UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW

The Stakeholders' Influence on Corporate Social Responsibility in Swedish Multinational Corporations

Authors
Andersson Charlotte, 920426-
Nyberg Anna, 900126-

Tutor
Jon Williamsson

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Anna Nyberg   **Charlotte Andersson**
BSc Corporate Sustainability   BSc International Business

ABSTRACT

Title: Stakeholders' Influence on Corporate Social Responsibility in Swedish Multinational Corporations

Authors: Anna Nyberg and Charlotte Andersson   **Tutor:** Jon Williamson

Background and Problem: We found that the stakeholders' impact on Corporate Social Responsibility (CSR) in Swedish Multinational Corporations (MNCs) was an unexplored area of research. In today's global environment MNCs must consider the stakeholder pressures from different markets worldwide when performing their CSR work. The complexity in defining both MNC and CSR contributes to the problem in identifying what stakeholders a MNC should prioritize. To narrow down the amount of aspects that should be considered by a MNC, we have chosen only to look at the stakeholder influence on Swedish MNCs.

Purpose: The purpose of the study is to gain a deeper understanding of how Swedish MNCs are affected by their stakeholders, and which stakeholders they consider the most important when working with CSR on the international market.

Method: We have used an abductive research approach and collected the empirical findings through qualitative interviews with four case companies. Additionally, the empirical findings were analyzed with the theoretical framework taken into consideration to find linkages and relationships in the answers.

Results and conclusion: We found that the majority of the respondents from the Swedish MNCs mentioned customers, investors and employees as the most important stakeholders to their CSR work. Furthermore, different stakeholders affected them in various ways and we discovered that some areas within CSR had more or less importance depending on which market was taken into consideration and thus diverse stakeholders were the influent. Conclusively, customers seemed to be the core stakeholder affecting all external as well as internal stakeholders, on both the global and the local markets.

Abbreviations

BE - Business Ethics

CC - Corporate Citizenship

CPSC - Consumer Product Safety Commission

CS - Corporate Sustainability

CSP - Corporate Social Performance

CSR - Corporate Social Responsibility

EEOC - Equal Employment Opportunity Commission

EPA - Environmental Protection Agency

IB - International Business

MNC - Multinational Corporation

NGO - Non-Governmental Organization

OSHA - Occupational Safety and Health Administration

SD - Sustainable Development

Key words

Corporate Social Responsibility, Stakeholders, Multinational Corporations.

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1. Introduction

This chapter will introduce the reader to the research field of the thesis, starting with a background description as well as a problem discussion of the selected topic. Furthermore, the purpose of the study and the research question is presented followed by the limitations of the study performed.

1.1 Background

The development of technology has been a prominent factor of growth in many industries around the world. Thanks to the simplification of the communication and transportation needed when doing business internationally the level of competitiveness has advanced (Nummela *et al*. 2004). Corporations have realized the major potential that lies in markets outside of their home country and with all the resources available and less barriers to trade, many have chosen to expand their activity across the borders. When doing so, a corporation starts its internationalization process and becomes known as a Multinational Corporation (MNC) (Aggarwal *et al*. 2011), which will be defined and further presented in the theoretical framework. The focus of this thesis will be on MNCs founded in Sweden, which despite its limited size when comparing to most other countries has brought up an impressive number of successful MNCs. The majority of the domestic production, employment and exports is accounted for by these corporations and several of them have been internationally involved since the beginning of the 20th century (Braunerhjelm *et al*. 1996). The trend towards increased internationalization of Swedish corporations has continued despite improvements in the industrial environment in Sweden. Hence, it seems obvious that corporations will locate the production where the conditions are most favorable in terms of for example cost efficiency (Braunerhjelm *et al*. 1996). The reduction of trade barriers and deregulation of capital markets has led to intensified competition for both national and multinational corporations in the short-run, and location of production into regions where the financial gain is the most elevated in the long-run. In addition, when looking at the distribution of Swedish MNCs' foreign production by industry, it becomes clear that the largest part is accounted for by the engineering industry (Braunerhjelm *et al*. 1996).

Since the international environment is under constant change, it is challenging for corporations to stay competitive, and many strategies to attract the global consumers is taken into consideration (Aggarwal *et al*., 2011). Due to globalization, the research area of

Corporate Social Responsibility (CSR) has become a topic of interest highly relevant to anyone operating anywhere (Freeman, 1984, 2010; Carroll & Buchholtz, 2003). Furthermore, the demand for CSR is increasing since MNCs operate in countries with weak regulations and institutions, elevating the issue for transparency and legitimacy (Bénabou & Tirole, 2010). The request for CSR derives from multiple stakeholder groups in many different countries, which creates conflicting goals and objectives. Hence, the definition of CSR is not always clear, which will be further discussed in the theoretical framework (McWilliams & Siegel, 2001). It is also known that corporate ethical issues derives from interaction between businesses, which in today's international society seems like an inevitable consequence (Crane & Matten, 2007). Since international trade is constantly growing in both height and width, it is of much interest to expand the discussion of MNC and globalization to include the aspects of CSR as well (Pedersen & Huniche, 2006).

1.2 Problem Discussion

In today's globalized society, there are raised concerns that MNCs contribute to environmental degradation and exploitation of vulnerable labor in order to maximize its profit. To respond to such concerns and meet the demands of various stakeholders, the MNCs tend to engage in socially responsible actions, most commonly implemented in terms of CSR in the business' policies (Crouch, 2006; McWilliams & Siegel, 2001; Rodriguez *et al*. 2006). In the international environment, corporations are facing conflicting home country, host country and international pressures, which disturb their self-adjusting strategies (Muller, 2006).

Complications in examining MNCs' involvement in CSR have been identified because of the ambiguity in finding a definition for the concept of CSR and the complexities of MNCs' foreign operations (Jamali, 2010). In absence of an appropriate universally used definition of CSR, difficulties in comparing results between different CSR studies complicates the ability to completely understand the theoretical strategic implications of CSR, within the contexts of MNCs (Rodriguez *et al*. 2006). In addition, the difficulty for MNCs' activities on the market in multiple countries entails that the management of CSR needs to take into consideration cultural dissimilarities and different understandings of what is expected behavior of a corporation in different host countries (Arthaud-Day, 2005). When implementing CSR policies, MNCs respond to pressures of both globalization and localization. Despite the fact that they are widely considered agents of global economic integration, MNCs are affected by

the pressures, frequently in manners they cannot effectively control. Since economies globalize, subsequently does politics and stakeholder expectations that MNCs must meet when managing their international operations (Prakash & Griffin, 2012). Such pressures could derive from different stakeholders and according to Delmas and Toffel (2008), different departments in a corporation might interact with different stakeholders and have their own goals. Thus implying that there are difficulties within a corporation concerning what stakeholder demands to adhere to. Therefore, corporations must commonly channel the pressures from stakeholders to the different departments (Delmas & Toffel, 2008).

Conclusively, both Corporate Sustainability (CS) and International Business (IB) disciplines agree that the evolution of research on CSR and MNCs are still at an early stage (Barin Cruz & Boehe 2010; Campbell *et al.* 2012; Kolk & van Tulder 2010; Rodriguez et al. 2006; Yang and Rivers 2009). Additionally, the majority of the research already made has had an external focus, meaning that there has been an interest on how companies effect the surroundings but does not aim to display the effect the internal CS work generates (Rupp et al., 2005; Brammer et al., 2007). We hope to contribute to the CS and IB literature, as this thesis will approach the field of research from the two different perspectives. This report will extend the understanding of how Swedish MNCs prioritize and respond to different stakeholder demands for CSR actions when operating in a multinational environment.

1.3 Purpose of the study

The purpose of this study is to gain a deeper understanding of the relationship between stakeholders and Swedish MNCs in terms of the stakeholders influence on MNCs motivation to work with CSR in an international environment. As discussed in the previous section, research concerning CSR and MNCs has struggled with the fact that the two terms are inconsistently defined and therefore complicates the comparison. This study will focus on the Swedish MNCs, which is a less developed area of research as far as we know. Ultimately, this report will contribute with new findings and develop this field further.

1.4 Research question

Which stakeholders motivate the Swedish MNCs to work with CSR on the international market?

How do the stakeholders influence the CSR work of the Swedish MNCs on the international market?

Why have stakeholders motivated Swedish MNCs to work with CSR on the international market?

2. Theoretical Framework

In the following section, theories and previous research within the area of interest will be presented to provide the reader with a theoretical framework. Initially, there will be a definition of the concept of MNCs as well as CSR, followed by a discussion of the motives behind CSR. Thereafter, the stakeholder theory will be discussed and outlined as the theory is highly relevant when discussing MNCs and especially CSR. Conclusively, there will be a summary of the theory and concepts discussed, followed by useful theoretical models presented for the analysis.

2.1 MNC

2.1.1 Definition and characteristics
There is no general definition of the term MNC within the area of IB, and one of the reasons is the ever-changing environment and structure of such companies. Some even argue that it is due to the fact that researchers tend to use the term differently depending on the motives with their report (Aggarwal *et al*. 2011). However, the traditional view of MNCs is of a powerful corporation that have grown to become international in its operations, visions and strategies. The definition is most commonly based on various characteristics such as the size of the corporation by sales, the amount of foreign subsidiaries, the share of foreign sales or assets and the total amount of foreign employees (Aggarwal *et al*. 2011). As described by Kogut and Zander (1993), the study of MNCs has been viewed from different perspectives over time, stretching from history and politics to economics and organizational theory. Yet, the different perspectives all agree that a MNC is an economic organization that have activities located in more than two countries, thus expanding from its origins to cross its national borders (Kogut

& Zander, 1993; Lazarus, 2001). Furthermore, Lazarus (2001) states that there are both economic and sociological definitions of MNCs that differ and complement each other. From an economic perspective, the definition of MNC is the control of foreign activities through the management of the corporation while the sociological definition describes a MNC as the instrument by which the organizational practices are imitated and transmitted between countries (Lazarus, 2001). The complexity of the term MNC makes it difficult to compare previous data concerning the subject. Optimally, the school of IB should agree on one definition for further research, but the many varieties of a MNC's activities makes this practically impossible (Bartlett & Ghoshal, 1989).

For the purpose of this study, we are not going to develop the discussion regarding the definition of MNCs further. Instead we are going to consider a MNC as an economic organization that operates in more than two countries and crosses its national borders (Kogut & Zander 1993; Lazarus, 2001). Furthermore, we will use the interpretation of Bartlett and Ghoshal (1989, 1990) that defines a MNC as a corporation able to operate an amount of geographically spread subsidiaries because of its 'strategic posture and organizational capability'. Thus, allowing the enterprise to increase its ability to be more responsive to national specifics such as customers, suppliers and regulators (Bartlett & Ghoshal, 1989, 1990).

2.2 CSR

2.2.1 Definition of CSR

Since there is such a wide extension of what is included in terms of CSR, there is no universally used definition. However, Bénabou and Tirole (2010) describes a standard definition to be that CSR is about giving up profits in order to benefit the social interest. Furthermore, they state that in order for it to be a sacrifice, the corporation must voluntarily do more than obey its legal and contractual requirements (McWilliams & Siegel, 2001; Bénabou & Tirole, 2010). Hence, CSR includes many different behaviors such as being environmentally friendly, good employers, conscious of ethics, regardful of communities where the corporation operates and investor-friendly. The demand for responsibility stretches beyond the immediate territory of the corporation and might include supporting universities, art events and other good causes as well (Bénabou & Tirole 2010).

In addition, as argued by Carroll (1999), the definition of CSR has developed and changed over time. Carroll (1979) presented a four-part formulation of CSR, with the idea that a corporation must respond to, not only legal and economic obligations, but ethical and philanthropic responsibilities as well, as seen in Appendix 8.1 and Appendix 8.2 (Carroll, 1991). To be accepted as legitimate, CSR must address *all* obligations a corporation has to society, including the economic obligation which is considered the most fundamental (Carroll, 1979). Moreover, he stated that these four components could be portrayed as a pyramid, as seen in Appendix 8.3 (Carroll, 1979). The pyramid of CSR shows the economic reasons as a foundation at the bottom of the pyramid and the legal reasons just above, both required by society. These two aspects are followed by the ethical reasons, which are expected by society, and finally the philanthropic reasons at the top, which is desired by society (Carroll, 1991). According to Garriga and Melé (2004), the CSR debate presents not only different theories and concepts, but also a spread of approaches that are controversial, multifaceted and vague. Furthermore, they classify the main theories and related approaches into four categories. The first mentioned is the *instrumental theories*, where the corporation is seen as an instrument for wealth creation and where social activities are tools to increase economic profit. The second category is *political theories*, which refers to the responsible use of the power of corporations in society to respond to demands in the political arena. The third is *integrative theories* where the corporation answers to the social demands. Finally, the fourth category is *ethical theories*, describing the ethical responsibilities a corporation has to society. However, in reality each category contains the four dimensions related to profits, political performance, social demands and ethical values (Garriga & Melé, 2004).

Because of the rich literature and the amount of articles on the subject of defining CSR, we will not display all factors and perspectives. However, for the purpose of our study, we have chosen to consider CSR as instances where a company goes beyond its own immediate territory, interests and legal obligations to take part in activities that is beneficial for society (Bénabou & Tirole, 2010; McWilliams & Siegel, 2001).

2.2.2 Characteristics of CSR

There are a lot of popular concepts for describing a corporation's sustainability work and its role in society. CSR could be seen as a 'catch-all' phrase for a range of different concepts (Bénabou & Tirole, 2010). Apart from CSR, which is the main focus of this thesis, it exists fairly similar concepts when discussing sustainability within a corporation. There is the

Stakeholder Theory approach of sustainability, which will be defined and discussed further in the next sub-section, yet it should be mentioned that the theory is important to all of the different concepts mentioned below (Carroll, 1998; Maignan & Ferrell, 2000; Maignan, Ferrell & Hult, 1999; Wartick & Cochran, 1985; Brundtland Commission, 1987; Clegg *et al*. 2007).

There is Corporate Citizenship (CC), also lacking a standard definition, but mentioned by Carroll (1991) when talking about "being a good corporate citizen", with the fourth level of CSR in mind; philanthropic responsibilities. However, in 1998, Carroll changed the definition of CC slightly, consequently defining CC exactly the same way as he initially defined CSR, as the four aspects - economic, legal, ethical and philanthropic (Carroll, 1998). This approach is commonly used, although slightly altered in some cases. For example, Carroll's (1991) definition of CSR is largely synonymous with the definition by Maignan and Ferrell (2000, 2001) and Maignan, Ferrell and Hult (1999) as "the extent to which businesses meet the economic, legal, ethical and discretionary responsibilities imposed on them by their stakeholders", with a small shift in focus towards the meeting of responsibilities instead of the responsibilities themselves. Moreover, there is the concept of Corporate Social Performance (CSP), which is defined by Wartick and Cochran (1985) as "the underlying interaction among the principles of social responsibility, the process of social responsiveness, and the policies developed to address social issues", as an extension of Carroll's work of 1979. Showing how several competing perspectives, such as economic and public responsibility and social responsiveness, could be included in the concept. In addition, there is Sustainable Development (SD), defined by Brundtland Commission (1987) as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Finally, there is Business Ethics (BE) which could be defined as moral principles that determine the way a corporation behaves. The same principles that applies for how an individual should act, should also apply to a corporation (Clegg *et al*. 2007).

2.2.3 Motivation for MNCs to engage in CSR

In today's society, no MNC could afford to ignore CSR, even if it could appear as if the employees, consumers or other stakeholders did not care. There is an increased public awareness concerning the consequences of exhaustion of natural resources and damaging emissions (Bénabou & Tirole, 2010; Wherther & Chandler, 2006). When consumers assess to what extent actions of a corporation are acceptable and whether or not to purchase the

products of the firm, they are just as likely to look at the operations in foreign markets as well as the local operations in the home country (Wherther & Chandler, 2006). Due to globalization, MNCs operate in countries with cultural differences with weak regulations and institutions. The expectations of governments, citizens, employees and customers vary and prohibited actions in one culture may be accepted or even required in another. Furthermore, CSR is considered a normal good and as income increases, so does the demand for CSR. Therefore, because of globalization and increased awareness, there is a higher demand for better transparency, and CSR is more important today than ever before (Bénabou & Tirole, 2010; Wherther & Chandler, 2006). When implementing CSR policies, MNCs respond to pressures of globalization and localization. Despite the fact that they are widely considered agents of global economic integration, MNCs are affected by globalization pressures, frequently in manners they cannot effectively control. Since economies globalize, subsequently does politics and stakeholder expectations that MNCs must meet when managing their international operations (Prakash & Griffin, 2012).

In 2010, Bénabou and Tirole presented three views of why a company engages in CSR. Firstly, there is the 'win-win view', meaning that engaging in CSR is profitable for the corporation in both the short- and long-term. Secondly, the 'delegated philanthropy view' is presented and described as corporations working as channels for stakeholder's charity work. Since the stakeholders demand philanthropy, the corporations must engage in CSR activities to meet this demand. The high transaction cost is the reason why the stakeholders do not donate directly to the good causes. For example, it is easier to buy Fairtrade-coffee than sending money to the workers in the coffee plantations as it is hard to control that it ends up where it is supposed to (Bénabou & Tirole, 2010). The last view is the 'insider initiated philanthropy', meaning that it is not the stakeholders that demand philanthropic actions, but the managers of the corporation. For example, corporations often give to charities favored by the own board members or top management. These charities might include universities, concert halls, museums or other causes as well (Bénabou & Tirole, 2010). Moreover, the pyramid presented by Carroll (1991) should also be mentioned when talking about incentives for corporations to engage in CSR. The four components of the pyramid is required, expected and wished for by society. Hence, a corporation must engage in CSR to respond to the economic, legal, ethical and philanthropic pressures (Carroll, 1991).

A more practical reason for a corporation to engage in CSR is that it will 'ward off government regulation', based on the idea that in the future, governments will have an increased interference with business policies (Davis, 1973). Furthermore, when explaining the importance of CSR, it is strongly argued that pro-acting is better than reacting. Meaning that it is more practical and less expensive to try to anticipate and counteract social problems than just reacting to them once they surface (Carroll & Buchholtz, 2009). Ultimately, corporations should engage in CSR since the public strongly supports it. The general belief of today is that a corporation should be responsible for their workers, communities and other stakeholders in addition to its pursuit of profits even if it means that some profits gets sacrificed (Bernstein 2000). There is, however, not only theories in favor of CSR. The most classical economic argument against CSR was expressed by Friedman (1962), stating that a corporation has only one responsibility, which is to maximize profit for its owners or shareholders. Friedman (1962) further argued that social issues are not the concern of business people, but should be resolved by the free market system. However, Friedman's position is today widely acclaimed to be founded on an outdated economic model and to be unrealistic because of its isolation of business from society, even though the two are interdependent (Smith, 2003).

Conclusively, it is the stakeholders of a corporation that is the main drivers behind a corporation's CSR commitments (Yang & Rivers, 2009; Jamali, 2010). According to Jamali (2010), the effort to reach local legitimacy by MNCs with subsidiaries in host countries can be explained by two main theories; the stakeholder theory and the institutional theory. In this thesis we are going to focus primarily on the stakeholder theory, which is of most relevance to our research question, as it is important for a MNC to acknowledge their managerial duties towards diverse local stakeholders when trying to gain legitimacy on the global market (Yang & Rivers 2009; Jamali 2010).

2.3 The Stakeholder theory

"A stakeholder in an organization is (by definition) any group or individual who can affect or is affected by the achievement of the organization's objectives." (Freeman, 1984)

2.3.1 Definition and background
In both the academic and professional management literature of today, the idea that a corporation have stakeholders has become generally established. Since Freeman's groundbreaking book *Strategic Management: A Stakeholder Approach* (1984) was published,

more than 100 articles with primary focus of the stakeholder concept, and about a dozen books have been published (Donaldson & Preston, 1995). Numbers that today most certainly has increased. Deriving from the original definition by Freeman (1984), Donaldson and Preston (1995) stated that "stakeholder analysts argue that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no prima facie priority of one set of interests and benefits over another".

The stakeholder theory explains the requirement for leaders of MNCs that operate subsidiaries in various countries, to understand the needs of constituents in the different host countries who can have an impact on, or are affected by the corporation's products (Freeman 1984; Yang & Rivers 2009). The theory was originally presented by Freeman (1984), who questioned the traditional shareholder view of a company - where the company's primary task is to increase value for its shareholders. Instead Freeman (1984) argued that there are other equally important parties involved as well. These parties involves employees, customers, suppliers, communities, trade unions, political groups, governments and creditors, even emphasizing that competitors sometimes can be considered stakeholders of a company. Hence, a corporation has obligations to *all* of its stakeholders and not only to its shareholders, opposing the conventional idea of how a corporation operates (Garriga & Melé, 2004). Furthermore, Donaldson and Preston (1995) argued that there are three prominent interrelated main aspects of this theory - the descriptive accuracy, instrumental power and normative validity. The *descriptive* approach is used when explaining characteristics and behaviors of corporations, such as the management of the company. For example, the stakeholder theory has been used when describing the nature of the corporation to investigate how managers acts and reflect over managing and how top management consider the interest of corporate constituencies (Wang & Dewhirst, 1992; Brenner & Cochran, 1991; Brenner & Molander, 1977). Finally, the descriptive approach has been used when describing how corporations are really managed (Clarkson, 1991; Halal, 1990; Kreiner & Bhambri, 1991). The *instrumental* approach is when empirical data is used to identify the relations between management of stakeholder groups and the realization of the corporation's objectives, often given in terms of profitability and productivity goals. Whatever the methodology of such studies, the general result has been implications suggesting that a corporation considering stakeholder principles and practices achieve its conventional goals for the corporation's performance as well as, or better than, opposing approaches. For example, Kotter and Heskett (1992) found that, when studying some successful companies, almost all the managers of the companies cared a lot

about stakeholders, such as customers, employees, shareholders and suppliers. Although the corporations' studied were very different apart from the fact that they all cared about their stakeholders (Kotter & Heskett, 1992). The final aspect of the stakeholder theory is the *normative* approach. It examines the purpose of the company and distinguish the ethical and moral guiding principles for the corporation (Donaldson & Preston, 1995). The classic stakeholder theory is dominated by the normative concerns and this pervade the most recent versions as well. Even Friedman's (1970) well-known critique towards the concept of CSR was presented in normative terms (Donaldson & Preston, 1995).

Each of the three uses of the stakeholder theory mentioned above are mutually supportive but differs in each use. The descriptive use of the stakeholder theory shows and describes past, present and future states of matters of a corporation and its stakeholders. The simple description in exploring new areas usually generates explanatory and predictive propositions. The instrumental use of the stakeholder theory connects the stakeholder approaches and generally wanted objectives such as profitability. However, when in detail exploring specific links between stakeholder management and corporate performance, the instrumental use runs short (Donaldson & Preston, 1995). In normative use, the communication between the theory and observed facts of a corporation is not a substantial problem, nor is the link between stakeholder management and corporate performance measures. Instead, the normative theory tries to understand the function of, and provide guidance about, the corporation with underlying moral or philosophical principles as a base. Even if both normative and instrumental analyses are considered prescriptive, they come from completely different bases (Donaldson & Preston, 1995). To summarize, the stakeholder theory implies that a corporation must consider more than its shareholders to be profitable and keep its legitimacy. It has to consider all stakeholders who have an interest in or are affected by the corporation (Freeman, 1984).

2.3.2 The importance of the stakeholder theory

It has been officially recognized by national public policy, through new governmental bodies such as the Environmental Protection Agency (EPA), the Equal Employment Opportunity Commission (EEOC), the Occupational Safety and Health Administration (OSHA), and the Consumer Product Safety Commission (CPSC) that the environment, employees and consumers are significant and legitimate stakeholders of a corporation. From the recognition of such stakeholders, managers of corporations have had to balance commitments to

shareholders and owners of the corporation with requirements from an increasing group of stakeholders, who demand both ethical and legal rights (Carroll, 1991).

There are many different theories supporting the idea that stakeholders are important for a corporation (Mitchell *et al.* 1997). Mitchell *et al.* (1997) presented a framework of identifying stakeholders, what qualities different stakeholders possess and to what extent different stakeholders should be prioritized by a corporation, as seen in Appendix 8.5 (Mitchell *et al.* 1997). According to the authors, there are three basic characteristics defining a stakeholder; power, legitimacy and urgency. Power is described as the relationship between two parties, where one of them have the power to make the other one do something that it would not do under normal circumstances. A stakeholder has legitimacy when its concern is considered reasonable from a socially constructed system and urgency is described as to what extent the stakeholder's need or demand requires immediate attention from the corporation (Mitchell *et al.* 1997). A stakeholder that does not possess any of these characteristics are considered a non-stakeholder and should be ignored (Mitchell *et al.* 1997). Additionally, the framework describes different kinds of stakeholders and how to prioritize them (see Appendix 8.5). There are the *latent* stakeholders, which means that they possess only one of the characteristics. The latent stakeholder is not expected to pay attention to or engage in the company, and therefore the corporation should not pay attention to or satisfy the need of this group of stakeholders. The latent stakeholders are described as (1) dormant, (2) discretionary and (3) demanding. Furthermore, there are the *expectant* stakeholders who possess two of the characteristics mentioned above. This group differs from the latent stakeholders because it is considered a group of active stakeholders and thus, the corporation needs to pay attention to them. The expectant stakeholders are described as (4) dominant, (5) dangerous and (6) dependent. Finally, there are the *definitive* stakeholders (7), in possession of all three characteristics and it is highly important that these stakeholders are prioritized by the corporation. However, a latent stakeholder can quickly gain characteristics and importance through events such as social networking and political actions. Stakeholders can have a diverse amount of influence as the power, legitimacy or urgency it shows could be of different value to the company, and it can change depending on context, issue and timing (Mitchell *et al.* 1997).

As mentioned before, Freeman (1984) asserts that corporations have many constituent groups with interest in the firm. These stakeholders affect and are affected by the activities of the corporation and the stakeholder theory has emerged as the most prominent model when discussing CSR (McWilliams & Siegel, 2001). Furthermore, Jones (1995) found that a

corporation that considers its stakeholders when conducting its business, have the motivation to commit sincerely to ethical behavior. The ethical behavior helps the corporation gain competitive advantages because of the creation of long-lasting, productive relationships to its stakeholders (Jones, 1995). In addition, McWilliams and Siegel (2001) hypothesize the major sources of demand for CSR to come from consumer demand and other stakeholders such as investors, employees and the community. Since the stakeholders are such strong driving forces behind a corporations incentives to use CSR, it is evident that the stakeholder theory is highly relevant when trying to understand why corporations engage in CSR.

2.4 Summary

To conclude, the theoretical framework gives an overview of the discussed topic and shows that there are various ideas and concepts of MNCs, CSR and the stakeholder theory. It is a complex subject and for that reason it is important to find a framework and method suitable for answering the research question. It is also a complex relationship that has not been as popular and wide spread as it is today. But as described earlier, it is of most importance for the society and for the companies to engage in CSR. We have chosen to use CSR as the "catch-all" phrase concerning the sustainability work of a MNC, due to the existence of so many different concepts (Bénabou & Tirole, 2010). Moreover, since we want to find an answer to the question of which stakeholders are the most important to Swedish MNCs and how they affect them, the presentation of the stakeholder theory provides the reader with a deeper understanding. It also shows the relevance of stakeholders when looking at the incentives for a corporation to engage in CSR and it serves as a tool when trying to understand the information we present in our empirical findings. Furthermore, *Model 1* shows the stakeholder in relation to the company, giving examples of important stakeholders. Whereas *Model 2* shows how to identify important stakeholders in the framework of Mitchell *et al.* (1997), which will be a valuable framework to use in the analysis of the empirical findings. *Model 1* can be used to determine who the stakeholders are and categorize them under the same name, which will facilitate the identification when assessing how to prioritize the stakeholders in *Model 2*.

Contrasting Models of the Corporation: The Stakeholder Model
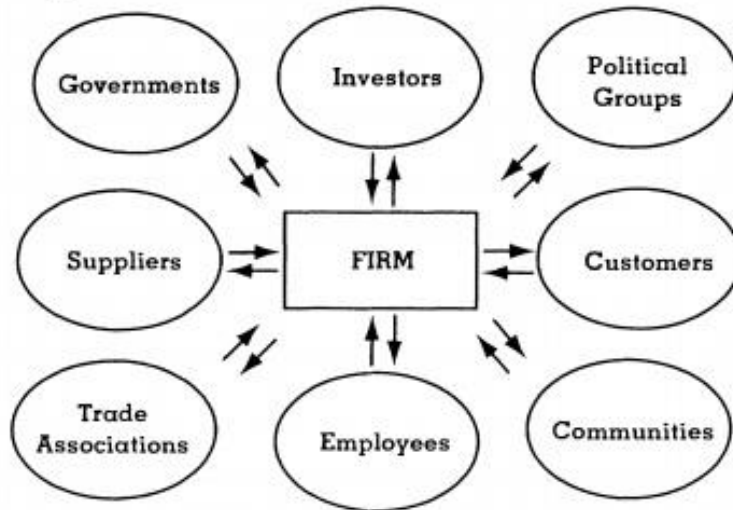
Model 1. (Donaldson & Preston, 1995, p. 69)

Stakeholder Typology:
One, Two, or Three Attributes Present
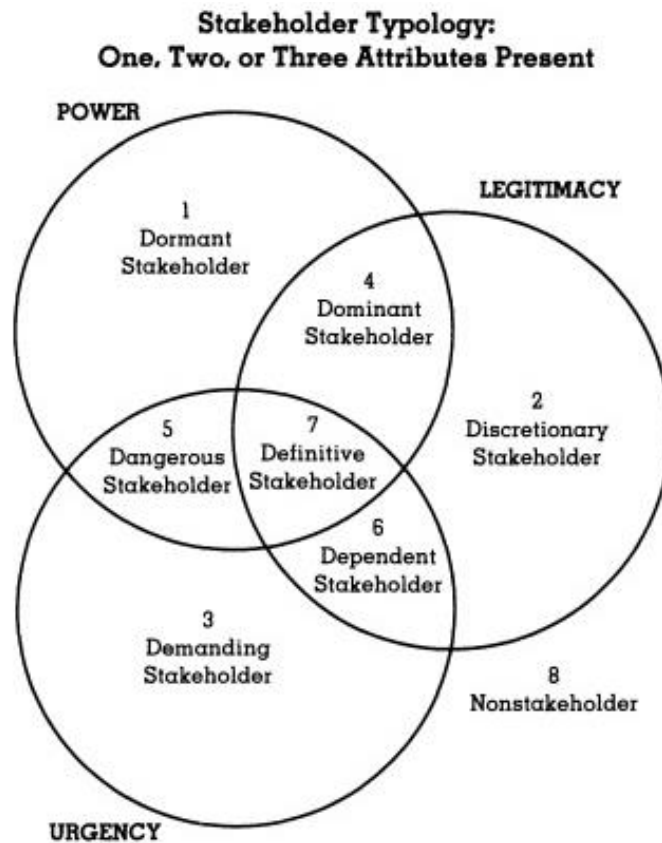
Model 2. (Mitchell et al. 1997, p. 874)

3. Methodology

The following chapter will present the methodological choices made in this thesis. Since the choice of method has a significant importance to the outcome, it will be justified and discussed thoroughly. Additionally, the research choice is included as well as the collection and execution of both empirical and theoretical data. Finally, there will be a discussion of the ethical standard and validity in the findings.

3.1 Research choice

Walliman (2011) defines research as "an activity that involves finding out, in a more or less systematic way, things you did not know". Brown (2006) then defines methodology as "the philosophical framework within which the research is conducted or the foundation upon which the research is based". Thus giving us a better view of what will be treated in the following chapter. However, prior to deciding on a relevant research process, it is important to establish the area of research along with a relevant research question. In order to do so, we decided to read peer-reviewed articles and published reports concerning CSR and MNCs to see what other research had already been conducted and which fields that could be further developed. We also felt obligated to investigate the chosen area of studies to gain a deeper understanding of how previous researchers had approached resembling studies, before making any decision about the research design. The choice of research was then developed in accordance with the purpose of the study (Eriksson & Kovalainen, 2008).

We found that there are two kinds of research designs: exploratory research and conclusive research (Malhotra & Birks, 2000). The conclusive research design is normally used if the purpose of the study is very specific and the data collection is of quantitative form. The empirical sample is often a large amount of observations so that a generalization of the result can be performed in the analysis. The exploratory research design is the opposite, as it is commonly used when the writers want to generate a wider understanding about a chosen area of research. When performing any data collection with an exploratory research design, the sample is often relatively small and it is of qualitative form, making the analysis subjective and non-general (Neelankavil, 2007). In this report we find that the exploratory research design will help us obtain the purpose of this study, which is to gain a better understanding of the relationship between stakeholders and Swedish MNCs. This choice of research design

matches the rest of our research process in an ultimate way and will be supported by our other methodological choices further down in the report.

When deciding on which research approach we wanted to conduct, the choice stood between a deductive, inductive or abductive approach (Alvesson & Sköldberg, 2008). They all possess valuable advantages depending on the research situation. A deductive research approach is preferred when looking deeper into an already known theory and then applying it to specific circumstances to see if it is accurate (Beiske, 2007). Additionally, deductive reasoning could be described as "reasoning from the general to the particular", whereas an inductive reasoning is the complete contrary (Pelissier, 2008). The inductive approach starts with an observation and then the theories are created based upon that observation (Goddard & Melville, 2004). We have chosen to conduct an abductive research approach, thus enabling us to provide the reader with a deeper understanding. It is a commonly used approach when a case study is being performed, as it is in this thesis. One of the biggest advantages of using the abductive approach is that we do not only have to rely on empirical- or theoretical findings as it allows us to combine the two (Holme & Solvang, 1996).

3.2 Research method

A research method can be defined as "a technique for collecting and/or analyzing data" (Collis & Hussey, 2009) and there are two types; the qualitative and the quantitative. The quantitative research method trace and measure any action on the basis of numeric data, and a qualitative research method is often used when the purpose is to provide a deeper understanding about an area of choice, as it is in this report. The qualitative method is based on the subjective interpretation of people such as words, perceptions and feelings which are normally collected through interviews and experiments (Denscombe, 2004). Additionally, Monette (2005) has acknowledged the fact that qualitative methods are more conceptual and less concrete, making it harder to generalize. However, it helps the reader to get an insight of human feelings and thoughts, enabling an understanding and a relevance that goes well with the purpose of this thesis (William, 2005). The method has been criticized due to the subjectivity of the data, meaning that it is not reliable at all times, which should be taken into consideration before choosing any method (Bryman & Bell, 2011). Moreover, there are multiple ways to conduct this type of method, a case study being one of them (Yin, 2009). The choice of performing a qualitative research method in the form of a case study seemed as the most logical way to help us answer our research question and execute this report. The

main objective of this report is not to ask "how many?" or "how much?" but rather "why?" (Holme & Solvang, 1996). This motivates the choice of a qualitative method and allows us to rely on the subjective empirical findings without having to doubt that people's opinions are too personal (Rialp *et al*. 2005).

3.2.1 Case Study

Depending on the area of research, different research approaches are necessary to fulfill the purpose of the thesis. Surveys, focus groups or observations are some alternatives to collect and analyze empirical findings. In our report, a case study is of interest since the objective is to understand a specific situation or phenomena (Denscombe, 2004). This is highly relevant and in-depth interviews will be a prominent factor in finding answers to our problem (Merriam, 1994). If we were looking for a general explanation of the phenomena studied, this research approach would not be optimal (Ellet, 2007).

3.2.2 Choice of case companies

To find answers to our research question, we made the decision to base our empirical study on multiple case companies with the motive to collect primary data through interviews that will be further discussed in a following section. This decision was made since we wanted to get numerous subjective opinions that will help validate the results in the report (Yin, 2003). When we started contacting companies of interest to our research, we found that there were some companies that did not have resources to spare us an interview but who found the topic of research highly interesting. We stated two criteria that would help us find companies relevant to our study and found that they had to: (a) be a MNC with origins from Sweden; and (b) perform some type of CSR work internationally. These two factors worked as a platform to rely on when looking for relevant companies. However, in the beginning we had a slightly different research question that included the research area of CSR as well as MNCs, but with a focus on the subsidiaries placed in the United States. Thus making the existence of an American subsidiary a main criteria of contact. After the focus shifted to the research question now being discussed, there were luckily no need to change case companies as they were still relevant.

The decision about the number of cases to be studied was influenced by the amount of time we had available and the degree of accessibility of potential case companies (Quinlan, 2011). In the end, four case companies were chosen to participate which could be a disadvantage in

terms of reliability, as further discussed in the section concerning ethics. However, the advantage of doing a case study is that every case company gives us a large amount of rich information and therefore we felt that it would be satisfying with only four companies (Quinlan, 2011). The fact that we had the possibility to talk to highly ranked people within their organizations strengthened our perception of receiving enough information to be able to execute this report in a correct manner (Merriam, 1994).

3.2.3 Presentation of Case Companies

The following MNCs have provided us with important information to the results in this report and will be presented in an alphabetic order.

AkzoNobel

AkzoNobel is a multinational paints and coatings company and a major producer of specialty chemicals. They operate in around 80 countries worldwide, supplying industries and consumers with innovative products and sustainable technologies. Furthermore, they are ranked as one of the leaders in the field of sustainability and commits to "making life more livable and cities more human" (Akzonobel [A], 2015). The history of AkzoNobel is long and distinguished as it is full of mergers and divestments. The Swedish part of the company can be traced back to the 17th century and the Dutch part can be traced back to the 18th century. In 1984, Swedish Nobel Industries was formed and ten years later, in 1994, Dutch Akzo acquired Nobel Industries and AkzoNobel was established (AkzoNobel [B], 2015). To clarify, the company that was once Swedish is today part of the corporate group AkzoNobel.[1]

From AkzoNobel, the Manager for New Developments in Sustainability, Klas Hallberg, agreed to provide us with valuable information to help us in our study, further presented in the empirical findings.

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[1] Klas Hallberg - Manager for New Developments in Sustainability, AkzoNobel. Interview the 27th of April 2015.

Alfa Laval

Alfa Laval was created by Gustaf de Laval and Oscar Lamm in 1883 in Sweden and has since the beginning developed multiple products within a wide range of industries (Alfa Laval [A], no date). They are a leading multinational supplier of solutions for example heat transfer, separation and fluid handling with products such as heat exchangers, separators, pumps and valves (Alfa Laval [B], no date). In 1919 their internationalization started with subsidiaries created in countries from Finland to South Africa and today they are present in approximately 100 countries around the world (Alfa Laval [A], no date). Alfa Laval has been reporting about sustainability issues, entrenched in their codes of conduct and referred to as "Business Principles", since 2003 (Alfa Laval [C], 2014).

From Alfa Laval, the Corporate Social Responsibility Manager, Catarina Paulson, agreed to provide us with valuable information to help us in our study, further presented in the empirical findings.

Sandvik

Sandvik is a high-technology, multinational, industrial group that was founded in Sweden 1862, making them highly influential in the Swedish industrial history with current sales in over 130 countries (Sandvik [A], no date; Sandvik [C], 2014). Today they manufacture products including advanced special alloys and ceramic materials, industrial tools, mining and construction equipment. Furthermore, Sandvik has had a consolidated sustainability report since 2006 (Sandvik [B], 2006), and they are expressing the ambition to be ranked among the most sustainable companies in their own industry (Sandvik [C], 2014).

From Sandvik, the Sustainability Specialist, Anne af Petersens, agreed to provide us with valuable information to help us in our study, further presented in the empirical findings.

SCA

SCA was founded in Sweden 1929 and has gone from being a pure forest corporation to a corporation that also offers hygiene products, now present in approximately 100 countries around the world (SCA [A], 2015). They are global leaders within the hygiene- and forest products industry and the group produces and develops sustainable personal care and tissue products (SCA [B], 2015). SCA publishes their sustainability report each year, describing the environmental, social and economic perspectives of the sustainability initiatives (SCA [C],

2015). SCA describes their mission as sustainably developing, producing, marketing and selling increasingly value-added products and services to customers and consumers (SCA [D], 2015).

From SCA, the Sustainability Manager of Social Affairs, Lulu Li, agreed to provide us with valuable information to help us in our study, further presented in the empirical findings.

3.3 Data Collection

It exists two different types of data, secondary and primary. The secondary data is research that has already been made whereas primary data is the data being collected for a study (Bryman, 2008). In order to fulfil the purpose of this study both types of data were needed and since we applied an abductive research approach, we could develop the secondary data alongside the primary data (Holme & Solvang, 1996).

3.3.1 Primary sources - Interviews
We applied semi-structured interviews as our primary data collection method and they were conducted with individuals that have responsibilities concerning CSR policies within their organization (Keats, 2000). As a result, we are confident that we obtained rich information from people who are well educated in this area of research, which is crucial for our report. Semi-structured interviews means that components from both structured and unstructured interviews are being included; questions are made beforehand but could also be added spontaneously if the interviewer feel the need to cover any area brought up during the interview (Bryman & Bell, 2011). Even if this form of interview add depth to the conversation, there could be a disadvantage in the perspective of comparisons of the empirical material (Eriksson & Kovalainen, 2008). A general perk of performing these individual in-depth interviews is that the interviewee can in a relaxed and non-judgmental environment express its opinions without any influence from other participants (Ryen, 2004).

We composed a framework of interview questions, as seen in Appendix 8.6, that were sent to all participants, enabling them to prepare for the interview and schedule a date of meeting. Some questions were established with the purpose of being informative, whereas some questions allowed interpretation and discussion (Ryen, 2004). Moreover, when collecting the qualitative data, we could either do it by telephone or by an actual personal meeting. Because of geographical restrictions and busy participants, all of our interviews were conducted over

the phone. The obvious advantage when doing a telephone interview is being able to talk to someone who are not located in the same place as you, as well as getting a hold of relevant people even if they are extremely busy (Bryman & Bell, 2011). On the contrary, the disadvantages are that the time of the interview tend to be restricted and that the interviewer is deprived of the visual impression that could add important unspoken information (Blumberg *et al*. 2011). The interviews, that were being recorded, lasted an average of 45 minutes and were conducted in Swedish. Both writers were present for all interviews, but only one was talking to the company representative to avoid confusion. Additionally, it is advantageous to transcribe qualitative interviews as it makes it easier to conduct a more in-depth analysis of the responses, meanwhile helping our own interpretations and limited memory. Moreover, if there would be accusations of something being incorrect, it is easier to meet them as transcribed interviews are easier to open up to the public. Thus, transcribing the interviews increases the reliability even if it is a very time consuming process (Bryman & Bell, 2007).

3.3.2 Secondary sources - Literature
When retrieving the secondary sources that would help build the theoretical framework, we turned to literature in different forms. To a large extent we collected articles from databases that was provided by the School of Business, Economics and Law at the University of Gothenburg, which included Business Source Premier and Emerald. We used the following keywords to help find relevant data: MNC, CSR, Stakeholders and Motivation. These keywords were also used when searching in the library collection LIBRIS and Google Scholar to retrieve e-books and articles. We also looked at the case companies sustainability reports retrieved from their web pages.

3.3.3 Ethical position
Ethics can be defined as the moral principles governing the conduct of an individual, a group or an organization (Quinlan, 2011). With this definition, we have a good standing point to develop the reflection of ethics in our thesis and research process. As we carry out this report, it would be unethical of us to claim that we are researchers without understanding the process of writing a thesis or having little knowledge about the topic. Therefore we have, with the help of our tutor, extended our knowledge on how to execute a report of this kind by reading about the matter and we now believe that we have the competencies necessary to contribute with the result of this report (Quinlan, 2011). We have also reflected, in every step of this process, on the potential harm any action or decision could create (Quinlan, 2011).

3.3.4 Validity and Reliability

One major factor why we chose to perform a case study was the advantage of using multiple sources as evidence (Yin, 2003). In our thesis these sources consist of the four interviews conducted with relevant positions in the different companies. The few amount of interviews could possibly bias the empirical findings, and in the end our analysis, which means that our report might not display a correct version of reality. We want to emphasize that the reader should be just as aware of this as we are, including that the results are related to our case companies and that a generalization should be carefully conducted (Merriam, 1994). It is also important to bear in mind that these sources are subjective and personal, as desired to secure the purpose of this report. As goes for us, the writers, who have conducted the analysis with the help of Mitchell's framework applying it to our case with subjectivity. Nevertheless, the information obtained from this report is therefore not of great use for those who want to apply it to other cases. Also, since the companies are being represented by individuals, that all have different experiences and thoughts, the subjectivity is a major influence. Therefore the companies does not have to be in accordance with these opinions (Merriam, 1994). All of the participants have given their consent of their contribution to this report (Quinlan, 2011).

4. Empirical findings

In this chapter the answers to the interview questions will be contextualized, thus giving the participating companies the opportunity to provide their thoughts on the subject of the thesis. The empirical findings are divided into the four case companies to facilitate the analysis. All information presented in this chapter will be derived from the conducted interviews with the case companies AkzoNobel, Alfa Laval, Sandvik and SCA.

4.1 Presentation of participants

Klas Hallberg - Manager for New Developments in Sustainability, AkzoNobel. Interview the 27th of April 2015.

Catarina Paulson - Corporate Social Responsibility Manager, Alfa Laval. Interview the 27th of April 2015.

Anne af Petersens - Sustainability Specialist, Sandvik AB. Interview the 29th of April 2015.

Lulu Li - Sustainability Manager of Social Affairs, SCA. Interview the 28th of April 2015.

4.2 Display of most important interview findings

AkzoNobel

When posing the first question of why the corporation has chosen to work with CSR issues, Klas Hallberg, the Manager for New Developments in Sustainability at AkzoNobel, wanted to point out some main comments on the definition of CSR. He stated that when talking about CSR, AkzoNobel makes a difference by simply calling it "sustainability", as it is the most accurate term to what they are actually doing. Furthermore, he pointed out that the difference between CSR and sustainability, even though they are very similar, is that CSR can be seen as a way to just look good, while the belief of AkzoNobel is that they *need* to work with sustainability in everything they do to even exist as a corporation. Which means that they are not out to gain credibility points, but rather adjusts to a future development within the area of sustainability, a development inevitable not to adapt to.[2]

Additionally, when talking about operating as a MNC in the international environment, Hallberg states that the priorities of sustainability differs in different parts of the world, since there are different political systems and economic drivers. As an example, he mentions that philanthropic activities are basically nonexistent in Sweden whereas in the United States it is a huge priority. The donation of money to the local school is considered sustainability or CSR activities in the US, and even though AkzoNobel supports some activities on a local level in Sweden, it is not of the same proportion. The main reason for MNCs to work with sustainability according to Hallberg is that all corporations must adapt to the reality of sustainable development to stay on the market. [3]

The motivation to start engaging in CSR is, according to Hallberg something that has emerged as a result of the development of business and society today, due to for example customer demand. It is a natural development since, as described by Hallberg in the case of AkzoNobel, the Swedish part of the firm is a chemistry industry from the beginning and it has been in the public and institutional interest for such corporations to manage the environmental issues related to it. Historically, it has been pressures mainly from Sweden and other Nordic countries, since the environmental interest is bigger there than in the more southern countries.

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[2] Klas Hallberg - Manager for New Developments in Sustainability, AkzoNobel. Interview the 27th of April 2015.
[3] Klas Hallberg - Manager for New Developments in Sustainability, AkzoNobel. Interview the 27th of April 2015.

There was an understanding among the board members that sustainability is something affecting the future and development of the corporation, mainly in terms of competition and resources. The priorities then shifted from mainly focusing on environmental issues in the beginning, to include many different focus areas implemented in terms of CSR, and then back to focusing on environmental issues again with a focus toward social issues, not including philanthropy but other possible issues in the subject. For example, AkzoNobel tries to measure the well-being along its value chain and in the communities where the products are, which is everywhere. There is, however, a question of trying to capture these issues more firmly in today's society. [4]

When asking what stakeholders are the most important, Hallberg stated that it was probably the same as for all other corporations; customers, the public at large, investors and employees. He did not think that there is a difference of priorities in the sustainability section of the company than in other sections of the corporation. Furthermore, it can vary which stakeholders are being mentioned, but he clarifies that the customers are the most important.[5] Hallberg finds that AkzoNobel works with all different kinds of sustainability issues equally. Since AkzoNobel have a sustainability approach instead of CSR approach, he finds that it is less about philanthropy and law overall, and more about environmental, economic and social issues today since sustainability has become less about being visible.

Alfa Laval

When asked how Alfa Laval implemented their CSR work from the beginning, Catarina Paulson, the Corporate Social Responsibility Manager, states that Alfa Laval decided to focus on CSR by centralizing it into one specialist function in the organization in 2003. There was a need to have a central both strategic and operative view on how to work and address CSR questions. So, in association with signing the UN Global Compact, Alfa Laval decided to let the CSR function report directly to the top management.[6]

When discussing the progress concerning the CSR work and most important stakeholders of Alfa Laval, Paulson states there has been an evolution affected by multiple stakeholders, one

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[4] Klas Hallberg - Manager for New Developments in Sustainability, AkzoNobel. Interview the 27th of April 2015.

[5] Klas Hallberg - Manager for New Developments in Sustainability, AkzoNobel. Interview the 27th of April 2015.

[6] UN, (2013), *Overview of the UN Global Compact*. [online] Available at: <https://www.unglobalcompact.org/AboutTheGC/index.html> [Accessed 15 May 2015]

of them being the customers. She says that since Alfa Laval is a business-to-business company, they are a supplier to many of their customers and have therefore witnessed a higher attentiveness. Moreover, Paulson mentions investors, suppliers and to some extent Non-Governmental Organizations (NGOs) as the most important stakeholders to Alfa Laval. They have noticed an increased interest from many stakeholders and there is a chain reaction throughout the value chain if a major exterior event occurs. Paulson uses an example with one of their American customers; there was a law implemented that all American listed companies had to display that they were not using any conflict minerals, which had a direct effect on Alfa Laval and other suppliers.[7]

When asking how Alfa Laval works with CSR in the international environment, Paulson expresses that they first and foremost identify the risks of certain areas and which areas that needs to be prioritized, with the ambition to always improve their CSR work. For example they focus a lot on suppliers in India and China where they have identified the largest risks from an environmental and human rights perspective. Even if Alfa Laval have a global CSR agenda, some differences in the area of focus is required since two of their biggest factories are placed in Sweden and India, and different measures are necessary to maintain the global principles. In both of their factories there is a big focus on security and environmental improvement, but Sweden is for example according to Transparency International's corruption risk list, not in the highest risk zone for corruption. Meaning that Alfa Laval may put *more* resources on combating corruption in other countries with higher risk, even if they still work with these issues in Sweden as well.[8]

Sandvik

When talking about CSR in the global business environment, Anne af Petersens, the Sustainability Specialist at Sandvik, mentions the existing international differences in CSR work. They are active in for example India where CSR tend to be linked mainly to philanthropy. Therefore, Sandvik has decided not to use the term CSR, but rather sustainable business, which includes much more than philanthropy. Sandvik integrate sustainability into their operations because they regard it as a prerequisite for conducting profitable and responsible business, now and in the future, and to create value for their various stakeholders. Af Petersens mentioned that it was common that companies focused mainly on philanthropy

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[7] Catarina Paulson - Corporate Social Responsibility Manager, Alfa Laval, Interview the 27th of April 2015.
[8] Catarina Paulson - Corporate Social Responsibility Manager, Alfa Laval, Interview the 27th of April 2015.

in the CSR work a few years ago, but that there has been a tremendous development since then. Many companies today has sustainability fully integrated into their business as they believe it is key for continuous value creation, both for the business as well as for stakeholders. Furthermore, companies have generally become more transparent and focus their sustainability work on what is substantial for their business. However, Sandvik is involved in community projects on a local level to take advantage of the local knowledge and understanding. For example they have a "Skilling Up" program in South Africa that aims to educate potential employees, benefiting both Sandvik, who gets skilled workers, and the community who gets an income.[9] Af Petersens, who is involved with the global sustainability work on a strategic level, mentions that Sandvik has started implementing "sustainability coordination teams" in some parts of the world. They aim to work as an extended arm in the organization and are present in countries where Sandvik operate a lot or where the sustainable agenda is highly relevant.

When asking why Sandvik started engaging in sustainability work, af Petersens states that even if Sandvik have worked with sustainability questions for a long period of time, the global discussions concerning sustainability accelerated approximately 15 years ago. There was an increased interest in general which was noticed among Sandvik's stakeholders, and the business advantages were more obvious than before. Conclusively, Sandvik has responded to the growing internal and external demands for sustainability, a work that has intensified in recent years.[10] Since 2013, Sandvik has had a sustainability business unit, which manages the company's overall sustainability strategy and provides sustainability support to the business areas and group functions.

When discussing the most important stakeholders for Sandvik, af Petersens mentions customers, investors, shareholders and employees. She explains that the customer is a given stakeholder and that one of Sandvik's core values is customer focus. They work a lot in terms of engaging in dialogues and listen to customers' feedback as Sandvik wants to live up to and exceed the customer's expectations. This open, transparent and developing relationship is similar to the one they have with the investors and the employees. Af Petersens states that these stakeholders are of high importance for Sandvik's existence but she also mentions suppliers and media as relevant stakeholders. Sandvik believes that strong supplier

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[9] Anne af Petersens - Sustainability Specialist, Sandvik AB. Interview the 29th of April 2015.
[10] Anne af Petersens - Sustainability Specialist, Sandvik AB. Interview the 29th of April 2015.

relationships are central for their commitment to provide customers with the best and most innovative products, and they work together with their suppliers to build a sustainable supplier management.

When talking about the areas of focus within CSR, af Petersens brings up compliance, health and safety and environmental aspects. Af Petersens says that the sustainability agenda is continuously developing and that she has seen that taxation and human rights are areas that more companies take into consideration in their sustainability work. She says that it might seem easy for companies to respect human rights in every step of their value chain, but in reality human rights are a complex term written for states that includes many aspects in need of a lot of attention to be maintained. Additionally, the circular economy, which is the environmental and recycle aspect, is always a current subject as more companies has realized that many business advantages comes with it.[11] Af Petersens also wants to mention that within the supply chain there has been a development towards a more circular attitude. Earlier, around 10 to 15 years ago when there was a scandal in the supply chain in for example Bangladesh, companies would often end the cooperation with that supplier. Whereas these days, if a supplier would appear to be conflicting with Sandvik's Code of Conduct, Sandvik would educate and develop the supplier to make it reach the standard instead of ending the cooperation straight away and let the problem remain for someone else to discover.

SCA

When talking about the concept of CSR, Lulu Li, the Sustainability Manager of Social Affairs at SCA stated that the vision of the corporation is to create value for their stakeholders, and CSR is a part of that value creation. However, she mentions that it is always a bit fuzzy what is included in terms of CSR and SCA does not necessarily talk about CSR or CSR work, but rather sustainability.

When talking about the global business environment, Li says that for SCA, the different business units in the world may define what is important at a local level as it is the persons closest to the national market that knows what is most needed. However, SCA's group function sustainability is responsible for defining the strategic directions and focus of the company and is constantly involved in the business strategy discussions. Once the objectives

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[11] Anne af Petersens - Sustainability Specialist, Sandvik AB. Interview the 29th of April 2015.

are defined, the group function will also actively support the business units in implementing the processes needed to reach the targets. With this said the ownership and ultimate responsibility of reaching the corporate objectives rests with the business units. She states that estimating what needs to be done and introducing the business into the market is harder in some countries. There are countries with weaker regulations concerning both working environment and business ethics. This is a major challenge for all MNCs, to understand both culture and norms and relate to it while maintaining corporate values. A MNC cannot give the local customs total control, but there must be an understanding that people act differently in different countries. [12]

In addition to being a forestry company working close to the environment and the local communities, SCA is also a global hygiene company and the sustainability issues have emerged in the business on the global market. For example in India, SCA is teaching through midwives in hospitals how new mothers should care for their newborns to avoid diseases and maintain a healthy hygiene. The environment and social aspects are basically what have been motivating SCA's response to the sustainability issues, meanwhile considering other stakeholders as well.[13] Additionally, Li thinks that operating in more countries than before and the shift of business focus toward consumer products, has resulted in greater risks when entering new possible but less mature markets. These emerging markets might have poorly controlled laws, not always being followed, and worse conditions than in for example Sweden. It is important to understand the risks of such markets to educate people in a good way and choose the right people for pursuing the issues of business ethics, corruption and bribery for the company on the market. Yet, the legislation concerning these issues has become stricter for example human rights and the environment. Furthermore, climate changes has led to constantly having to respond to trends for the most relevant issues. Consumers are more informed today with the digitalized society and often want to know what kind of product they are buying and how it is manufactured.[14]

When asking about their stakeholders, Li finds it hard to answer which stakeholders are the most important to SCA since many different stakeholders affect a lot in the corporation. Although, Li mentions that employees and customers have a big impact on the company

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[12] Lulu Li - Sustainability Manager of Social Affairs, SCA. Interview the 28th of April 2015.
[13] Lulu Li - Sustainability Manager of Social Affairs, SCA. Interview the 28th of April 2015.
[14] Lulu Li - Sustainability Manager of Social Affairs, SCA. Interview the 28th of April 2015.

performance. Furthermore, she mentions the investors and shareholders as being critical stakeholders for which the company creates sustainable financial growth and return of investment. Li also stresses the importance of employees, since having motivated, capable and healthy workers brings value to the corporation. Moreover, all corporations must compete on the labor market to attract and keep the most capable employees. Thus, a corporation must provide good working conditions and working environment. She mentions the same competing market for attracting and keeping the customers, even though they are motivated by other forces. Because in the end, it all comes down to being attentive to what people want and what is important to them.[15] Additionally, SCA has continuous dialogue with their different stakeholders through customer surveys, employee surveys, surveys directed to the owners, to be able to compile the results to know what most stakeholders find important.[16]

When asked if SCA focuses more on any of the different sustainability areas, Li found it hard to say that they put more focus on any particular area since at a whole, it is divided into the economic, social and environmental way of thinking. Even though, within each of the three different aspects, there could be different areas of focus since they define where SCA can make the most difference. She stated that all areas are dependent on one another and affect various parts of the organization, thus different stakeholders. Although, the biggest and increased demand for sustainability is experienced from investors, since SCA participates in some sustainability funds where the company is estimated based on different sustainability criteria, hence making these issues important to work with. Furthermore, Li thinks that shareholders are more interested in sustainability issues now than they were before. Also, many of SCA's customers put emphasis on environmental performance on the products they are purchasing, creating a need to constantly develop new inventions that give more added value in terms of people or nature. An example is SCA's Tork Xpressnap, who promises a 25% deduction of tissue use, which saves its customer costs and help them reach their goals, whilst also saving resources used.

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[15] Lulu Li - Sustainability Manager of Social Affairs, SCA. Interview the 28th of April 2015.
[16] Lulu Li - Sustainability Manager of Social Affairs, SCA. Interview the 28th of April 2015.

5. Analysis

In this chapter, the empirical findings will be analyzed and compared to the theoretical framework. The most important findings will be summarized with the models presented in the theoretical framework in mind, to detect linkages and relationships in the answers of the respondents. Furthermore, the respondents will be referred to as the company names as it makes the discussion and analysis easier to overlook and follow. Additionally, the analysis will provide a basis for the conclusions presented in the following chapter.

5.1 The most prominent stakeholders

Matrix of stakeholders mentioned by the case companies			
AkzoNobel	**Alfa Laval**	**Sandvik**	**SCA**
Customers	Customers	Customers	Customers
Investors	Investors	Investors	Investors
Employees	Suppliers	Employees	Employees
Public at large	NGOs	Government	Consumers
Government	Government	Suppliers	Shareholders
Suppliers	Community	Community	Government
Community	Owners	Owners	Community
Owners	Trade associations	Media	Owners
Trends in society		Shareholders	Media
Institutions			Trends in society
Political groups			

Matrix 1 (Own matrix) - An overview of the mentioned stakeholders derived from the interviews.

When talking to the corporations the aim was to find out which stakeholders are the most important to them, and how and why the stakeholders influence the corporations in their CSR work. What should be mentioned about the answers from the different case companies is that the interviewer was the same for the companies who tended to have answers in accordance with each other, which can be perceived in the matrix above. Alfa Laval and Sandvik had the same interviewer, leading to the issue if the interviewer affected the respondents in any way even though the questions were not significantly altered. Additionally, there are a lot of popular concepts for describing a corporation's sustainability work and its role in society and when beginning the interviews and asking about CSR, SCA, Sandvik and AkzoNobel agreed that it is an undefined term in line with the theories previously presented (see for example

Bénabou & Tirole, 2010), and that they rather talked in terms of sustainability. Even though CSR is described as giving up profits in order to benefit the social good (Bénabou & Tirole, 2010), we get the impression that CSR has a negative association with for example greenwashing and showing off good deeds while covering up unsustainable activities. An interesting aspect was that the companies that have had an independent sustainability section of the corporation for a longer period of time seemed to be pushing more on expressing themselves in terms of sustainability, while Alfa Laval that had the newest sustainability section did not mention anything negative about expressing themselves in terms of CSR. We get the impression that it is not the trend anymore to call sustainability work CSR, but we will leave the discussion concerning this observation as it will lead to an entirely different research question, although worth mentioning.

Furthermore, we observed that the corporations mentioned a few stakeholders that were considered most important but when pushing the question about the stakeholders further, the corporations often expressed that various stakeholders are important in various ways and that they all matter. We reason that it is a sensitive question for all corporations and that they must reserve themselves from sounding like they do not count all stakeholders as equally important, making it hard to identify our question. Nevertheless, all companies except Alfa Laval said that *customers*, *employees* and *investors* were among the most important stakeholders.

As already revealed in the theoretical framework, Mitchell et al. (1997) presented a framework to identify the stakeholders of a corporation. There are three characteristics; power, urgency and legitimacy as well as a system of prioritizing these stakeholders depending on how many of these characteristics they possess (see Appendix 8.5). The majority of the case companies mentioned customers, employees and investors as their most salient stakeholders and the framework by Mitchell et al. (1997) helps us when analyzing these stakeholders. Starting with *customers*, we believe that they do possess a great amount of power. They can stop buying the products or services provided by the company, thus having a direct influence on the company's' actions. In addition, customers have legitimacy and urgency since their opinions and needs cannot be overseen and ignored by the corporation to function in the business environment. Therefore, the customers possess three out of three characteristics and should by all means be prioritized since it is considered a definitive stakeholder (Mitchell *et al*. 1997). Secondly, *the employees* have a similar position as the

earlier mentioned stakeholder. They have some power within the corporation such as the power to refuse to work and by that cause problems in the value chain. Yet, we estimate that they have less power than the customers because they are hired by the company and thus more likely to please. However, the company and the employees enter a contract before any interaction and the relationship is thus characterized by equality, in Sweden secured by for example unions.[17] Hence, making the employees possess legitimacy and urgency with opinions inevitable for the corporation to ignore. In the framework by Mitchell *et al.* (1997), they would be considered expectant stakeholders as they possess two out of three characteristics. The economical stakeholders, investors and shareholders, are important since it is necessary to respond to their demands to even exist as a corporation. This argument is confirmed by Carroll's CSR pyramid (Appendix 8.3), where the economic reasons are the fundament upon which the other reasons rest, as the corporation cannot exist without financial means. Shareholders and investors are therefore in possession of all the characteristics power, urgency and legitimacy and should be taken into consideration as they are definitive stakeholders.

The same arguments could be applied for the legal stakeholders such as the government, which is a powerful stakeholder that has an immediate effect on how MNCs act. For example, Alfa Laval mentions the government of the United States that has implemented a law concerning conflict minerals on all US listed companies. The US government demands knowledge on where and under which circumstances the minerals have been derived, something that has a direct effect on the suppliers. Yet, none of the participating companies stated that the government is one of their most important stakeholders. We came to the conclusion that to Swedish MNCs, originating from a country with a stabile judicial system and quite strict regulations, the government is considered an obvious stakeholder and does not need any further motivation to why it is important to them. In our study we chose to define CSR as instances where a company goes beyond its own immediate territory, interests and legal obligations to take part in activities that is beneficial for society (Bénabou & Tirole, 2010; McWilliams & Siegel, 2001), which also could be an explanation why the government is not being mentioned as a prioritized stakeholder. If the case companies have similar definitions when talking about CSR, the government could already be a part of their prioritized stakeholders. With that in mind, it becomes clear that different countries and

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[17] Fackförbunden.se, (2015), *Fackorganisationer*. [online] Available at:
<www.fackforbunden.se/info/fackorganistation> [Accessed 23 May 2015]

cultures influence how corporations act, which was seen in the theoretical framework as well (Bénabou & Tirole, 2010; Wherther & Chandler, 2006).

The importance of the stakeholder theory is noticeable when discussing the implementation of CSR with the case companies. As stated by SCA, CSR is a part of the value creation for multiple stakeholders, customers being one of the most prominent. AkzoNobel pointed out the customers as an important stakeholder as well, and mentioned that it is the result of development in business and society today. Alfa Laval talked about the CSR work intensifying after signing the UN Global Compact and also mentioned the customers as affecting stakeholders. This is confirmed in the theoretical framework where Wherther and Chandler (2006) describes the consumers as important for the corporation since they decide if they are going to purchase the product or service. The customers are also just as likely to look at the operations in the home country as well as in diverse host countries due to information being more accessible today (Wherther & Chandler, 2006). All case companies talked about the effect from the public at large but mentioned customers to be demanding more sustainability today than they did before, hence affecting the shareholders, investors and employees of the company. Furthermore, we considered there to be a tradeoff between the above mentioned stakeholders that a MNC needs to take into consideration; To the same extent a customer do a tradeoff to gain as much utility as possible when buying a product, a company must do the same tradeoff when listening to the different stakeholders various opinions and demands. If affected too much by one of the stakeholders, an inequality in the companies' activities could occur, causing other stakeholders to respond negatively. Even though the respondents mentioned employees, investors and shareholders, we concluded the customers to be the core stakeholder for the Swedish MNCs since the customers were described by the respondents to affect everything in the corporation and throughout its value chain.

5.2 How and why the stakeholders influence the MNCs in the international market

According to the interviews conducted, being a MNC is as complex as the theory suggests. There is a large amount of aspects that needs to be taken into consideration as each location contains a specific set of needs and demands (Aggarwal *et al.* 2011; Bartlett & Ghoshal, 1989, 1990). All of the case companies expressed a need to work differently in different parts of the world, but the execution was not always the same. When asking if the corporations put more

focus into any specific area of sustainability, AkzoNobel and SCA stated that it is less about philanthropy and law, and more about environmental, economic and social issues. Furthermore, human rights and the environment get mentioned as areas of focus for Alfa Laval and Sandvik. AkzoNobel stated that the reason for the business to work differently with CSR in various locations is because there are different political systems and economic drivers on the global market. This is in line with the literature in the theoretical framework as globalization affects politics and economies worldwide (Prakash & Griffin, 2012). Moreover, Alfa Laval mentioned their global CSR agenda but stated that they focus more on some geographical areas that need more attention to reach the same standard as the rest of the corporation. At the moment of the interview, these areas of focus were the suppliers in India and China where they had identified the biggest risks concerning an environmental and human rights perspective. Sandvik and SCA however, work with some sustainability projects on a more local level to benefit from the existing knowledge. This is represented by so called "sustainable coordination groups" or "local business units" that are situated closer to the national market. The local business units have a continuous dialogue with the headquarter to report any difficulties or questions that the company needs to consider, to integrate the local awareness with the company's CSR strategy further. Reinforcing the theory that MNCs respond to pressures of globalization and localization, and when economies globalize so does politics and stakeholder expectations that must be met when managing the international operations (Prakash & Griffin, 2012). Furthermore, all case companies mentioned that the public at large and trends in acclaimed social and environmental issues are affecting the area of focus a lot since the information travels faster and reach more people through diverse medias. Hence, due to the information travelling wide and fast, there are higher demands for transparency and corporations will not get away as easily with unsustainable activities. In line with the increased public awareness described in the theoretical framework, MNCs must consider cultural differences as well as weak regulations and institutions in countries where they operate, as the expectations from various stakeholders differs and prohibited actions in one culture may be accepted or even required in another (Bénabou & Tirole, 2010; Wherther & Chandler, 2006).

When operating on the global market, SCA and Alfa Laval mentioned that they have noticed an intensified CSR legislation in some countries, which could create a global dilemma. Taking Sweden as an example, the legislation concerning carbon dioxide emission is set at a very high standard, which encourages all companies active in the country to be more

sustainable. However, if the standard is set too high, some companies might find it cheaper and easier to move their manufacturing to other countries where the legislations are weaker. We find the dilemma to be that even if a country uses legislation as a strong motivation for companies to be more environmentally friendly, having multiple countries with weaker regulations is contra productive for the global development. Moreover, when discussing adapting to new legislations and trends, Sandvik mentioned that there has been a shift in attitudes towards unsustainable suppliers. Instead of abandoning a bad supplier, they try to change the standards and help the supplier. Since it is more of a short-term solution to just abandon the supplier and leave it for someone else to discover. Changing every step in the value chain to promote a common objective is more of a long-term solution and thus more sustainable. Even if it means sacrificing some profit for the moment which is in accordance with literature where it is stated that CSR includes many good behaviors and is about giving up profit in order to further some social good (Bénabou & Tirole, 2010; McWilliams & Siegel, 2001).

Furthermore, with the help of Carroll's CSR pyramid (Appendix 8.3), we find that the ethical aspects seemed to be the focus of the case companies as it was in the context of doing what is right and fair the most important stakeholders got mentioned. None of the respondents found it *as* important to consider the philanthropic responsibilities in the top of the pyramid, defined by Carroll (1991) as being a good corporate citizen. Because when considering what all of the case companies said about philanthropy, it seemed like Carroll's (1991) definition was not coherent with what the Swedish MNCs implied. For example, AkzoNobel mentioned that philanthropy is a big part of the corporation's CSR work in the United States, whereas in Sweden it is basically non-existent. Thus, we can see that philanthropic activities are more prominent in countries outside of Sweden. We think that it is the risk of being perceived as greenwashing[18] that makes it less about philanthropy in Sweden. We find that when required by the government, the philanthropic actions might not be as easily perceived as greenwashing and therefore it is a bigger priority of CSR work in countries outside of Sweden. Moreover, we could derive from the interviews conducted that in the Swedish corporate environment, too much charity work and philanthropy is considered window dressing, and the definition of philanthropic responsibilities could therefore be changed to

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[18] *When companies use CSR as a way of marketing themselves as environmental friendly even though they are not.* (PETA, (no date), *Green Meanies*. [online] Available at: <www.peta.org/features/green-meanies/> [Accessed 15 May 2015])

"trying to look as a good corporate citizen". The majority of the case companies reasoned that they work more on the ethical aspects to cause as little harm as possible to any society or environment they operate in. When fulfilling that objective, donating money to a good cause would be considered a bonus. Without any ethical responsibilities and only philanthropic responsibilities the Swedish MNCs would feel as a hypocrites, first causing damage and then donating money to a cause that diminishes that damage. We find that in Sweden, the focus is more upon conducting the business in a sustainable manner and by that have a positive impact economically, socially and environmentally. Conclusively, we can see that stakeholders have a big influence on the corporation in both the international and local markets and that the corporation considers them in every activity throughout the value chain, forcing the corporation to respond to pressures from both localization and globalization.

Conclusively, when analyzing the respondents' answers to why the stakeholders motivated the corporation to work with CSR, we saw that customer demand was one of the driving forces. For example, both Hallberg and Paulson stated that the CSR engagement is a result of development of business and society today due to customer demand. Furthermore, all respondents agreed that is was because of the nature of their business (all of them being involved in some sort of industry) that elevated the stakeholder concern for sustainability and motivated their CSR work. In addition, the companies saw competitive advantages and value creation for the company as well as its stakeholders when engaging in sustainability.

6. Conclusion

In this final chapter, the reader will be provided with conclusive thoughts on the analysis and be given the final result concerning the research question of the thesis. Additionally, there will be suggestions for future research within the concept of stakeholders influence on MNCs work with CSR.

6.1 Empirical contribution

The purpose of this study has been to provide a deeper understanding of the relationship between the salient stakeholders and Swedish MNCs. Our research will contribute with information on which stakeholders are the most prominent to the CSR work of a Swedish MNC and in what ways they have an impact. The result of this report displays that the majority of our Swedish case companies listed customers, employees and investors their most important stakeholders. As displayed in the analysis, we saw that these three stakeholders should be considered definitive and expectant stakeholders according to the framework by Mitchell *et al*. (1997). We also found that the government was mentioned as a salient stakeholder in the theoretical part (see Appendix 8.4), however, none of the case companies mentioned the government as an important stakeholder even though they gave examples of its influence. Additionally, the result tells us how the case companies were affected by their stakeholders, mostly when they described engaging in certain areas within CSR. Philanthropy was an area that was brought up by most case companies as something they did not feel the need or pressure to engage in from Sweden. Whereas it was clear that in other countries where they were present, it was a certainty to engage in philanthropy and a must since there was established laws. The attitude towards philanthropy comes with the ambition to not be perceived as greenwashing, and with today's possibility to be aware of a company's activities, this concern has strengthened. This is something that we find characterizes the Swedish MNCs participating, especially since we could see how different this approach was in the international environment. Additionally, the reason why the companies started engaging in CSR was the increased interest from society, especially noticed among the customers of the MNCs. Notifying the corporations of the value creation that could follow from being sustainable in the business operations. However, more research on the matter is needed before being able to draw conclusions and generalize within this specific field of research. The

answers to our research questions is thus as complex as both theory and empirical findings suggests, even if customers seems to be the core stakeholder that affects all other stakeholders and the corporate actions in various ways.

6.2 Suggestions for future research

As our research focused on Swedish MNCs, and we had the possibility to get in touch with four industrial companies with a long history within their business, it would be interesting to see if Swedish Born Globals for example are affected by their origins. Furthermore, it would be of interest not only to look at MNCs originated in Sweden but other countries as well to enable a more general comparison. Finally, to be able to generalize the conclusions to a wider extent, the qualitative data collection should involve more respondents.

7. References

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8. Appendix

8.1 Figure 1 – *Economic and Legal Components of Corporate Social Responsibility. (Carroll 1991 p. 40).*

Figure 1
Economic and Legal Components of Corporate Social Responsibility

Economic Components (Responsibilities)	Legal Components (Responsibilities)
1. It is important to perform in a manner consistent with maximizing earnings per share	1. It is important to perform in a manner consistent with expectations of government and law.
2. It is important to be committed to being as profitable as possible.	2. It is important to comply with various federal, state, and local regulations.
3. It is important to maintain a strong competitive position.	3. It is important to be a law-abiding corporate citizen.
4. It is important to maintain a high level of operating efficiency.	4. It is important that a successful firm be defined as one that fulfills its legal obligations.
5. It is important that a successful firm be defined as one that is consistently profitable.	5. It is important to provide goods and services that at least meet minimal legal requirements.

8.2 Figure 2 – *Ethical and Philanthropic Components of Corporate Social Responsibility (Carroll 1991 p. 41).*

Figure 2
Ethical and Philanthropic Components of Corporate Social Responsibility

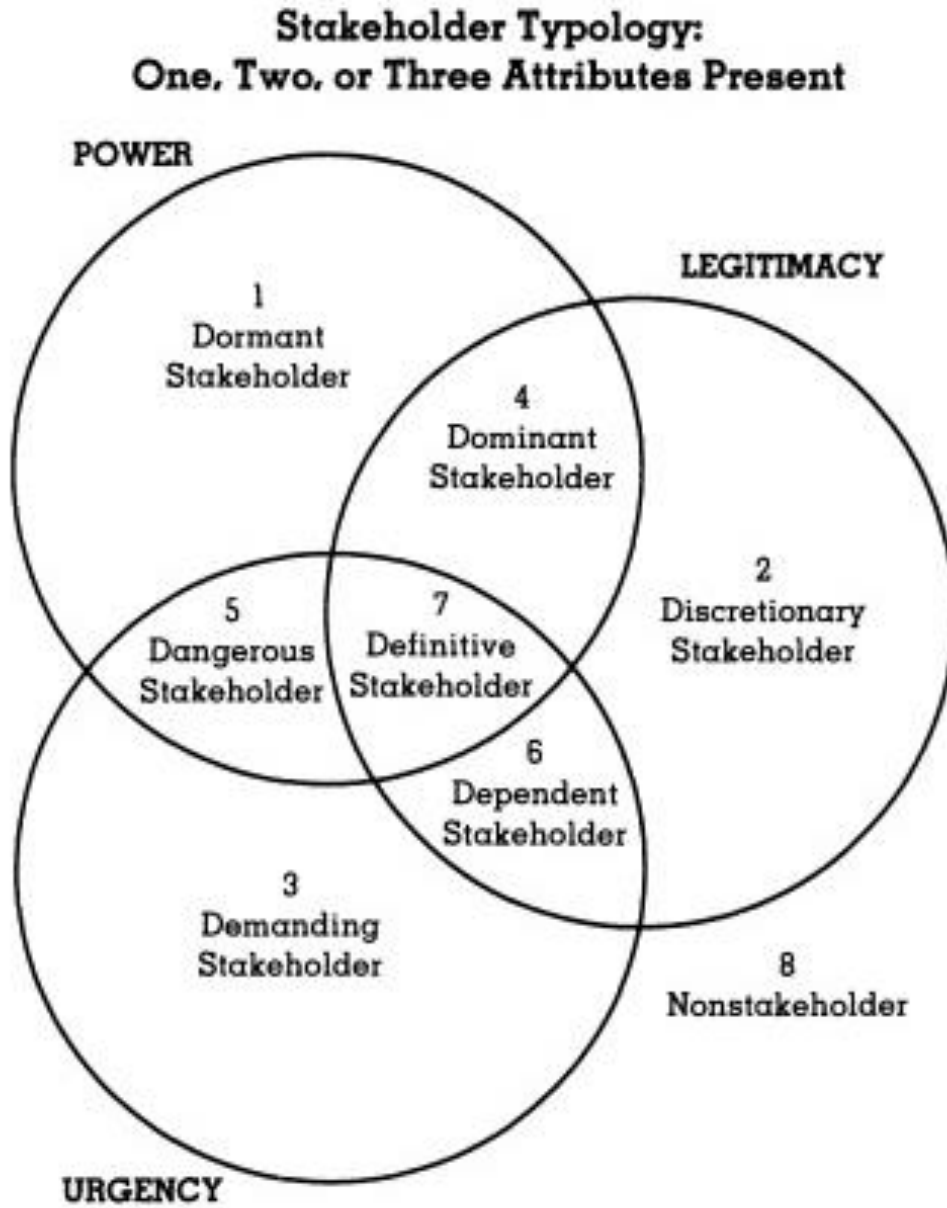| Ethical Components (Responsibilities)	Philanthropic Components (Responsibilities)
1. It is important to perform in a manner consistent with expectations of societal mores and ethical norms.	1. It is important to perform in a manner consistent with the philanthropic and charitable expectations of society.
2. It is important to recognize and respect new or evolving ethical moral norms adopted by society.	2. It is important to assist the fine and performing arts.
3. It is important to prevent ethical norms from being compromised in order to achieve corporate goals.	3. It is important that managers and employees participate in voluntary and charitable activities within their local communities.
4. It is important that good corporate citizenship be defined as doing what is expected morally or ethically.	4. It is important to provide assistance to private and public educational institutions.
5. It is important to recognize that corporate integrity and ethical behavior go beyond mere compliance with laws and regulations.	5. It is important to assist voluntarily those projects that enhance a community's "quality of life."

8.3 Carroll's CSR Pyramid (Carroll, 1979).
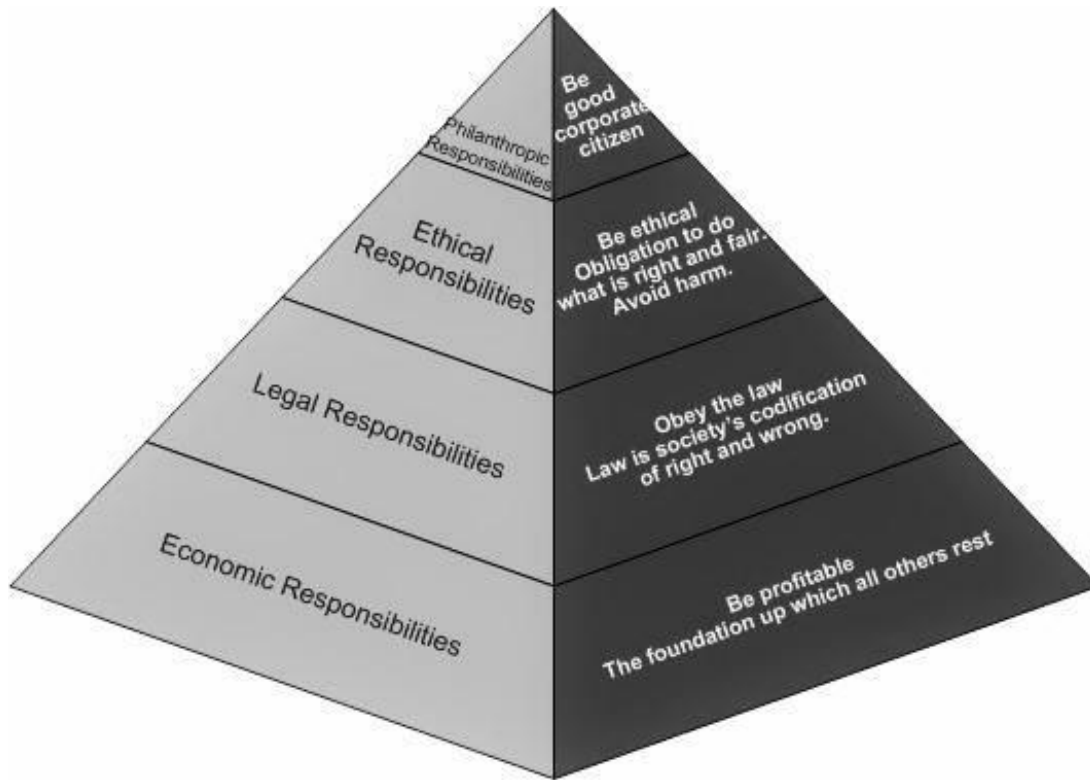
Carroll's CSR Pyramid

8.4 Model 1 – *The Stakeholder Model (Donaldson & Preston, 1995, p. 69)*
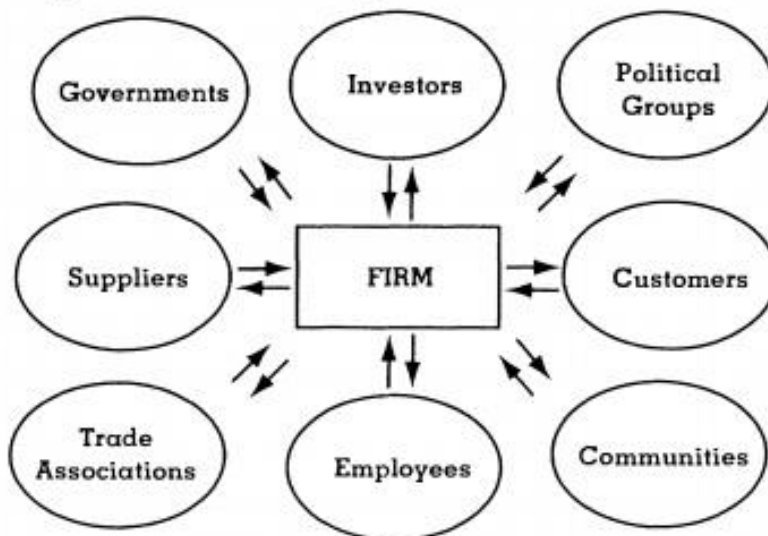
8.5 Model 2 - *Stakeholder Typology: One, Two, or Three Attributes Present (Mitchell et al. 1997, p. 874)*

Stakeholder Typology:
One, Two, or Three Attributes Present

POWER

1
Dormant
Stakeholder

LEGITIMACY

4
Dominant
Stakeholder

5
Dangerous
Stakeholder

7
Definitive
Stakeholder

2
Discretionary
Stakeholder

6
Dependent
Stakeholder

3
Demanding
Stakeholder

8
Nonstakeholder

URGENCY

8.6 Telephone Interview Questions.

1. Could you describe the activities of the company and what your role is?

2. Why have your company chosen to work with CSR in the first place and what are the long-term objectives concerning the CSR work?

3. How does your company's strategic approach concerning corporate responsibility differ in Sweden as opposed to the rest of the world?

4. Do the company put more focus into any of these areas of sustainability: economics, law, social responsibility, philanthropy or environment? If yes, why?

5. How do the company work with the mentioned areas of sustainability on the international market? Is there differences in focus depending on which country you are operating in?

6. Is it easier or harder to perform CSR work on any of the countries the company is operating in? Why?

7. What have been the driving forces behind the progress within CSR from a historical perspective?

8. What areas within CSR have become more or less important with time?

9. Who was involved in the establishment of the CSR work in terms of stakeholders?

10. Is there a specific stakeholder, according to you, that has motivated you to work with CSR?

11. Which would you say are your top three most important stakeholders?

12. Conclusively, is there anything you would like to add concerning the CSR work, both in Sweden and on the international market, which you find significant?