et al.*, 2008: 84-85). Nevertheless, some research on business cases have focused on trying to identify the specific benefits that could be a result of certain activities and initiatives. Academics, business managers, NGOs and other stakeholders, have developed different business cases for CSR over the years; none of which have

been able to find a rationalization for how CSR improves company's ability to perform in the market (Carroll & Shabana, 2010: 92). There have, however, been attempts to break down the business case into different approaches.

### 2.2.1 Four approaches to value creation

The arguments put forward by Kurucz *et al.* (2008) in short implies that companies act on their perceived responsibilities based on four main approaches: 1) reduce costs and risks, 2) gain competitive advantage, 3) improve reputation and gain legitimacy, and 4) seek win-win outcomes through synergistic value creation (Kurucz *et al.*, 2008: 85-86). It should however be noted, as with Carroll's four categories of responsibilities, that these approaches are not mutually exclusive as companies might decide to engage in certain activities for several reasons (*ibid*: 86).

### 2.2.2 Cost and risk reduction

The basic premise for this approach to value creation is that the variation of demands and expectations directed at companies, by an ever increasing range of stakeholders, poses potential risks to the viability of these business organizations. Globalization, increased trade and the development of new communication patterns have arguably changed the possibilities for businesses to act based on their own terms. Attention and adherence to these stakeholder concerns therefore helps to reduce the company's risk by mitigating them. Inherent in this assumption is that the external environment and context is perceived and considered to be 'necessarily managed'. The approach therefore embodies some form of trading among interests between, or within, social, environmental and/or economic concerns. As costs and risks arguably are closely linked, adherence to one group of stakeholders' demands might have negative impact on others' (Borglund, 2009: 79; Borglund *et al.*, 2012: 205, 211; Carroll & Shabana, 2010: 97; Halme, 2010: 231; Kurucz *et al.*, 2008: 87).

Environmental aspects are, in light of increased public and institutional awareness and concern for an environmentally sustainable future, a considerable part of this approach. For example, taking a proactive responsibility on certain environmental issues may lower the costs of complying with present and future environmental regulations. Also, by using innovative solutions of energy consumptions, i.e. more effective use of resource, companies might be able to enhance efficiency as well as lower operating costs. Furthermore, environmentally responsible behavior might also reduce negative impacts on social concerns. The argument for this is that increased awareness and knowledge creates considerable risk of legal actions, or negative campaigns through the media, should they not comply with laws, regulations or norms (Borglund, 2009: 102; Borglund *et al.*, 2012: 151, 242; Carroll & Shabana, 2010: 97; Halme, 2010: 218;). Social issues might also include creating fair and equal employment opportunities, making sure that policies and practices are both socially and environmentally responsible. Should the company be perceived as a sanctioned member of society, such commitments may enhance long-term shareholder value. Investments into the well-being of employees, and to create and uphold a diversity of employee composition, could potentially also reduce employee turnover and absenteeism through improving morale (Borglund *et al.*, 2012: 83; Carroll & Shabana, 2010: 97; Halme, 2010: 229).

### 2.2.3 Competitive advantage

This approach views corporate responsibilities as opportunities to strategically create competitive advantages over industry rivals. The central assumption is that companies might be able to create value and optimize their competitive advantage through “strategically orienting and directing resources toward the perceived demands of stakeholders” (Kurucz *et al.*, 2008: 89). The approach is to be understood in the context of a differentiation strategy; by the use of certain practices, companies could be able to set themselves apart from their competitors (Carroll & Shabana, 2010: 97-98). There are certain connections to the previous



approach as actions to reduce costs and risks could be used as means to get competitive advantages over competitors. There is, however, a considerable difference in regards to how the external environment – such as stakeholders' demands and expectations – are perceived and attended to. While the cost and risk reduction approach views increased demands and expectations as constraints, this approach views them as opportunities to be leveraged to the benefit of the company (Carroll & Shabana, 2010: 98; Kurucz *et al.*, 2008: 89).

The approach includes, for instance, certain policies that serve internal aspects of the company, such as providing benefits and responsible employment standards, as they might lead to competitive advantages in terms of the company's attractiveness in the process of recruiting and retaining employees (Carroll & Shabana, 2010: 98). Actions that strengthen the relationships to customers could also create competitive advantages as the ability to enhance brand loyalty is said to be ever more important as consumers become more informed about the products and services they acquire. It is argued that companies could use their ability to alter their behavior, in terms of taking further responsibilities, to meet such demands and expectations (Carroll & Shabana, 2010: 98; Egels-Zandén & Kallifatides, 2010: 169). In addition, in terms of investments and supply-chains, competitive advantages could be obtained as there is a growing interest to collaborate with companies that have strong commitments to CSR (Borglund *et al.*, 2012: 150, 209; Carroll & Shabana, 2010: 98).

#### 2.2.4 Reputation and legitimacy

The basic premise for this approach, although it may be difficult to measure, is that companies can create value by demonstrating that they belong to society; that their pursuit for financial gains does not compete with the pursuit of social goals, but rather that both goals can be pursued and achieved simultaneously. The desired effect, according to theory, is that economic and financial goals becomes legitimate pursuits and are not carried out at the expense of social welfare (Carroll & Shabana, 2010: 99). This is closely linked to arguments that businesses needs a

'license to operate', not only in legal terms, but also morally; “an organization can only continue to exist if its core values are aligned with the core values of society in which it operates” (Blowfield & Murrey, 2011: 50). Achieving this depends on the company's ability to protect, or enhance, its reputation and legitimacy through means to make sure that the surrounding society approves of its business ideas and ways to achieve its goals (Borglund *et al.*, 2012: 40; Hellöre, 2010: 273).

The ability to align with demands and expectations could however be a complex task as such demands and expectations varies, and the abilities for stakeholders to make their concerns heard has arguably never been greater (Borglund *et al.*, 2012: 202, 257). A few corporate scandals at the turn of the century, regarding exploitation of human and natural resources, were extensively discussed and illustrated by the media and shed light on this development and in turn affected many companies (Grafström *et al.*, 2008: 34). Prior to these public corporate scandals there was often no significant push from the business community to address the problems. Not because they were hidden from view, but because “the relevant publics did not feel connected to those who were the perceived victims: stockholders did not identify with stakeholders; individuals embraced their local and national identities to the exclusion of the 'Other'” (Stohl *et al.*, 2007: 36). Consumers, for example, are to a greater extent than before beginning to question the origin and production of products, which has increased the pressure for companies to demonstrate that they take appropriate actions (Borglund, 2009: 49, 51-53; Jansson & Nilsson, 2010: 107).

To enhance reputation and gain legitimacy, the company arguably needs to be successful in communicating its commitments and, to a certain degree, be able to educate stakeholders of the company's intentions (Blowfield & Murrey, 2011: 50; Borglund *et al.*, 2012: 258). To disclose information regarding the company's performance on different social and environmental issues – to be transparent – is considered to have the desired effect. 'Corporate reporting' has become a concept in its own right and aims to illustrate that the company's actions and engagements are consistent with social norms and expectations, and therefore are legitimate. Common frameworks are, for example, Global Reporting Initiative (GRI), United

Nations' Global Compact and standards such as ISO 14000-series and ISO 26000 (Borglund *et al.*, 2012: 43, 225, 257; Carroll & Shabana, 2010: 99-100; Egels-Zandén & Kallifatides, 2010: 166; Schwartz & Tilling, 2010: 76). Having a constructive dialogue with stakeholders might facilitate the process as it might be used as a means to understand their expectations and build trust (Borglund, 2009: 121-122). So called 'eco-labels' are also said to be able to influence reputation and legitimacy as it legitimates the products and production methods. If successful, it could be used as a market differentiation strategy to strengthen the company's brand, which in turn can impact financial performance (Hjalmarson *et al.*, 2010: 124; Jansson & Nilsson, 2010: 96; Kurucz *et al.*, 2008: 90).

### 2.2.5 Synergistic value creation

This approach is focused on companies' abilities to create win-win outcomes and take advantage of opportunities that reconcile different stakeholder demands. They do so by “seeking out and connecting stakeholder interests, and creating pluralistic definitions of value for multiple stakeholders simultaneously” (Kurucz *et al.*, 2008: 91). Included in this perspective is to unearth a potential to articulate and create “new paradigms that can alter the perspectives, goals, and behaviors of social systems larger than particular organizations” (ibid: 91). A relating theory is described as 'corporate responsible innovation', where “business enterprises takes an environmental or social problem as a source of business innovation and seeks to develop new products or services, which provide solution to the problem” (Halme, 2010: 228). It could be argued that this approach is a reaction to the development in which a shift in power from governments to market-based actors have occurred, leading to a context with reduced influence in the political arena and more power to the marketplace. There is only a limited set of global governance mechanisms which makes governments capable of resolving certain issues, while the private sector has gained unprecedented wealth, power and impact (Blowfield & Murrey, 2011: 42, 107; Jansson & Nilsson, 2010: 108). Finding market based solutions to social and environmental issues is argued to challenge the traditional role and perceptions of the relationship between business

and society (Blowfield & Murrey, 2011: 7, 126). By trying to find new ways of how to relate common interests and take advantage of certain demands and expectations, the approach can “open heretofore unseen opportunities for multi-point value creation” (Kurucz *et al.*, 2008: 91).

It is being suggested in the literature that a firm can, for example, contribute with funds or resources to education, which could, in addition to improve reputation, legitimacy and competitive advantage, improve the quality of available human resources. Other charitable contributions to the community are also suggested to be able to improve and preserve local quality of life, create jobs and raise living standards, which in turn can influence purchasing power and demands of local customers and other stakeholders (Carroll & Shabana, 2010: 100).

### 3. Method

Having reviewed the literature and established a theoretical framework, this chapter presents the method of the study and describes how the framework was applied. The chapter explains why and how an intrinsic case study with three cases was used as research method, followed by a brief description of each case. The second part explains the process of data collection, why and which type of interviews were selected and how they were conducted, including a short description of the interviewees. The third part covers the method for presenting and analyzing the data.

#### 3.1 A Case Study

Selecting cases usually involves a trade-off between the number of cases and the number of features social researchers can study; a smaller number of samples can establish a more in-depth understanding and consider more variables, while a larger number of samples usually considers fewer variables and seeks to understand broader features (Patton, 1990: 184; Ragin & Amoroso, 2011: 109). For this study, following a belief that big-picture representations may “seriously misrepresent or fail to represent important social phenomena” (Ragin & Amoroso, 2011: 111) and that “a proper understanding can be achieved only through in-depth examination of specific cases” (ibid: 111), the decision was made to select a small number of cases to seek in-depth understanding. This decision, which is supported by the theoretical framework, is based on the notion that the companies themselves are complex structures who act in social systems that are open and continue to evolve rather than to balance, which therefore means that finding rough regularities or laws to describe such social systems is neither possible nor desirable (Sayer, 2000: 5). As there is no ambition to generalize beyond the cases, the study thus adopts an intrinsic case study design as research method in order to investigate and create a deeper understanding of the particulars and the uniqueness of the cases, and how they are embedded in and interact with their contexts (Stake, 1995: 8, 16, 39).

The strategy for selecting cases followed an approach described by Patton as *purposeful sampling*, i.e. selecting information-rich cases for study in depth (Patton, 1990: 169), and since an understanding of the uniqueness and particularity of a single case can be facilitated by relating the case to other cases (Ragin & Amoroso, 2011: 117; Stake, 1995: 44), three companies were selected to the study. The primary purpose is to investigate each case separately, not to compare them based on a number of variables, although there is, to some extent, an ambition to look into how they may differ from each other and if there might be common links between them. While the cases should not be viewed as samples that are representative of the business community (Perry, 2011: 223; Sumner & Tribe, 2008: 104-106), the three cases were on the one hand purposefully selected because they are viewed to be 'typical cases', which means they are “not in any major way atypical, extreme, deviant, or intensely unusual” (Patton, 1990: 173; see also Ragin & Amoroso, 2011: 116), and on the other hand selected based on a few pre-determined criterion of importance (Patton, 1990: 176), that is, characteristics which highlight similarities as well as differences. Hence, the three cases are of Swedish origin, are large multinational organizations and have a CSR agenda. In addition, as the study seeks to investigate the business case – how the companies can benefit from engaging in CSR activities – they also differ in terms of which type of business they are in and which type industry they belong to, i.e. which group of clients provide their main source of income and which form of ownership they have.

The first case is IKEA, a home furnishing company founded by Ingvar Kamprad in 1943, whose main customer is the general public. They have 135 000 employees world wide, 303 warehouses in 26 countries and is owned by a foundation (IKEA, 2014). The second case is Skanska, a construction company, owned by shareholders, that provides a variety of solutions and products, such as housing, offices, infrastructure and other forms of construction. They have both private and business clients, employ 67 000 people globally and have operations in nine countries in Europe, plus USA and Latin America (Skanska, 2014a). The third case is Trelleborg AB, a company that uses polymer technology to develop

various solutions and products that 'seal, dampen and protect critical applications in demanding environments' to various industries which build machines, vehicles and infrastructure. The company employ 15 500 people in over 40 countries and is owned by shareholders (Trelleborg AB, 2014).

## 3.2 Data Collection

There are different ways to achieve in-depth knowledge when performing qualitative research, including techniques such as participant observations, interviews, documentary analysis, etc. (May, 2010: 227; Ragin & Amoroso, 2011: 28, 122). During the course of conducting this study however, learning about the subject and becoming acquainted with the theories and issues related to CSR and corporate responsibilities, the process led to a realization which deemed some data collection paths as promising and others dead ends (Ragin & Amoroso, 2011: 112). A lot of information that potentially could be gained about the companies, either through for example observing their work or reviewing certain documents, is not useful given the purpose and research-questions (ibid: 112). Since benefits of business cases for CSR, theoretically speaking, are more likely to be intangible than tangible, and since the research-questions are aimed at creating an understanding of the reasons, incentives and intentions of the companies to pursue such benefits, interviews were selected on the basis that such an approach may yield a rich understanding of how they make sense of the concept and its meaning from their perspectives and on their terms (Ragin & Amoroso, 2011: 122; Yin, 2010: 135).

### 3.2.1 Interviews

In order to gain information of the strategies of the business organizations, a key factor was to have access to the right people, i.e. those who are able to speak as representatives of their organization and have access to the information which the study seeks to investigate (May, 2011; 141). Differences between the companies and their strategies imply that the interviewees have different positions within

their respective company. However, for this study they are considered to have similar insight into how their organization work with CSR, albeit from different perspectives. The first interview was with IKEA's Sustainability Manager Henrik Wilson, who works as a part of global purchasing of goods and services that the organization needs to run its operations. While there are other sustainability departments within the organization that deal with product development and their warehouses, Wilson handles issues of managing their business, such as translation and cleaning services, work clothes, trollies, and so on. The second interview was with Staffan Haglind at Skanska, the company's Green Business Officer who works with the commercial dimension of 'green and sustainability'. Skanska has a staff that work with sustainability from a traditional perspective, and Haglind's role is to make 'green, sustainable and profitable' business from those efforts. The third interview was with Rosman Jahja, Trelleborg AB, Communications manager: Internal communications and corporate responsibility communications, the one who is in charge of all their external communications regarding CSR-issues, such as their annual reporting, their web, and other forms of communications. Jahja also coordinates their internal efforts as each area of responsibility is placed on different branches within the firm.

In order to obtain insight to the subjects of study, open/unstandardized interviews were conducted as they have the merits of being able to investigate the meanings based on the interviewees own terms, create a greater understanding of their point of view, as well as provide flexibility, rather than comparability and standardization (May, 2011: 131, 136, 137). Robert K. Yin describes what he call 'qualitative interviews' – as opposed to 'structured interviews' – to be useful when the relationship between the researcher and the participant is not strictly scripted, when there is no questionnaire containing the complete list of questions to be posed (Yin, 2010: 134). Each interviewee was expected to have unique experiences and accounts to make (Stake, 1995: 65) and the interviews rather followed a 'conversational mode' where open-ended follow-up questions were posed in response to made statements (Yin, 2010: 134-135). The three research-questions – 1) Considering the concept: How does the company describe its



responsibilities? 2) Why is it important for the company to engage in CSR? 3) How does the company implement CSR, and what does it hope to achieve? – were the only pre-determined questions. However, as the study aims to understand the reasons, incentives and intentions based on four approaches to value creation, the conceptual framework – derived from the literature review and also referred to as a 'mental framework' – provided topics and issues which were used as means to understand, structure and interpret the answers (Stake, 1995: 17, 65; Yin, 2010: 134). The framework acted as a form of 'interview protocol', which broadly reflected the topics and issues that the literature review considers to be relevant (Yin, 2010: 139). Such issues include broad themes such as environmental issues, costs, risks, competition, transparency and stakeholder interests.

The interviews were conducted in Swedish and recorded with the consent of the interviewees, and thereafter transcribed and translated into English. Despite certain concerns that language and meaning might not translate to yield a perfect result – “some words and concepts may not even exist in other languages and cultures, or they may exist in a fuzzy or an ambiguous way” (Sumner & Tribe, 2008: 89-90) – the dynamic relationship between the researcher and the researched was considered more important to the study as 'imperfect but insider interpretation' is argued to be more advantageous than a 'technically superb translation' (ibid: 119).

### 3.3 Data presentation and Analysis

As there is an intrinsic interest in each case – and to avoid comparison becoming the primary focus (Perry, 2011: 233) – each case is presented, and thereafter interpreted, separately. Because the interviews were open in character, resulting in different responses between the cases, and since some issues were being discussed at different times within each interview, the gathered data did not follow a certain structure. Therefore, in order to understand and be able to present the cases, the interviews were broken down and compiled into smaller fragments and pieces, explained by Yin as a *disassembling* procedure (Yin, 2010: 179). This procedure

was done in order to investigate and interpret the eventualities of common themes, patterns or other ways to categorize the data; a form of content analysis where issues and subjects were extracted and investigated. The adopted theoretical framework allowed a basis for interpretation and better overall understanding, and to some extent provided a systematic approach to the study as it was used as a means to guide, order and prioritize the empirical enquiry (Sumner & Tribe, 2008: 83). However, as the theoretical framework does not provide clear and mutually exclusive categories, only themes and issues, the *reassembling* procedure did not follow a fixed routine, and therefore differ between the cases (see Yin, 2010: 179).

The analysis “takes place against the backdrop of the conceptual framework and theoretical propositions already known at the outset of the study” (Perry, 2011: 237). The three research questions remain in key focus and each case is discussed and investigated separately, trying to make sense of the gathered data and how they might be understood in terms of the theoretical framework. Issues include whether the engagements have tangible or intangible benefits, if they are primarily directed to be to the benefit of the company as a single actor, if there are mutual benefits for other stakeholders, how the external environment is perceived, which issues are identified, and to what ends the engagements are working. The concluding remarks then address the purpose and aim of the study and considers and examines the results from an overall perspective. The remarks cover eventual differences between the companies and their industries as well as discussing a few selected themes, issues and aspects that are common to all three cases.

## 4. The Cases

As stated in the previous chapter, the following presentation of the cases does not follow a pre-determined structure as the process of collecting, disassembling and reassembling the data was different for all three cases. Apart from beginning with how the companies describe their responsibilities in regards to CSR, each case is presented according to the themes and issues being discussed during each interview.

### 4.1 IKEA

#### 4.1.1 Responsibilities/possibilities

Henrik Wilson explains that IKEA's view of the concept and definition of the company's responsibilities, or possibilities as he also refers to them, is derived from the changing context affecting the company's operations from a macro perspective, i.e. growing populations, scarcity of resources, climate change, growing middle class, urbanization and so on. Because of this complex environment, IKEA have investigated what they need to do, what responsibility they have and how they must act in order to be competitive, grow and meet the expectations of their customers. As such, they have identified three areas of responsibilities.

1) “The first area is to help our customers live more sustainable lives. We are a company in the home furnishing business and our customers want us to help and support them in living more sustainable lives. To us that means providing solutions to save energy, save water, find solutions for sorting and re-cycling waste, and other similar solutions.”

2) “The second area of our responsibilities is connected to our use of resources and using limited resources in smarter ways. We see a scarcity of resources, and resources becoming more expensive – such as energy, water, and so on – and we are looking into how we can use alternatives, such as recycled materials, in our products. We also aim to make sure that our products are possible to recycle once they are no longer in use. We must think of using less energy, water and other resources in our own production and in our own operations. We aim at making more from less.”

3) “The third area of responsibilities is related to people and communities. People we interact with on a daily basis, people working at IKEA, suppliers and others involved in our supply chain, factories and operations, and the local communities in which we operate. We have a responsibility to provide good and decent working conditions in our own operations, and that similar conditions are in place in our supply chains. It extends further than our own organization, the people in the communities are also part of our responsibilities.”

#### 4.1.2 Expectations and information

As the company continues to grow and increase its presence in a number of places around the world, Wilson explains that expectations and demands on IKEA have transformed and continuously change. The time has passed for when a business organization could say that these are issues for others to work with, but not for them; such companies would not be in the market for long. Agendas are still different, but it is no longer to be considered voluntary. IKEA is expected to be more global in its responsibilities, “not only towards Sweden or Europe, but for the entire world and our entire supply chain. All places that we are present”. He says that globalization and modern technology is making the world more closely connected and the speed at which some issues are actualized are increasing and they see a much faster response to certain issues. Wilson further explains that since they are very much dependent on the needs, demands and expectations of external stakeholders, not least consumers, they are keen to listen and have a dialogue with them. Although dialogue has been a part of IKEA's business since the early days when Ingvar Kamprad himself used to call and talk with their customers, the methods and means have become more sophisticated and there are more opportunities and possibilities to conduct and gain global intelligence using simpler methods, for example via social media presence. They do, however, still use traditional methods as well, such as surveys and focus groups. Sometimes they invite customers to meetings, and sometimes they ask to come into their homes to see how they live, ask what challenges they are facing and what products they are missing in order to live a simpler life at home. They do to some extent also try to advertise their sustainability efforts.

“We do communicate some aspects of sustainability in our warehouses, in our catalogue and on our web, but we do not describe it in 'fluffy' or abstract terms, such as 'sustainability' or 'CSR'. We try to be very concrete. We say; 'You can save energy, you can save water, you can get smart solutions to sort your waste – and in doing so you can contribute to a more sustainable development and at the same time save money'. We try to keep it concrete and close to the customers and users. We want to show that it not only gains the community and the environment, but it is also to the benefit of the customers.”

In terms of formal and public reporting of what they do to take more responsibility for social and environmental issues, IKEA is described to still be quite young in its journey compared to other companies. Since the company is not listed on the stock exchange, they do not have the legal requirements to report on their performance and actions, and they do not have to comply with the financial market's specific needs and expectations of detailed information. In addition, Wilson explains that their philosophy has been to “clean our own doorway before we tell and talk so much about it”, instead of, as other have done, talk before they act. He also adds that because it is being identified as an important part of their responsibilities “there is more to come and more work to be done”. They have in part begun to report in response to increased expectations from certain stakeholder groups that want and need the information in order to form an opinion and to make certain decisions. Wilson explains that there are clear expectations from some stakeholders, for instance suppliers and potential employees, who wants to know what IKEA wants to do, what their priorities are and what areas they want to work with. Stakeholders also want concrete results, the actual performance, and in case of failure which actions IKEA will take.

“This is crucial to build trust among stakeholders, to be transparent and show results, but also to be honest with failures or actions that did not turn out the way we thought it would; that it perhaps takes longer time than expected.”

Their overall engagements are further described as a process that probably never will end. Wilson explains that while some stakeholders wants them to move quicker, the complex reality of societies and the company's environment makes it

difficult to simply change direction in an instance. Their reporting, their annual report and their strategy documents, is said to be a part of the process. It is a way to inform, for example, suppliers of what is expected of them if they want to become or continue to be a supplier for IKEA.

#### 4.1.3 Suppliers and resources

Wilson explains that there is not necessarily much difference in which questions are being brought forward between different regions, countries and on an international level. Viewed from a general perspective, it is often the same questions that are being discussed in different parts of the world. Fair working conditions, as Wilson exemplifies, is said to be universal and expected everywhere. While IKEA is said to have been much involved during many years to work systematically with such issues, Wilson states that certain problems can only be addressed with collective responsibilities and actions.

“In China, for example, the problem that too many workers work too many hours is not something that is unique for IKEA – every company that operates in China face the same challenges. We want to make it a common cause and find solutions and paths together with others. We cannot do this by ourselves, different actors have to be in on it. [...] We do not necessarily view this as connected to competition, we want to push the agenda because there are such profits inherent in dealing with these issues.”

Concerning issues that goes beyond the workplace or factory, most efforts have so far been implemented in countries such as India, Pakistan and Bangladesh, where social issues are often related to working conditions and where part of the challenge has been to influence suppliers to take greater responsibilities. Wilson describes some situations as challenging, as some actors are critical and sensitive to change. He explains that IKEA has had experiences of child labour and 'work in homes' under bad conditions – especially connected to the textile industry – and they want to, and have been expected to, be engaged and provide help to local communities. As an example, Wilson explains that they work with Save the Children and other such organizations, in various places, and have for instance

been a part of supporting initiatives related to education for children and teenagers. To a certain extent it is about finding alternatives to work, or at least combining work with education. They have also made efforts to make sure women gain the right skills and are able to work and earn a living in factories, or to centralize 'work in homes' to certain nodes where they are provided better conditions. Wilson explains that IKEA work with these issues for a variety of reasons and that the incentives to a certain extent have changed.

“I would say that if you look at CSR and sustainability where it was maybe ten years ago, it was primarily driven from a risk perspective. 'We do not want to harm our brand, [therefore] we need to work with our supply chain', and so on. Today is it much more business driven and there are clear incentives for growing our business; for making a better business rather than just minimizing risk, even though there are still components of it.”

Wilson explains that working with these issues not only help to create better living conditions and better work environments – so people can earn more money, have colleagues, have better machines to work with, get educated and develop their skills – it also has direct effects on the company. “Not only in terms of our brand, but efficiency, productivity and the quality of our products increases significantly when working conditions and working environments are improved”. By that, IKEA is said to be able to reduce complaints and the number of returned products, and thereby lower their costs. Social and environmental aspects are said to often go hand-in-hand with ways to reduce costs for the company as there is a variety of benefits, such as improved ability to secure the resources they need, and better work conditions help to reduce the environmental impact of farming and the production of cotton, fabrics, etc. Wilson explains that there are clear business motives and incentives in their priorities and efforts are not only seen as responsibilities, but possibilities and pre-requisites in order to reach their desired growth. For example, IKEA sees ways to reduce future costs by changing the materials they use.

“There are aspects in terms of the resources we use in our operations and our products. As the volumes increase at the same time as certain materials become more scarce, we have to work even harder and increase our efforts to find alternatives, use material more effectively and to recycle. Wood has always been central for our business, it is where it all started, but also other materials are important, such as oils. They are limited resources and becoming more of an issue.”

Public debate and concerns are to some extent increasing attention to certain issues, such as exploitation of resources and environmental challenges, and this influences IKEA to place emphasis on certain aspects. They are thus in part driven by public discussions and where the general focus is, but Wilson stress that it is important for IKEA to be at the forefront and to have a systematic and long-term approach, rather than being governed by the media or “whoever shouts the loudest”. The issues are, however, described as being complex and complicated, and many challenges cannot be met by single actors, or even groups of actors. Wilson explains that IKEA to some extent often pull and lead the development concerning, for example, the materials they use. Other companies who use the same materials, but much lower volumes of it, are able to follow IKEA and see where and how to acquire certified resources. The process yields different outcomes and there are still considerable issues to deal with.

“On the one hand, we view it as gaining a competitive advantage as we can meet expectations concerning these issues, but we also see great value in working with others to find solutions and initiatives. It is very, very hard to engage in a particular type of development by our own, it demands considerable volumes and resources to drive certain issues.”

#### 4.1.4 Employees and social issues

From an internal perspective, Wilson explains that while salaries and other financial benefits to some extent still are of importance to employees, they also want to identify with the company, share its values, stand behind it and be able to develop within the organization. These issues are, according to Wilson, becoming increasingly influential, and their responsibilities and commitments are important aspects when attracting and hiring competent people.



“We receive a lot of questions from candidates that approach IKEA for employment as they want to know how we view these issues, how we work with them and what possibilities employees have to be involved in local communities. [...] When we are out talking to people, such as on career days, these issues and questions are often high on the agenda. Lots of people want to talk about ways of how to work with these issues systematically, with a long-term approach and with a business perspective. We consider it to be a central aspect of creating growth for IKEA.”

In terms of their social commitment and being able to engage their staff, Wilson describes that they have an ambition to develop their systematic approach to engage with local communities around the world, not only in challenging environments such as the ones previously mentioned, they also want to become more engaged in for example Sweden and North America. Wilson describes a recent example of how employees engage in local communities in the USA together with the Red Cross which has initiated a program to help people who have lost their homes, for example as a result of fire or other natural disasters such as hurricanes or floods. In such events, IKEA join the efforts to help by providing furniture to new homes or alternative solutions, making sure basic needs, such as beds, are met. IKEA's employees are on location and help assemble the products and make sure the logistics work. It could be considered as 'pure relief work' in some regards, but according to Wilson, there are also benefits that brings value to the company.

“It contributes to strengthen moral and cohesion within our staff. By extension it is also a way to meet potential customers by being visible and making our voices heard in the local community. Everyone we meet is a potential customer and in some cases people might get a relationship with IKEA and want to start working for us. It is difficult to avoid such ulterior motives; it is good to be seen and be a part of these issues, even though it is not the primary objective. But we rather do this than send money to some remote project, even though it might be as deserving. Such efforts do not create the same commitment and involvement from our staff, and such remote projects might not have the same clear links to future business opportunities.”

## 4.2 Skanska

### 4.2.1 Sustainability

Staffan Haglind describes Skanska's work with sustainability as an overall approach in all three dimensions; socially, economically and environmentally, and since they are a large multinational company their responsibilities are diverse and cover a range of aspects. In terms of the services and products they provide, how they are designed and any disturbances they might have locally on and off the work place, issues are for the most part related to lights, sounds, noise, emissions and so on, but their commitments can and should be viewed from different perspectives. Haglind refers to a matrix on their website which he argues provides a good overall description of their responsibilities, how they work and what they think is important.

<b>Social Agenda</b>	<b>Environmental Agenda</b>	<b>Economic Agenda</b>
We care about our people »	We use natural resources with care »	We choose projects with care »
We help build communities »	We respect the local environment »	We choose like-minded partners »
We play fair »		We create shared value »

Source: Skanska (2014b)

On their website, each category is further explained and Haglind says that they consider the ethical dimensions of their responsibilities to be especially important, both in terms of their reputation and brand but also not least for social reasons. He further explains that the construction industry has not had, and continues not to have, a good reputation in terms of these issues as different actors have been exploiting resources in different ways. He says that Skanska previously has had experiences of cartels and similar misconducts, but they changed 15-20 years ago when they introduced their Code of Conduct which states they do not accept any form of corruption, cartels, and so on. Their involvement in a project at Hallandsåsen, Sweden in 1997 is described as their wake-up call, whereafter they

immediately began changing the way they work in order to secure that it would never happen again. Since then, they have pushed these issues very hard and it “has had a positive effect on how to behave and how to do business around the world”.

#### 4.2.2 Risks and potential

Haglund explains that there are various risks connected to the industry as a whole. To exemplify this he mentions tampering with records, taxes and other means along the paper trail, and risks that could be affecting the environment or people, such as the use of child labour and lack of health and safety at different workplaces. Haglund mentions the construction of large sports events, such the World Cup in Qatar and the Olympic Games in Sochi, where there have been work related deaths and many people have not received their salaries and been treated very poorly, and goes on to say that “[t]here is a whole range of very serious consequences that can come as a result if one does not have focus on these issues”. Senior management is said to have been a highly contributing factor in Skanska taking greater responsibilities as they have realized, both in the past and now, that this is the way to be and behave as mistakes and bad behavior could have strong negative consequences and endanger the business.

“If we look at what happened to companies such as Enron or Arthur Andersen for example, they were extremely strong companies, both economically and in terms their brand, and in a short time they ceased to exist due to serious unethical actions. There is a similar risk to us and other companies, that if someone does sufficiently large and serious misconducts, it jeopardizes the company.”

From an environmental perspective, the industry's shift into 'green construction' has been varied. Some companies have been able to continue with business as usual, but Haglund explains that there were many who predicted that the green segment in construction would grow from a market perspective, and such predictions have been found to hold true. From Skanska's viewpoint the shift has

been a way to direct attention and emphasis on a market segment that is likely to grow substantially, and all prognoses tells them that it will keep growing at a far greater pace than traditional construction.

“As this segment grows, it will transform from a 'nice opportunity' on some markets and towards certain clients, to become a complete necessity in order to be profitable and to expand the business. This is where we are now, we have a business plan we call 'Profitable Growth' where we have realized since time back that in order to succeed, we have to be prosperous in this segment that grows so rapidly.”

Concerning certain projects, such as when they build roads, bridges, harbors, airports and so on, the shift have meant they can reduce their overall costs and carbon emissions when they recycle, work smarter and do not transport materials between different sites. Profitability and environmental aspects are said to go hand-in-hand on a number of different areas and aspects, and they are described as having great credibility and knowledge in many countries to manage complicated and sustainable projects.

“We have won projects due to our credibility and commitment to these issues. We are for example renovating the UN-building in New York. It is a very sensitive project as many countries are represented. They had to choose someone that is flawless in terms of corruption and a range of other aspects. We got that project to a large extent due to our Code of Conduct and that we follow it with credibility. It is a billion dollar project and a good example.”

Haglund does further mention that the demand for more sustainable products and solutions have so far been somewhat limited to certain groups of clients. There are still those who do not care as much or perhaps not at all about these issues and focus solely on price. By making a broad generalization, he says that the larger an organization is, and “the more financial and economically successful they are, the higher 'green and sustainability' is on the agenda.” Working with social and environmental issues, such as green construction, is further described as giving them better control over their operations from a range of perspectives, which means they can be more certain of what to expect. Increased focus on a range of

issues have created considerably less risk for them as they have been able to attract certain clients that wants them to build more sustainable projects. The best tenants, for example, are usually those who have a strong green focus, and since those clients are often reliable in size and profitability, it reduces the risk of them not paying rent in the future. “It secures the cash flow”. In addition, when they produce green projects that are certified, when they have done right from the beginning, the projects will be sustainable for a longer period of time and therefore be more attractive. The risks of not doing it right from the beginning is likely to result in efforts to rebuild, and that costs money.

“I, and many others with me, believe these issues will grow. More companies will demand certified methods in a similar way as some now have a policy for *green cars*. The step from *green cars* to have a corresponding policy for their business facilities is not that great, and more companies will follow.”

#### 4.2.3 Cooperation and goals

In terms of collaborations with others, Haglind explains that they are members and a contributing actor in a range of international networks and engagements, such as the United Nations Global Compact, the World Green Building Council, and other Green Building Councils in various countries. Skanska is also a member of a lobby group within the European Union (EU) that wants to push environmental issues much harder than what EU does at present. He explains that they try to be a counter weight to the rest of 'business Europe' who generally opposes these types of changes, and they are a part of various science projects aimed at pushing these issues and actively support further progress. Their sustainability director, for example, is jointly leading a project within the United Nations to improve the green and sustainable aspects of the global supply chain to the construction industry. Depending on which aspect they want to address, however, their work takes different forms. For example, Haglind explains that work place safety is a core issue for Skanska and 'Skanska Safety Week', held once a year, is the world's largest workplace safety event organized by a company.

They have worked with it internally for many years, but during the last couple of years also invited other companies to participate. Other aspects, such as demand for green constructions, are harder to influence and Haglind explains that they cannot solve certain issues by themselves. While they have done several of the most sustainable projects in the world, and continuously try to work for further progress, they do have other obligations as well.

“As opposed to for example some NGOs, we are a private company that have profit requirements. We have to do sustainable projects that are in line with the market, albeit at the forefront of the market. If we all of a sudden decide to do projects that are too far from demand we are likely to have less profitability. We try to be at the commercial edge but we can, of course, not do projects we do not profit from.”

Concerning future markets, however, they have set goals of what they want to achieve in terms of reducing environmental impact. They have identified four areas in which the construction industry has most negative impact on the environment – energy, carbon, materials and water – and their ambition is to have close to zero negative impact in terms of these four areas. In order to illustrate and be able to measure how sustainable they are in different countries and different projects, they have created a model called Color Palette™. In short, it is a color scheme that goes from left to right, beginning with what they call Vanilla, where laws and regulations are followed. Further to the right the color shifts to green, including higher environmental standards, for example lower energy and/or water consumption, and eventually reaching Deep Green, also known as Future Proof, at which point they have little or no negative environmental impact. Haglind explains that Skanska have been able to reach Deep Green on some areas, and to go further is in part about becoming better at explaining the benefits to the clients – but to reach it in all four is not yet realistic if one considers where the market is and how current certificates are graded. Buildings classified as Deep Green are described as 'very, very special buildings', and much still depends on demand.

“If actors on the market do not want it, are not willing to pay the extra costs it takes to go all the way, then we do not have the possibility to do it. We have the knowledge, the skills and the technology, no doubt about it, but if there is no demand it will not happen.”

#### 4.2.4 People and communities

Regarding social and employment status, Haglind explains that their efforts have contributed to make them successful in terms of attracting talented employees. He says that it has become more evident that people, to some extent especially younger people, are more controlled and driven by values. While older generations to some degree might consider salary and economic benefits to be of most importance, younger generations feel that it is more important to be able to develop and do work they considers to be 'right' from moral and ethical perspectives. There are, however, still discrepancies between different markets and Haglind explains that they have been able to attract employees based on these issues with varied success in different countries. In Norway, for example, they have been able to attract some of the most talented people who work with energy and sustainability, and they are described as having a very strong brand in Poland where they have been appointed the most attractive employer. Being a desired employer is further described as a process and Skanska also make investments to develop skills and to improve the knowledge needed to be able to both sell and deliver certain types of products.

“We sometimes hire consultants, but our way is more often that we want to educate and develop our own staff so they can handle and continue to push the agenda, and we have been quite good at it. Buying a generic concept could mean more risk, and we hardly become better than our competitors if we use the same consultants. We rather have it 'in-house' so we can improve and use the skills over and over on many different projects.”

Working with employment issues is described as creating ripple effects, not only in terms of attracting employees, but also in terms of strengthening their commitment to the company and not least to attract clients. Haglind explains that working with these issues, making the world a bit more sustainable, is something

that is important to many employees and they both hope and think that their efforts will attract even more people who will want stay with them for a longer period of time. He describes Skanska as a value driven company, and apart from making profit for themselves and their shareholders – which is the foundation for any sound business – they also want to contribute to society and make the world a little better.

“This include our work with ethics, our green business, our safety work and so on. It is also about giving back to the communities in which we operate. We provide employment, better schools, and a range of other things that we bring to the communities. We both can and want to combine those things in a good way.”

They have several projects where they engage employees in social commitments, such as helping students with homework. As another example, they are engaged in a project in Malmö where people who live in the area are able to get apprentice- or internships at Skanska. They also have a similar project in Örebro, where they offer people who live in the area to work for them for a period of time in order to learn the trade and improve their resumé, perhaps also gain employment at Skanska or one of their partners or subcontractors. They have these commitments in different parts of the world, more so for example in England where the tradition of such engagements are stronger. The benefits to the company is described as a mixture of a lot of things previously mentioned. When they contribute in making the world or the local site a little better – when they are able to offer people possibilities – it brings value to employees and other stakeholders as well as it makes them suitable to take projects no one else can; they view it as means of gaining a competitive advantage. Haglind does acknowledge that their efforts might be small in relation to the large problems societies faces, but they are doing something, “and something is better than nothing”.

“We hope more actors, both private companies and public institutions, could do this, too. We cannot see any losers in this, no-one is paying a lot of money for something that is bad or wasted. We do this because we think it is a good thing that we can help.”



## 4.3 Trelleborg AB

### 4.3.1 Corporate responsibilities

Trelleborg AB's responsibilities are described by Rosman Jahja as following a structure that is similar to the guidelines and frameworks provided by Global Reporting Initiative (GRI) and United Nations Global Compact. They span over the traditional environmental and workplace responsibilities, and further beyond to the ethical and social responsibilities in relation to the world around them and cover issues that are normally attributed to what is called 'sustainability'. They do not have a 'special sustainability staff', but have chosen a path where their engagements concerning these issues is incorporated with how they work and different areas of responsibilities rests upon the different branches and departments within the firm. Human Relations handles issues related to Human Relations, other departments deal with environmental issues, the Communications Department have their responsibilities and Purchasing have other responsibilities.

The company's commitments to these matters is said to have been initiated on a corporate level during the 1990s as they, in addition to their traditional financial reporting, began reporting on environmental issues. They did, however, realize at the beginning of the 21<sup>st</sup> century that a focus solely on environmental aspects did not properly describe the range of responsibilities they consider themselves to have. Instead, they began using the term 'sustainability' as a descriptor of their commitments, and a few years later began to call it 'corporate responsibility'.

“There were generally a lot of talks about CSR [Corporate Social Responsibility] at that time, but we felt Corporate Responsibility was more clear as the term '*social*' could be misleading; that it is only about social issues. Our responsibilities include the environment and our workplaces, and ethical issues, such as human rights, anti-corruption, and so on.”

Jahja explains that it is important to have a credible approach, and while some choose to describe their responsibility efforts in terms of improving their brand, Trelleborg AB is more focused on describing it as responsibilities towards society.

“We want to highlight that it is about our corporate responsibility for sustainability. There are obviously also political and civil society's responsibilities, which complement our responsibilities. We cannot solve societies' sustainability issues by ourselves, that demands joint actions. We stress that we take our responsibility as a company, and others must take theirs.”

Some issues, such as reporting, are becoming increasingly important and they realize that they need to be addressed even further. In terms of communicating their responsibilities, they follow the guidelines and frameworks of GRI and Global Compact. Jahja explains that they need to be transparent, and the latest guidelines from GRI, called G4, further stresses the importance of presenting and reporting everything that is essential and substantial to appropriate stakeholders. They see themselves as having similar issues as other industrial companies and Jahja explains that they have traditionally worked hard with environmental and workplace related issues. They do not, however, have as much experience in terms of their social engagements as issues concerning the entire range of their supply chains are younger disciplines. How, to whom and to what ends their corporate responsibilities could be beneficial is described as complex issues.

“Sustainability reporting is still a relatively young discipline compared to financial reporting. We are still quite early in defining what corporate responsibilities include, what it could mean and how things could be solved – considering the great challenges different societies faces.”

#### 4.3.2 Diversity and stakeholders

There is to some extent a possibility to place their business in the rubber industry, but their work with many different segments and different clients – such as the automobile industry, the construction industry, aerospace industry, industries which manufacture machines, tractors, and so on – means it is somewhat difficult to pinpoint how they work.

“In some respect we are still a local company and act as such. Many of our units have no more than 50-100 people working in them, which means it works like a mid-size local company, there is not much difference. In other respects we are a global actor and have to act on different premises.”

Being a global actor is said to create much diversity on many different levels and different stakeholders have varied demands and expectations. Therefore, to make the right priorities, it is crucial to regularly ask stakeholders what they want and think is important. Jahja explains that in broad terms their owners and investors are primarily concerned with avoiding unnecessary risks that can jeopardize the value of the company. Although certain shareholder groups are becoming more interested in how the company work to take greater responsibilities, it is “in essence about following laws and regulations, making sure we do not violate international agreements and that we take all actions to avoid becoming mixed up in corruption and so on”. Employees have a similar approach, but they also want to be able to develop in the organization and take pride in what they do. Their clients, identified as a third important group of stakeholders, are mainly interested in that the products and solutions are delivered as was agreed, “both in terms of quality, but also from an environmental aspect, that they save resources and are made in the right way and so forth”.

They listen and engage with different stakeholders through various means in order to be able to adapt to changing expectations and demands, although such aspects are said not to change very rapidly. They frequently engage with stakeholders through various media, meetings, public appearances, and they have more active efforts every two or three years to make sure they are on the appropriate track. They do surveys with target groups, and further ask why they think in a certain way and why they expect certain things. The issues are described as diverse, ranging from issues concerning their direct operations in their factories, such as noise and smell, and in other cases it could be questions and issues that are raised by shareholders at the annual general meeting, in which their overall policy on a group level could be affected. As they employ a lot of people and are present in different parts of the world, expectations differ. Jahja explains that since the law and awareness of the issues are different, the demands from their surroundings, i.e. politicians, customers and different societies, are different as well. Not only depending on which country one refers to, but also with which industry they do business with.

“Some industries are more mature and have a higher level of competitiveness, which have brought these issues one step further. The automobile industry, for example, have for a long time had pressure on them to address environmental and energy-related issues. Some questions have come very far whilst other industries, such as maritime transportation, for various reasons have not made the same progress.”

In terms of collaborations with other actors and stakeholders, they are a part of various networks and commitments on different organizational levels that discuss various issues, such as how to work with suppliers, traditional environmental aspects, about health and safety, etc. Although they have not initiated any coalitions by themselves, they want to convey their commitment.

“We have signed the United Nations Global Compact because we want to sign up on choosing this direction and that we hold certain principles high. We are also members of smaller associations and constellations, locally and regionally, and we are a part of different networks where we share and exchange experiences on different issues and areas. A positive aspects of this is that it does not have to be about competition, instead different actors share views of what we want to achieve, and as different actors work in different ways, we can share and exchange experiences with each other.”

### 4.3.3 Investments, costs and potential

The company is described to belong to a heavy industry in terms of its raw material consumption, energy consumption and to some degree also water consumption, and they are said to be able to reduce costs by using less energy, less raw materials and to produce less waste. Jahja explains that a lot of what they do go hand-in-hand with profits they make in their business and they can, for example, rather easily calculate the effects of what improved working conditions in terms of health and safety can have in relation to less absence from work. But there still sometimes remain a discussion of how to view some efforts.

“It depends somewhat on which values one has, and it still varies. I consider it to be very defensive to only see it as a cost, it needs to be balanced – we invest because we think it brings value to us. But depending on how one views these issues, it could be seen either a cost or an investment.”

They does not see themselves as being at the foremost frontline when it comes to using corporate responsibilities as a marketing tool. Jahja explains that they want to begin by emphasizing the responsibility part of it all, but they do have ambitions to use it more as a means of competitiveness as they continue to investigate the potentials.

“We have been less active in illustrating how our products and solutions address sustainability issues in society. We will see more of this in the future, partly because there are major problems that must be addressed, but also because it could be viewed as possible competitive means. We have only just begun to approach it. We have what we call Blue Dimension™, which is a way to describe how our products and solutions is for good use, not only for the customers, but for society at large as we protect people, the environment and infrastructure. Our business is in several ways positive in this sense; our products help save energy, or protect different things through the dampening effects that rubber has.”

A few examples that Jahja mentions are fenders that protect boats in harbors, and other products that reduce vibrations and noise in cars and other vehicles. They have also developed tractor tires that makes less damage to the soil, which is beneficial to both the environment and for the people living off the land.

#### 4.3.4 Local community commitments

Trelleborg AB also wants to join in the efforts to take a responsibility towards the communities, both within and outside the factory gates, and have decided to primarily work with children and teenagers. Jahja explains that they want to be considered as a good corporate citizen, have good relations with local communities, and they therefore engage in various activities that stretch beyond their direct corporate activities. They support and sponsor local sports teams and, for example, have collaborations with Save the Children and Star for Life in larger projects. They are involved in a number of different projects in different societies, such as pre-school projects in Brazil and specific efforts to help disabled children in Sri Lanka. They are also involved in a project in Sri Lanka where they support high school students for three years, who are taught not only traditional school

subjects but also how to follow their dreams, 'to stay away from trouble' and have hobbies such as dance, music and sports activities. The projects thus covers a range of themes, but do share a common denominator; they are all located in close proximity to their facilities and factories as they want to be able to see the difference they are making and hopefully also present a positive image of the company.

“There should be a connection between our operations and the projects – we should be able to see what is happening. It is partly for our own purposes, that we can have good relations with the area and that talented teenagers will want to work with us.”

The expectations on Trelleborg AB to commit to social engagements are described to be different depending on which countries and contexts are addressed. As a large company in a small country, such as Sri Lanka or Malta, there is to some degree higher expectations on them to have some community involvement than in countries such as the USA or the UK. Jahja does however stress that it is their choice and that they want to do it.

“It is a voluntary responsibility, nothing that is mandatory or required by law, we choose to do this. We do it because we are a large employer in, for example, Sri Lanka and we want to give something back to the country.”

In terms of what they hope to achieve, Jahja describes it as grand issues that to a large extent is based on values, that their efforts will mean cleaner and better business that is more in harmony with the development of society and future demands. It is partly described in terms of creating increased value, for shareholders as well as for employees. All efforts combined are argued to make Trelleborg AB a stronger company in the market going forward. To care for the environment, society, customers and employees improves their overall competitiveness, and being transparent gives them a stronger license to operate.

## 5. Analysis

The following analysis utilizes the theoretical framework derived from the literature and uses it as guidance to relate the cases to theory. As the primary purpose is not to compare the cases, each analysis is made separately. Because the framework does not provide mutually exclusive categories, the analysis is not based on a pre-determined structure and therefore differs between each case.

### 5.1 IKEA

When IKEA consider which role and responsibilities they have in different and increasingly complex and diverse contexts, they not only see issues, increased demands and expectations as aspects they need to manage in order to sustain their business, they see the necessity and potential to harness those aspects to continue to grow their business, be more competitive and become more profitable. Their view of the concept could therefore in part be viewed as responsibilities and opportunities in terms of the company's business performance, e.g. be able to sell more products and find alternatives to the resources that are becoming increasingly expensive. Their view could at the same time, however, also be seen as areas to the benefit of IKEA's external stakeholders, e.g. help customers live a more sustainable life, reduce environmental impact and provide better working conditions. The process of extended focus on economic, environmental and social responsibilities thus have different dimensions for IKEA. They are on the one hand more exposed and experience increased pressure to live up to societal norms and values, and on the other hand have increased global and environmental awareness also created new ways of how to create value. In relation to the literature, they try to relate and take advantage of such demands and expectations to create pluralistic value for multiple stakeholders simultaneously, i.e. aim to create synergistic value.

Due to their high dependency on external stakeholders' needs, demands and expectations – such as consumers, the media, or local communities around the world – they are dependent on their ability to preserve and improve their

relationship with them in order to achieve the synergy; which means maintain legitimacy and license to operate. Engaging in dialogue with customers and other stakeholders, marketing their products in ways which highlight benefits for multiple stakeholders and by being transparent through their formal reporting, therefore suggests that they, as the literature implies, want to demonstrate that they belong to society and that their financial pursuit does not contend with social welfare and goals; that several objectives could be reached simultaneously. The non-use of 'fluffy terms' such as 'CSR' or 'sustainability' when they communicate with customers is a further testament that they want to be on the same level as their stakeholders and use a narrative they can share. Building trust is considered crucial and their methods in this pursuit have, as Wilson stated, become more sophisticated. The development does however involve different dimensions and while traditional methods are still in use, the modern means which provide customers and other stakeholders the abilities to apply increased pressure on the company – e.g. through the Internet and social media – also make IKEA more able to meet such demands and expectations. Constraints, possibilities and benefits are through this created simultaneously.

From another perspective their efforts to communicate can also be seen as a form of risk reduction. By adapting to external pressure they are able to reduce the risks of failing to comply with social norms and values, and in doing so secure their economic responsibility as they sell the products their customers want. The development of the past decades might thus be described as a transformation of power relations. Although they do not have legal obligations to report and be transparent regarding certain issues, they have initiated such efforts in part due to growing expectations and pressure from various stakeholders. As the literature suggests, globalization and new ways to communicate have made stakeholders feel more connected, on a global scale, and more people are beginning to question the origins of the company's products. Their high dependency on external stakeholders' demands and expectations, most notably their customers', therefore drives IKEA to align its interests with those whose power increases. The development is however not one-dimensional as IKEA have multiple motives,



such as using reporting as a means to inform suppliers and other stakeholders of their intentions, which implies IKEA in turn can use reporting to apply pressure on others. This brings a further dimension to the changed relationship between the company and some of its stakeholders. Certain issues which in a traditional sense is not the responsibilities of companies – such as IKEA's local community involvement, educating women and children, and working together with other actors to improve working conditions – are more important on their agenda and they need to work with these issues in order to meet expectations. By having local commitments with, for example, Save the Children and other such organizations in India, Pakistan and Bangladesh, they are trying to gain legitimacy, as the literature propose, by making sure their surroundings and various stakeholders approves of their business ideas and means to achieve it. By this, and in relation to Carroll's categorization, ethical and discretionary responsibilities which are expected and desired, in addition to economic and legal responsibilities which are required, affecting their ways of operating their business.

Another feature of IKEA's process of taking further responsibilities is the changed views on their reasons and intentions. That their engagements are much more business driven, that they have inherent incentives for growing and making a better business, have been added to their intentions of reducing risks of harming their brand. The aspects have not replaced each other, but rather added new layers and dimensions, and shifted priorities. While they are in part driven by public debate and the media – arguably aware of stakeholders' power to influence their brand – IKEA's belief in a systematic long-term approach through collaboration with others means they try to establish different forms of value and create win-win situations. In addition to reduce risks to the company – i.e. protect their brand, reputation and legitimacy, as was their main priority in the past, they now see ways of generating value on multiple fronts simultaneously. They see potential to reduce their costs, support people and communities, reduce environmental impact, secure resources, improve efficiency, productivity and quality, and not least gain competitive advantages to fulfill their economic responsibility as they sell

products that meets their customers' demands. From another perspective, however, the notion that their commitments is described as a process, that it sometimes takes longer than expected and that there are 'clear business motives and incentives in their priorities', further imply that there is some degree of trading among interests between different stakeholders. Wilson's statement concerning the difficulties for IKEA to engage in certain types of engagements on their own signifies that there are, to some extent, contrasting views on how the process should proceed. Different stakeholders, on whom they depend, might have different economic and ethical concerns, different views on tangible and intangible outcomes, or particular short-term and long-term interests. To improve for example working conditions, educate people, improve legitimacy and reputation, and find means to reduce long-term environmental impact, arguably comes at a short-term economic cost. Furthermore, benefits in terms of, for instance, improved reputation and gained legitimacy might yield different outcomes to different actors in the supply chain, creating different incentives and intentions. There thus remains economic incentives from different actors around the world, such as suppliers, customers, the company etc., that affect the process. By leading and pulling the way concerning for example the materials they use – having other actors follow in IKEA's footsteps and seeing great value in collaborating with others to launch initiatives and find collective solutions – they work with an aim to facilitate the process as they deem it necessary in order to gain long term sustainability and profitability.

Another important dimension described in the interview as 'a central aspect of creating growth for IKEA' is related to ethical concerns and expectations from their employees. The company can relate to the theory which suggests that investments in the well-being of employees could potentially reduce employee turnover and absenteeism through improving morale. Their efforts to meet the demands and expectations from their employees, by having them engage in for example social projects, could in a sense be seen as a form of investment to improve morale. This might in turn reduce risks of failing to attract talented people and reduce costs of employee turnover as people stay longer. In addition,

one might also view these efforts in terms of a means to create synergistic value as the company, in addition to create commitment and involvement from their staff, create different forms of tangible and intangible benefits to the company and different stakeholders simultaneously. Their relief-work in collaboration with the Red Cross in the USA, for example, has multiple motives and is in part different compared to the social engagements they have in for example India, Pakistan and Bangladesh where there are other types of problems and they use different approaches. Beyond tangible benefits to disaster victims to whom the company provide basic needs, one could choose to describe the intangible benefits to the company, such as improved reputation and legitimacy, as sources for further tangible benefits as they aim to attracts customers and sell more products. From a general perspective, these types of commitments can be viewed, as the literature suggests, as challenging the traditional perception of the relationship between business and society as they try to find market based solutions to social and environmental issues. Relief work is not categorized as a traditional corporate responsibility, but as they see business cases in trying to help, they have a desire to take on such responsibilities. In order for the synergy to come into effect however, i.e. for their efforts to help others to be considered a part of a business case, it is imperative that various internal and external stakeholders view the engagements as associated with IKEA. For responsibilities to become business possibilities thus demands clear links between the projects and the company.

## 5.2 Skanska

From an overall perspective, the notion that Skanska refer to their responsibilities as 'sustainability' leads one to wonder whether their social, environmental and economic agenda, as presented on their website, is a way to sustain the company's economic responsibilities by trying to meet internal and external stakeholders' expectations and demands. As they previously have had experiences of cartels, misconduct and were a part of a corporate scandal at the end of the 1990s, their reputation and moral license to operate, which according to the literature is necessary to exist, needs to be protected in order to sustain their business. As

further stated in the literature, such efforts demand that the organization is successful in communicating and educating stakeholders of their commitments and intentions, and the way their responsibilities are presented on their website is presumably a means to convey such messages. By having an overall definition that explains what they think is important, they try to show that their financial pursuit does not contend with social and environmental goals. However, although Haglind explains that the ethical dimensions of their responsibilities and work with sustainability has risen on their agenda, these aspects, as suggested by the literature, are usually ill-defined and consequently difficult for companies and stakeholders to deal with. As such, caring about their people, playing fair, respecting the local environment and choosing projects with care, could arguably be interpreted in different ways because people and conceptions about responsibilities are bound to differ. At the same time, the freedom to interpret the company's description does not necessarily have bearing in diminishing their responsibilities, as it might, on the contrary, be interpreted as the generic explanations reveal and illustrate the multiple ways in which they impact and are affected by the rest of society, i.e. that there are many ways of how they want to manage their relationship with various stakeholders.

The incentives and intentions for broadening Skanska's agenda in the last 15-20 years is derived from various aspects, which relate to the theory that there is no single purpose for companies to engage in CSR. As their industry does not have a good reputation when it comes to certain responsibilities, and as certain construction projects receives widespread and global attention, their efforts can in part be described as a means to reduce risks of various kinds. The potential consequences of not taking greater responsibilities are by Haglind's accounts to be considered crucial. The increased attention from a range of stakeholders, who reveal and place emphasis on social and environmental issues, is making Skanska and the entire industry more exposed and with increased pressure to live up to expectations. After the scandal at the end of the 20<sup>th</sup> century, there has, as the literature suggests, been a significant push from Skanska to devote more attention to certain matters as different types of stakeholders arguably relate and feel

connected to the perceived victims in other ways than before; for example with workers constructing global sport events. That Skanska relate and identify with other companies, even though they are not a part of the same industry, arguably reveals a further dimension to stakeholders' relationships: not only have their own past mistakes and unethical behavior made them more aware of the risks involved of not following the norms and values of society, but awareness of what has happened to others influences their decision-making and what role they should have. The interconnectedness between stakeholders thus take different forms.

As a part of their altered behavior, the shift into green construction has, as Haglind explains, been a way to simultaneously reduce risks, costs and give them a competitive advantage. While the reduction of costs are to some extent limited to certain types and areas of production, the risks they are able to reduce are more diverse. As they are more exposed and are expected to have more ethical responsibilities towards more stakeholders, there is a considerable risk of losing their legitimacy that is crucial to attract clients. By working with these issues however – considering the industry's overall poor reputation – they have been able to create value by strategically direct resources towards the demands of their clients in order to set themselves apart from their competitors, i.e. gain competitive advantages. That they were selected to renovate the UN-building in New York demonstrates their competitive advantage, while also illustrating that their responsibilities to a greater extent have become global as they need to comply with different demands and expectations from UN member states with different types of cultures.

From another perspective, their competitive advantages can in turn reduce other risks as they are able to attract the best clients and thereby secure their cash-flow. The notion that it is financially and economically successful companies that demand green and sustainable products and solutions leads one to speculate that these companies are, as Skanska is, interested in taking greater responsibilities to protect their business. As such, one might argue that Skanska's efforts could be viewed as ways to create synergistic value. In addition to the benefits to Skanska – i.e. reduced risks and to some degree reduced costs, better control as they attract

the best clients, improved legitimacy and reputation in relation to certain stakeholders – benefits also include value to the other companies in terms of legitimacy, reduced environmental impacts, and their work with social issues, such as health and safety, benefits the people involved. Although their commitments sometimes demand joint efforts to reach full effect, there is value created on many levels, in different dimensions and with different beneficiaries.

As they engage in collaboration with others, e.g. through Green Building Councils, UN's Global Compact and other UN-projects, inviting others to Skanska's Safety Week, and their engagements in lobby groups in the EU – where they try to be a counter weight to other business actors – they, as the literature suggests, want to unearth a potential to create new paradigms and aim to alter the perspectives and behaviors of social systems larger than any particular organization. In this sense, the development and their engagements might be viewed as an illustration of altered power relations between political and market actors; that they challenge the traditional role between business and society to find market-based solution to certain issues. While it is not clear if political influence has decreased at the expense of increased corporate influence, as is proposed by the literature, one could view the process as an increase in collaboration and cooperation between different actors. The benefits to the company are multiple, and apart from gained legitimacy, it can also be seen as a means of 'creating demand'. As they are highly dependent on demand and cannot do projects they do not profit economically from, and since they are unable of solving certain issues by themselves, influencing demand might be viewed as a means to reduce the trade-offs between, for example, economic and environmental responsibilities. Even though they try to be at the commercial edge, their economic responsibility, as Carroll stated, is the fundamental aspect of which all other responsibilities are dependent. If they are successful at influencing other actors to expect and demand more green construction however, their leading position and competitive advantage on the market would yield them the opportunities to sell more products and solutions as they continue to build their business organization.

Their goals for the future, illustrated by their Color Palette™, is both a measurement and a way to ensure and inform themselves of where they are and how they need to work, but it could also, as the literature suggests, be viewed as a form of 'eco-label' used to legitimate the products and production methods and attract clients. If used successfully – if they can continue to improve their ways of explaining the benefits to clients – it can be used as a market differentiations strategy to strengthen the firm's brand and in turn impact financial performance. As with attracting employees however, their varied success in different markets might be explained by the suggestion that differences within and between cultures, societies and context determines if a business case can be made or not. Concerning employees, that it is generally younger generations that are driven by values rather than economic aspects adds a further dimension of differences and arguably implies that some aspects will continue to evolve and become even more of an issue to consider in the future. As a consequence, their investments in their employees' knowledge, and educating them about the company's intentions and means to become more sustainable, can be viewed as a means to prepare for such a future.

These efforts can also be viewed in terms of creating synergistic value as they can simultaneously strengthen their employees' commitment, gain competitive advantages in terms of attracting and retaining employees, and not least attract clients. The synergy also comes into effect when their commitments affect the societies and local communities in which they operate. As they want to contribute to society – provide employment opportunities, have employees committed to help students with homework, and provide apprenticeships and internships, one could further argue that they provide market-based solutions to social issues and further challenge the traditional role and responsibility of corporations. The benefits to the company is said to be multiple, and the notion that they have more established ways of working in some countries, and hope more actors would engage in similar commitments going forward, implies there is more to come.

### 5.3 Trelleborg AB

The highlight and emphasis of Trelleborg AB's responsibilities as complementary to political and civil responsibilities implies that Trelleborg AB have a traditional view of how to approach their responsibilities. This notion is further supported by the fact that they have chosen a decentralized and incorporated strategy rather than having a 'special sustainability staff' and want to have a credible approach rather than use it as a marketing strategy. As they are still in the early stages of discerning what corporate responsibility includes, what it could mean, and how things could be solved considering the great challenges societies faces, they have not created a definition of their own and instead use and follow standardized frameworks provided by international guidelines. Their process of becoming more transparent and deciding how best to approach their responsibilities, and how to communicate what they do, might therefore be interpreted in several ways.

Being credible is a foundation of Trelleborg AB's approach and it is closely related to their decision to choose 'corporate responsibility', rather than 'environmental reporting', 'sustainability', or 'CSR' as a descriptor of their responsibilities. It may however be proposed that the term 'corporate responsibility' does not thoroughly clarify their responsibilities to an external observer if one considers the literature which suggests that since people and societies are different, conceptions about corporate responsibilities are bound to differ too. Nonetheless and regardless of what they call it, following a standardized framework could reduce certain risks as well as provide the potential to gain legitimacy and improve their reputation. By being transparent and reporting according to standardized frameworks, their strategy aims to illustrate that the company's actions and engagements are consistent with social norms and expectations, and therefore are legitimate. By conveying a message that their business does not contend with social and environmental aims and goals, one might assume that they want to be perceived as a sanctioned member of society. Further, while there is no reason to suggest that the standardized framework has made them complacent – as critics of standardized frameworks might claim – it could be argued that they have not placed as much efforts into further innovations;



that they are influenced by the guidelines and external stakeholders' expectations and demands to a greater extent than by their own ingenuity. Following the latest guidelines, for example GRI's G4, is a way for them to be up-to-date on norms and expectations, but their approach might not be viewed as a differentiation strategy as the application of standardized frameworks does not set themselves apart from their competitors.

Jahja's statement about how crucial it is to engage with stakeholders and consider their demands and expectations – and the notion that there are wide varieties and differences in awareness, expectations, demands, laws and values in the various societies and industries in which they are a part – could mean that there are considerable risks to the viability of the company when increased globalization and new modes of communication are creating possibilities for the company's stakeholders to be heard. In addition, in as much as communicating with stakeholders through various means and being part of international networks and organizations might reduce the risks of failing to comply with societies' norms, values, demands and expectations – thereby losing legitimacy – it might also be a way to meet several needs simultaneously. Given that they do not consider regional, national and international cooperation to be associated with competition, they aim to create synergistic value. By discussing issues with others of how to work with suppliers, manage environmental aspects, improve work with health and safety – i.e. share views of what they want to achieve and exchange experiences with different actors – they can seek out and connect stakeholders' interests and create pluralistic definitions of value for multiple stakeholders simultaneously. For example, as they are considered a company in a heavy industry in terms of their resource consumption and seek ways to use less energy, less raw materials, and produce less waste, the benefits in terms of less costs is simultaneously met with reduced environmental impact.

While a lot of Trelleborg AB's efforts go hand-in-hand with economic profitability, managing risks and costs often involves some form of trading between interests in different dimensions. The distinction between considering certain actions as costs or investments – illustrating that different actors have

different views of what they consider to be value and potential benefits – could be seen as differences in recognizing efforts as business cases or not, i.e. to which degree it yields a significant return to justify the expenditure. The explanation to the variance can, in part, be that contextual differences such as local, regional and national variations might have an impact on whether a business case can be made or not, which further leads one to propose that the types of trade-offs that are made depends on which context is considered. If one, for example, looks at the different industries they do business with, the maturity of the automobile industry in terms of sustainability aspects have arguably created higher demands and incentives to build business cases, while the expectations and demands on the maritime industry has not instigated the same kind of motives. From another perspective, trade-offs are also made with primarily internal interests. Although shareholders and employees share the same primary concerns – to make sure the company fulfills its legal responsibilities and strives to sustain its economic responsibility, i.e. be profitable and increase the value of the company – ethical issues and aspects are additionally becoming significant facets of their priorities. Some shareholders are increasing their attention to ethical aspects and clients are also becoming more concerned with environmental issues. As a result and as employees want to take pride in their work and be able to develop in the organization, these processes are affecting Trelleborg AB's business because they need to consider more dimensions.

As they progress and have an ambition to align rather than trade expectations, values and demands – for example through their Blue Dimension™ – they take further steps to incorporate their corporate responsibilities into their business strategies. If they are successful at explaining that the benefits of their products and solutions goes beyond the value to the company and the clients who buy them – that they save energy and protect people, infrastructure and the environment – they might gain competitive advantages and legitimacy as they set themselves apart from their competition. They do this by demonstrating that their pursuit of economic and financial gains does not contend with the core values of society. The approach of aligning their interests with other stakeholders also

includes their commitments 'beyond the factory gates', and that has several effects. As their societal commitments are described as voluntary responsibilities, not mandatory or required by law, one could argue that their engagements – supporting children and teenagers, sponsoring sports teams, providing hobbies and teaching non-traditional subjects – is a result of a shift in power relations.

While their view of their corporate responsibilities as complementary to political and civil responsibilities have some resemblance with Friedman's argument that certain responsibilities should be laid upon governments who have the knowledge and can be effective, there is however no reason to suggest that Trelleborg AB has a view that their role and responsibility is solely to follow the law and make a profit. Instead, one might argue that in this case the distinction between corporate, governmental and social responsibilities is more complex than what Friedman suggested. It may rather be as Moon (2007) stated, that what is considered a business responsibility in some countries might be regarded as a governmental, societal or individual responsibility in others. In order for Trelleborg AB to be considered a good corporate citizen and have good relations with local communities, especially in smaller countries where they are a large employer, they are expected to take certain actions that is not traditionally laid upon companies, and they willingly do so. Although it is speculation, increased demands and expectations might therefore be viewed as leading, almost “forcing”, them to take voluntary actions in certain societies as they consider it to be necessary in order to ensure their surroundings approve of their operations.

Because of the shift in power relations, and by aligning the company's interests with those of their stakeholders, it is also possible to view their social engagements in terms of an approach that aims to create synergistic value. A business case however cannot be made unless there is a clear relationship between the projects and the company. By making sure all their projects are connected to their own operations, which means they and others are able to associate projects with the company, their efforts might lead to improved legitimacy and reputation, which may in turn attract people who want to work in the company. As they collaborate with other organizations to help and be engaged in local communities

they are not only able to fulfill their economic responsibility, they are also able to improve the lives of vulnerable groups and enhance the overall social environment. As Jahja himself stated, to care for the environment, society, customers and employees improves their overall competitiveness while also bringing value to others.

## 6. Concluding remarks

The reasons, incentives and intentions of the three companies to engage in CSR are evidently not based on narrow and singularly focused motives, but rather stem from a variety of dimensions, issues and aspects. The companies' responsibilities could and should therefore be viewed in different ways depending on which frame of reference one has. From a broad and general perspective, all three cases have illustrated that their responsibilities, as well as business case opportunities, have grown in terms of importance, scope, range and emphasis since the 1990s. Although economic and legal responsibilities arguably remain the main priorities on which all others are dependent, their ability to sustain those responsibilities are increasingly becoming affected by ethical and discretionary dimensions. The distinction between required, expected and desired responsibilities is therefore unclear as different stakeholders have different requirements, expectations and desires. In addition to societies and stakeholders having expectations and desires of companies to behave in certain ways, there are also responsibilities, expectations and desires within the companies – depending on how strong a business case they see – to meet external expectations and desires and do more than what is required or expected in order to find new ways of how to create value. The different angles and aspects have thus become aggregated and converged within and with each other. Although the business case is not as clear in all three cases there are strong indications that the companies perceive their efforts as able to contribute both to the performance of their business as well as enhance the societal environment in which they exist.

That they have different views of how and to what extent business cases can be made is due to the companies' global structures, as it implicates considerable diversity and plurality, meaning that the process of increased pressure to live up to values and norms have been unevenly distributed. This in turn, has had a varied effect on the companies and their respective industries. The differences between which type of customers provide their income, i.e. consumers and/or other businesses, influences how responsibilities are perceived and how strategies are implemented. As they have different types of responsibilities in

relation to different groups of stakeholders, with varied power to influence the companies, the development therefore has particular implications for the companies' strategies. It has also contributed to the complexities of understanding and explaining the companies' responsibilities; i.e. what they are, why they are important and how they are dealt with. All three companies refer to responsibilities as related to economic, social and environmental concerns, but the range of issues which are included in those interdependent areas are highly complex considering the size and scope of their interactions with different stakeholders, environments and societies.

Towards whom or what they have a responsibility is therefore a key component of understanding which responsibilities they have. The answers to what, why, how and to what end depends on which stakeholders, aspects and issues are addressed. Without pinpointing who the beneficiaries are, solely broad statements, which can be interpreted differently, can be made. Trying to distinguish the actual benefits is equally challenging because commitments have different results depending on where and how actions are implemented, and benefits could be simultaneously diverse – both tangible and intangible in different dimensions at once. Since they are not mutually exclusive, the four approaches to value creation – cost and risk reduction, competitive advantage, gaining legitimacy and improving reputation, and creating synergistic value – could in a sense be seen as an aggregate form of synergistic value creation in itself as actions are simultaneously beneficial to the companies in different ways as well as contribute to social and environmental sustainability.

The recurring and common theme of the importance of being transparent, reporting and communicating with stakeholders, especially with customers, demonstrates that the relationship and balance of power between the companies and their stakeholders have changed and continues to evolve, albeit at different paces and in different directions. As further aspects of their business operations become public it decreases the companies' own domain; local, regional and national issues become global concerns, and more aspects and issues are included and necessarily dealt with. The process can be viewed as constraints as they are

bound to adapt to increased pressure to become more transparent and therefore cannot continue with business as usual, however the importance of information is also a way for the companies to express their intentions and apply pressure on, for example, suppliers and customers. The companies have illustrated a desire to inform certain stakeholders of their commitments in order for their actions to have the proper effects. They cannot improve their legitimacy, reputation and competitive advantage if they are not able to successfully communicate to and with stakeholders regarding their intentions and actions. In this regard, their engagements can be viewed as dependent on other stakeholders, such as society at large, customers and suppliers.

Therefore, as much as they are influenced by expectations from stakeholders who apply pressure on them to change, they also depend on further increased demand if they are to advance and take even greater responsibilities. Without increased demand their efforts are, in a sense, not 'working on all cylinders'. Their economic responsibility, to sell products that customers want, and to do so with a profit, inhibits them from proceeding at a greater pace, as having a long-term approach includes making trade-offs. Although the process differs between the cases, the realization that demands and expectations vary inclines them to motivate clients to demand more responsibilities, sustainable products and solutions. Another common theme has been that certain types of changes are most suitably approached through collaboration and cooperation with different actors and stakeholders. All three cases have attested that the companies cannot solve certain issues by themselves and they call for common agendas and cooperation. Various global developments, which have made stakeholders more connected, have also made businesses more connected as they share common goals. The companies have demonstrated desires to go beyond expectations and adopt discretionary responsibilities to create business cases; the voluntary dimension thus depends on the companies' level of ambition. What is considered voluntary in one context, at one point in time, might be considered required or expected in another. To be successful, it is therefore important for the companies to consider expectations and potential, be able to adjust and *take* responsibility.

## Reference list

- Benn, Suzanne & Bolton, Dianne (2011). *Key Concepts in Corporate Social Responsibility*. London: SAGE Publications Ltd.
- Blowfield, Michael & Murrey, Alan (2011). *Corporate responsibility*. Oxford: Oxford University Press.
- Borglund, Tommy (2009). *Värdeskapande CSR – Hur företag tar socialt ansvar*. Norstedts Akademiska Förlag.
- Borglund, Tommy *et al.* (2012). *CSR – En guide till företagets ansvar*. Stockholm: Sanoma Utbildning AB.
- Carroll, Archie B. (1979). *A Three-Dimensional Conceptual Model of Corporate Performance*. *Academy of Management Review* 1979. Vol. 4, No. 4, 497-505.
- Carroll, Archie B. & Shabana, Kareem M. (2010). *The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practices*. *International Journal of Management Reviews* (2010): 269-283. Oxford: Blackwell Publishing Ltd.
- Crane, Andrew & Matten, Dirk (2010). *Business Ethics* (3<sup>rd</sup> edition). New York: Oxford University Press Inc.
- De Geer, Hans *et al.* (2009). *Reconciling CSR with the Role of Corporation in Welfare States: The Problematic Swedish Example*. *Journal of Business Ethics* (2009) 89: 269–283.
- Egels-Zandén, Niklas & Kallifatides, Markus (2010). *Multiparadigm Inquiry into Corporate Responsibility: An ABB Corporate Aid Project under the Global Compact Banner*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Friedman, Milton (1970). *The Social Responsibility of Business is to Increase its Profits*. *The New York Times*. Published: September 13, 1970.
- Grafström, Maria *et al.* (2008). *CSR: Företagsansvar i förändring*. Malmö: Liber AB.
- Halme, Minna (2010). *Something good for everyone? Investigation of three corporate responsibility approaches*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Hellöre, Lise-Lotte (2010). *Matching Ethical Demands – or not: That is the Question*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Hjalmarson, Hanna *et al.* (2010). *Marketing to Consumers in Different Shades of Green: The Case of Chiquita Bananas/Rainforest Alliance*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Hopkins, M (2007). *Corporate Social Responsibility & International Development: Is business the solution?* London: Sterling V.A.



- IKEA (2014). *About the IKEA Group*. Retrieved 20 May 2014, URL: [http://www.ikea.com/ms/en\\_GB/about-the-ikea-group/company-information/](http://www.ikea.com/ms/en_GB/about-the-ikea-group/company-information/)
- Jansson, Johan & Nilsson, Jonas (2010). *Corporate Citizenship and the Citizen Consumer: Introducing the CC-matrix*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Kurucz, Elizabeth C. *et al.* (2008). *The Business Case for Corporate Social Responsibility*. In: Crane, Andrew *et al.* (editors) (2008). *The Oxford Handbook of Corporate Social Responsibility*. New York: Oxford University Press Inc.
- Lee, Min-Dong Paul (2008). *A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead*. *International Journal of Management Reviews* Vol. 10 Issue 1 p. 53–73. Oxford: Blackwell Publishing Ltd.
- May, Tim (2011). *Social research, issues, methods and process* (4<sup>th</sup> edition). Berkshire: Open University Press
- Moon, Jeremy (2007). *The contribution of corporate social responsibility to sustainable development*. *Sustainable Development*, 15(5): 296-306
- Newell, P. (2005). *Citizenship, accountability and community: The limits of the CSR agenda*, *International Affairs*, 81: 541–57.
- Patton, Michael Q. (1990). *Qualitative evaluation and research methods* (2<sup>nd</sup> edition). Beverly Hills, CA: Sage.
- Perry, Beth (2011). *Case study research*. In: May, Tim (2011). *Social research, issues, methods and process* (4<sup>th</sup> edition). Berkshire: Open University Press
- Ragin, Charles C. & Amoroso, Lisa M. (2001). *Constructing social research – the unity and diversity of method* (2<sup>nd</sup> edition). London: SAGE Publications Ltd.
- Roome, Nigel (2010). *Company Strategies for Corporate Responsibility and Sustainability in an Era of Fragmented-Globalization*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Sayer, Andrew (2000). *Realism and social science*. London: SAGE.
- Schwartz, Birgitta & Tilling, Karina (2010). *Standardizing Sustainability: A Critical Perspective on ISO 14001 and ISO 26000*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Skanska (2014a). *About Skanska*. Retrieved 20 May 2014, URL: <http://www.skanska.co.uk/About-Skanska/>
- Skanska (2014b). *Sustainability at a glance*. Retrieved 1 May 2014. URL: <http://www.group.skanska.com/Sustainability/Sustainability-at-a-glance/>
- Stake, Robert E. (1995). *The art of case study research*. California: SAGE Publications, Inc.

- Stohl, Michael *et al.* (2007). *A New Generation of Global Corporate Social Responsibility*. In: May, Steve *et al.* (editors) (2007). *The Debate over Corporate Social Responsibility*. New York: Oxford University Press Inc.
- Sumner, Andy & Tribe, Michael (2008). *International Development Studies, Theories and Methods in Research and Practice*. London: SAGE.
- Thomsen, Christa & Luring, Jakob (2010). *The Business of Social Responsibility: Practicing and Communicating CSR*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Trelleborg AB (2014). *About Our Group*. Retrieved 20 May 2014, URL: <http://trelleborg.com/en/The-Group/About-Our-Group/> (read: 20/5 – 2014)
- Windell, Karolina (2010). *CSR Conferences as Catwalks: The Translation of an Idea*. In: Dobers, Peter (editor) (2010). *Corporate Social Responsibility – Challenges and Practices*. Stockholm: Santérius Academic Press.
- Yin, Robert K. (2010). *Qualitative Research from Start to Finish*. New York: The Guilford Press.