

*A Case Study of
Interactions between a
Network & Its Stakeholders*

Collaboration in Sustainability Networks



Abstract

Sustainable development initiatives are increasing in the business community, raising the notion of climate change and resource scarcity among corporations. Connected to this are the business risks and whether CSR initiatives actually contribute to or restrain economic growth and societal development. In battling these issues companies have established networks aiming to reach synergies in terms of communication methods, operational processes and other shared strategic advantages. To explore this area of research further, this thesis presents a case study of the Haga Initiative network, consisting of eight prominent companies and associated stakeholders.

There exists a gap in understanding the drivers and constraints among member companies in sustainability networks as well as among their external stakeholders. Thus, the overall purpose of this thesis is to explore *how* actors collaborate in sustainability networks and *what* potential forms of collaboration that are possible between a sustainability network and its stakeholders?

The thesis is based on a theoretical framework consisting of a conceptual model dividing the setting into a primary and a secondary network. The former consists of the Haga Initiative members and the latter is made up of all external stakeholders. As results this thesis describes the views of member companies and selected stakeholders on possible collaborations. In terms of internal collaborations the potential contributions to the individual organizations are connected with learning of others' approaches to climate work and discussing shared issues, whereas less concern is made for project collaboration. When looking at the approach to external collaborations of the Haga Initiative, one can distinguish between three phases. A preparatory phase establishes the facts and arguments to be used. The arguments are then implemented through a direct impact phase, involving several interactions with stakeholder groups that the primary network wishes to affect. After that follows an indirect impact phase, where supporting stakeholders reinforce the messages of the primary network. The forms of collaboration preferred by the primary network were found to be related to knowledge sharing and were mainly stemming from the members of the Haga Initiative.

As more and more companies understand what's at stake, they become a part of the solution, and share both in the challenges and opportunities presented by the climate crises

– Al Gore, An Inconvenient Truth (2006)

Notifications

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1. Corporations & Climate

This chapter introduces the subject of the thesis, providing an overview and background to the researched area. Moreover, the purpose and delimitations are presented to give an idea of the ambition of the thesis.

1.1. Background

Looking at measurement levels and communication made by industries, one can see that with the current rate, reduction of emissions is lagging 40-50 years behind self-determined targets for 2050.¹

Sustainable development, corporate social responsibility (CSR), and climate change are becoming increasingly prioritized fields within European (CSR Europe 2010) and Swedish enterprise, shown by the incorporation of more strategic business development plans based on sustainability (Confederation of Swedish Enterprise 2008). The increased focus in sustainable business initiatives brings with it discussions on climate change and resource scarcity. These issues are not central only to large companies' offerings or production, but also there are sub-suppliers and customers affected by it, exposing most companies to higher business risks (Reinhardt 1999). To cope with risks, practically oriented tools for organizational change exist (McKinsey 7S-framework by Peters & Waterman 1982; The Natural Step (TNS) - ABCD-framework 2011), as well as frameworks from environmental organizations (CSR Europe 2010), international standard organizations and international trade organizations (WRI/WBCSD 2011; GRI 2011) with guidelines on how to measure climate impacts and set up change management programs. On top of these risks there are also legislative changes (EU Parliament 2003) impacting the operations of businesses.

The topic of sustainable business development has long been debated whether it actually contributes to or restrains economic growth and societal development (McWilliams, Siegel & Wright 2006). Stakeholder theory together with CSR-related research have however been used in trying to show how sustainable business development has an impact on various factors related to the success of companies (Hart 1995; Sharma & Vredenburg 1998; McWilliams & Siegel 2001).

¹ Maria Engvall, Environmental journalist/Researcher, Swedwatch, authors' translation

In line with stakeholder theory, some actors have reconsidered their organizational boundaries when tackling the climate issue and established networks with other companies and organizations. The aims with these constellations are to reach synergies in terms of communication methods, operational processes and other shared strategic advantages. This collaborative approach to CSR issues has also received support from research (Perrini 2006). Especially small and medium-sized companies have been found to benefit from working together with others when implementing CSR measures, due to their limited resources. CSR networks in general and climate networks in particular have however received little or no attention in research (Murillo & Lozano 2009). The question still remains whether these initiatives present a viable path to reaching the set emission goals for the business community.

1.2. Problem Description

The formation of networks among companies is not a new occurrence (Håkansson & Snehota 2006; Anderson, Håkansson & Johanson 1994). What is new in the context of CSR in general, and climate work in particular, is the shift in focus from value creation between business partners to also include actors outside of the business community. This change brings with it increased complexity, as the driving forces vary among actors and especially companies need to motivate the resources spent, preferably through either cost reductions or brand-related benefits.

This thesis presents a case study of the network the Haga Initiative, which consists of eight prominent companies in the Swedish business community. The network's goals are to both lower the climate impact of the member companies and to inspire positive change in other companies' climate work. The study will focus on both the member companies' and external stakeholders' views on the network's possibilities and limitations in this emerging field of corporate activity. The history of the network adds to the relevance of this topic, as it was preceded by another network called Business Leaders' Initiative on Climate Change (BLICC). All member companies of BLICC decided jointly to leave that network and the coordinating company in favor of the current network and the new coordinator Tricorona. The reasons behind the change were connected to discontent with the direction and scope of the network. What this history shows is the need for understanding the desires and requirements among member companies as well as external factors enabling and limiting the actions of the network as an entity.

1.3. Purpose

The initial ambition of this study is to describe the area of climate networks, when used to coordinate and inspire positive climate change. With a specific network as a starting point, the study will continue to explore the network and its environment, focusing on the relationships with stakeholder groups. The ambition is to contribute toward an understanding of the factors enabling and limiting such a network.

The focus of the study is the network itself. This entity has multiple dimensions, as there are both the member companies forming an internal setting and external actors interacting with individual members as well as the network as a whole. Therefore, several angles are enabled to approach the case from. The desire is to contribute to research regarding how this manner of collaborating can be used and possibly refined as a way of achieving improvements in how companies deal with the climate issue.

1.3.1. Research Questions

When discussing what firms can do in terms of CSR activities, Porter & Kramer (2006) point out how on the one hand societal trends and events affect the individual company, while on the other hand the company can affect society. Halme & Laurila (2008) agrees with that corporate responsibility should be integrated with the core business to have the most impact on customer and employee loyalty. Basu & Palazzo (2008) see an opportunity for collaborations to extend this limited reach and has divided the different ways companies interact with other entities depending on how much information and resources they are willing to share. The authors see an obvious issue facing companies entering a network, where the matters discussed are highly connected to their core competencies, because of the a hesitation regarding how much information the company can disclose. In industrial settings, companies have been found to form closely connected network based on mutual trust and a willingness to share knowledge (Håkansson & Snehota 2006). Taken together, these views raise a question for how far companies are actually willing to go when establishing collaborations around their climate work. This leads up to the first research question:

1. *How* do actors collaborate in sustainability networks?

Further, CSR has been described as “...the process by which managers within an organization think about and discuss relationships with stakeholders as well as their roles in relation to the common good, along with their behavioral disposition with respect to the fulfillment and achievement of these roles and relationships” (Basu & Palazzo 2008:

124). A complementary view is that the purpose of CSR is to meet or exceed the demands put forth by stakeholder groups and stakeholder communities (Maignan & Ferrell 2004). This required consideration of stakeholders is likely to also have an impact on the network, making a key consideration for networks to adapt to the inputs from these groups. Consequently it becomes necessary to also view the stakeholders as potential partners in relation to the network's ongoing activities (Anderson, Håkansson & Johansson 1994; Håkansson & Snehota 2006; Persson & Håkansson 2007). As these organizations have not yet been considered active partners to the business networks, it is uncertain to what extent, and by which means, collaborations can take place. Further, it is unclear which drivers and constraints exist among these stakeholders that affect collaboration. This discussion leads to the second research question:

2. *What* potential forms of collaboration are possible between a sustainability network and its stakeholders?

1.4. Expected Contributions

As the research focus of this study is broad and touches on areas related to both academia and the business community, the aim is to make a contribution that not only theoretically explains how the concept of sustainable development relates to climate networks, but also empirically describes emerging business practices. The access to rich empirical data obtained by the authors will enable current academic conceptualization to be complemented by thoughts and actions from an actual business setting.

From a theoretical perspective the wish is to achieve a deeper understanding of how formal networks in the area of sustainable development are viewed both from its members and its stakeholders. The empirical research has the aim of helping enterprises, organizations and institutions with understanding and identifying factors affecting a network from a stakeholder perspective. In this way, it becomes possible to reveal possible mutually beneficial collaborations, which is a key component if this kind of network is to be successful and drive sustainable development.

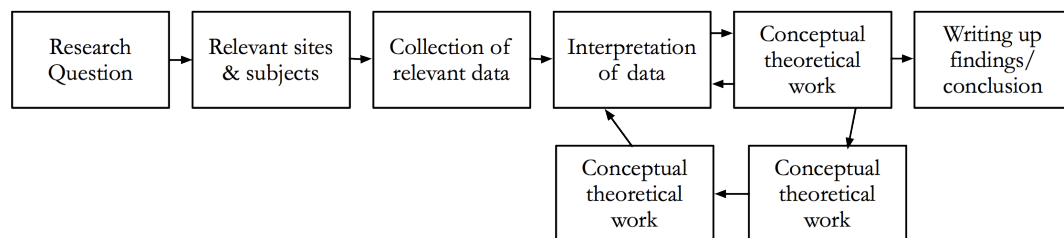
2. Method of the Study

The following chapter presents and motivates the methodology used for the research. The main part of the study consists of interviews, supported by analysis of secondary data, mainly through market reports and surveys. Additionally, the method used for analysis and the expected contributions will be discussed and connected to relevant literature.

2.1. Research Design

This thesis has a theory-building ambition through an inductive, qualitative point of departure. An explorative approach was chosen since the initial literature review indicated an uncertainty among companies concerning how to collaborate within the climate field. This type of study can benefit from an adaptable approach, where the gathering and subsequent analysis of data can affect the manner in which the research is continued. Emphasis is put on interviews as the primary source of data, a method that provides the necessary flexibility regarding both scope and depth. The design of this study was outlined much in accordance with what is suggested by Bryman & Bell (2007) regarding qualitative studies. This generic research process can be seen in Figure 1 below.

Figure 1. Generic Research Process



Source: own figure. Adapted from Bryman & Bell (2007: 406)

To begin with, the initial problem area was identified and the decision to approach it through a case study was made. This led to that several suitable study objects were identified and contacted. Among the positive responses, the Haga Initiative network was chosen as the focus for the study. Thanks to its willingness to participate with material and interviewees and the fact that the network's sole purpose is intimately related to CSR in general and the climate issue in particular. In designing the actual process of the research project, the inductive approach was again guiding decisions.

The underlying principle of the work was flexibility, leaving room for constant adaptation to new findings and possible continuations. Through an iterative approach, where the research questions were returned to as new data were gathered and analyzed, the problem was constantly narrowed down. This process is suitable for qualitative studies, as a certain amount of uncertainty lies in the nature of this type of research (Bryman & Bell 2007). This further has an impact on the role of previous theoretical findings.

Theory was approached as a tool to help to create an initial understanding of what to expect in the natural setting of the study object. Rather than creating falsifiable hypotheses, which is common practice in quantitative research, earlier findings and models were used to design interview guides, as can be seen in Appendix 2 Table 1. The inductive and theory building ambition of the research meant that theory is allowed to emerge from the data. As recommended by Bryman & Bell (2007), concept definitions were therefore gradually improved as well as created throughout the research process. This desire to create new concepts affects the creation and presentation of the analysis.

The analysis of qualitative data has the aim of establishing credibility for the subsequent conclusions. One way of achieving this is to adapt a narrative approach, telling a story when describing and making sense of the data (Bryman & Bell 2007). This practice ensures to a degree that there is a logic and consistency to the analysis, as the reader has to be guided through the reasoning of the researcher in order to arrive at the same interpretations or at least consider them reasonable. Furthermore, it is necessary to provide a description of the study objects' environments through their own eyes. This should not be too detailed, but should rather keep in mind the purpose of guiding the reader through the research and thought processes. Due to the higher degree of interpretation from the researchers' side in this sort of research, there are problems connected with the trustworthiness of the data collection and analysis that need to be addressed.

Common problems encountered in qualitative research are a lack of transparency, difficulties in replication, a high degree of subjectivity, and limitations for generalization of results (Bryman & Bell 2007). The above-mentioned narrative approach in combination with record keeping of interviews and general work are aimed at dealing with the lack of transparency. In addition, the clear statements and explanations of underlying motives for actions taken and conclusions made help in reducing the degree of subjectivity in the study. Together, these efforts also enable replication of the setting

of this particular project. Regarding the generalization, it is acknowledged that findings will not be claimed to hold true for a certain population. Instead, the contribution will be targeted towards theory.

2.2. Delimitations

The study at hand is based on a single case, focusing on the recently formed network the Haga Initiative. As this entity is the basis for the setting for the study, it will impact the data collection and subsequent analysis. However, the ambition is not to primarily depict the internal climate work of the network members. Instead, the intention is to use the network as a starting point when looking at the interactions among the network members themselves as well as the network and its stakeholders. The unit of analysis is thus the network itself.

2.3. Determining the Theoretical Framework

To establish a background for and relevant knowledge of our intended research topic, a literature review was conducted. The findings from this process are presented in parts in Chapters 1 and 3. Mapping out what research had generated this far, made it easier to interpret how to go about targeting our specific interest of CSR and sustainability to that of networks and collaborations from a theoretical perspective, hence giving a better position to generate new levels of understanding and knowledge.

To establish a general idea of the concepts related to the study, we initiated the literature search from a systematic review process by defining what the general knowledge on an explanatory level was for network processes, collaborations and CSR. Here six subject keywords were identified, from which it was possible to generate a larger literature review sample: “Climate”, “Sustainability” and “CSR” were combined with the following terms: “Conceptualization”, “Communication”, “Networks”, “Partnerships”, “Consumers” and “Stakeholders”. With a refined search criteria based on inclusion and exclusion factors (Bryman & Bell 2007), it was decided to maintain a minimum citation level of 30 and set the latest publication date to 1980 as to ensure that the research provided a higher relevance for contemporary issues. This resulted in 67 chosen journals, divided into categories based on their relevance to the three identified research questions.

With the aim of producing an exploratory study based on qualitative research methods, we further needed to either conceptualize the research topic deductively, making it rather specific, or choose a more inductive approach and review the literature from a more narrative perspective. The latter was chosen since the concepts of which our study bases

its main ideas: networks, collaboration and stakeholders are broadly researched over multiple categories. An iterative research process is suitable for this approach, as it goes “... back and forth between theory and empirical data” (Bryman & Bell 2007: 499). Through this method, the actual research questions were reached and it justified the theoretical framework.

2.4. Collection of Empirical Data

Empirical data have been collected in two forms for this thesis, primary and secondary (Andersson 2011). Primary data have been gathered through qualitative interviews and secondary data through information already established by scholars in the form of statistics (surveys), regulatory frameworks, market reports and academic journals (Merrigan & Huston 2009).

When conducting qualitative research there are numerous ways to gather information with ethnographic/participant observations, qualitative interviews and focus groups representing the methods most commonly used (Andersson 2011). Since this study's qualitative research design entails a multi-stakeholder perspective, the primary data collection method was decided to be semi-structured interviews. This enables an objective and broad sample of material, thus providing a full view of the setting and market structure. Furthermore as the case study represents both internal actors and external stakeholders, it was decided to establish interviewee selection criteria as to increase the validity of the empirical research findings (Yin 2009).

The internal criteria for interviewees within the network affiliated companies stated that the representatives needed to be in a) a top-managerial position within the organization, b) be involved in strategically shaping the organizations' CSR and/or sustainability agenda, c) be an active member of the Haga Initiative network. The main objective of the primary internal interviews was to get a complete overview of the Haga Initiative and various member perspectives on sustainable collaboration and stakeholders. The collection of primary data from *internal* actors resulted in 14 interviews. Details can be found in Appendix 3.

As the external criteria for interviewees, being part of the associated stakeholder group to the network, we set the standards for interviewees to a) a top-management position within the organization, b) be involved strategically in shaping the organization, or Swedish society in general, regarding CSR and sustainable development, c) be an expert within the field of CSR and/or sustainable development. The main objective of the

primary external interviews was to get an overview of the stakeholder perceptions affecting the Haga Initiative network and map outside perspectives of sustainable collaborations. The collection of primary data from *external* actors resulted in eight interviews, as can be seen in Appendix 4.

2.4.1. Conducting the Interviews

The manner of asking questions during the interviews was similar throughout the research process to ensure inter-observer consistency (Yin 2009). The interviews with members of the Haga Initiative network thus all followed a similar structure: upon introduction we would begin by framing questions regarding the general knowledge of the network's and corporation's sustainability efforts. After this we would try to identify drivers and constraints that potentially affect the represented industries' and network's sustainable efforts. The topics were addressed both from an internal and an external perspective, in order to reach the network members' attitudes from both an individual and collaborative point of view. In the last part focus was put on sustainable interaction, individual as well as network communication, and measures taken in reaching separate audiences and stakeholders. A basic outline of the interview guide can be found in Appendix 2.

Interviews were tape-recorded and transcribed to help aid the natural memory of the brain, reduce misinterpretations and increase the quality of the review process both for the sake of the thesis and potential future referrals in terms of external reliability (Bryman & Bell 2007). Interviews were held in four different settings: at the company premises (77%), by telephone (9%), online (9%) or in a public setting (5%).

Regarding number of interviewers, we conducted the majority (91%) of the interviews in pairs. The intentions behind this choice were simply to increase the level of observation (Bryman & Bell 2007), and be able to focus on different aspects of the interview in hope of obtaining better answers related to the pre-determined areas of interests and level the interviewer-interviewee power distance to reduce discomfort that potentially could reduce overall quality.

2.4.2. Secondary Data

Secondary data has proven valuable for the study because of the opportunity of gaining large-scale quantitative stakeholder perspectives to contrast and validate the research findings, assessed mainly by the primary semi-structured interviews. In Appendix 5, we present a short description of the secondary research used in this study.

2.5. Interview Design

2.5.1. Semi-Structured Interviews

Qualitative interviewing tends to be flexible (Bryman & Bell 2007), which fits well with this study due to the interest in understanding social settings of networks wherein CSR is addressed. Hence, given the stakeholder variation, the chosen method of performing semi-structured interviews based on an interview guide gave us a chance to closely follow up specific areas of interest.

2.5.2. Constructing the Interview Guides

Since qualitative interviews provide a meaning only in terms of other interviews and observations (Bryman & Bell 2007), it was decided to create an interview guide on general concepts relating to each participating interviewee's climate work and network relations, although with various levels of emphasis. Hence we did not formulate questions to be specific so that alternative avenues of inquiry would be prevented. Further, we formulated the questions based on selected areas of interest in the interview guide, where specific sections were categorized based on factors (Bryman & Bell 2007) normally associated with the CSR concept in business environments. The idea behind this was to adopt a distinct research focus and place the context of the questions in perception of the interviewees' interests. Also this allowed for a certain flow during the interviews and enabled collection of information relevant to answer the research questions.

2.5.3. Sampling

The first step in setting up interviews required us to identify a setting in which the concept of CSR was practiced in a network setting, suitable for research. After identifying the Haga Initiative network and a brief review of sample firms therein, described closer in Chapter 4, we initiated contact with the project leader and were, after approval, allowed to approach the participating members and the respective managers of interest. To gain access to the setting we legitimized our interest of research based on academic support, confidentiality and by emphasizing non-commercial intentions (Bryman & Bell 2007). Upon confirmation of interviews, we provided our interviewees with a copy of the interview-guide to increase the chances of getting quality answers and strengthen the reliability of the study (Bryman & Bell 2007).

In addition to performing internal interviews within the network based on search criteria, it was decided to also adopt a wider perspective, given the stakeholder theory approach

and thus, we also created a sample ‘reference’ group of supporting organizations based on search criteria and the snowball method (Biernacki & Waldorf 1981), using relevant actors recommended by affiliated partners of the network.

The sizing of the sample group internally was set on the premises that all actors within the network should be interviewed, from an environmental/stakeholder and network perspective. Sampling and number of interviews from individual actors within the network stopped when we as interviewers experienced saturation in the gathered information (Bryman & Bell 2007). From an external perspective we sought actors that could reflect and add onto the views given by internal actors. The size of this sample was determined solely based on the number of stakeholder groupings identified as being of relevance to the network. Sampling stopped in this category as well when we experienced saturation in the findings.

2.6. Quality of Research

Reliability in this study is concerned with consistency in judgments between observers when analyzing data and the provision of the conditions for the study, thus enabling as close of a replication of the study as possible (Bryman & Bell 2007). The measures taken include an agreement between the observers in categorization of data and developed concepts, sharing of all material and data between the authors, and clear descriptions of methods and findings for the readers. When moving on to how the quality of the generated theory was improved, validity is in focus.

Validity, when applied to this qualitative context, has been defined as on the one hand how well developed theory corresponds to empirical findings, and on the other hand the possibilities of generalizing the results to other social settings (Bryman & Bell 2007) e.g. networks. Through allowing interplay between existing theory and gathered primary and secondary data, the quality of the concepts arrived at through the study at hand was improved. Again, the analysis is presented in a clear and transparent manner in order to create an understanding of the developed theory. This effort further brings with it a need for a consistency in the reasoning, as the integrative parts of the conclusions are all revealed and connected. There were naturally additional measures taken to ensure a high quality of the research.

Gathered data and interpretations of these were tested and verified as much as possible through triangulation and external validation (Bryman & Bell 2007). Several types of sources were used to create as thorough of an understanding as possible of collected data

and tentative insights. Interpretations of interviews have been carefully made and the interviewees' preferences have been considered (Bryman & Bell 2007). However, careful considerations were made in order not to let defensive reactions skew the results.

2.7. Research Structure

The decision was made to follow an approach similar to what is referred to as the "tight case description" (Nylén 2005), where the author uses lightly edited quotes to support the main points being made. The structure has additionally been affected by Yin's (2009) recommendations for a linear-analytic approach to case studies. Key outtakes from his thoughts include the process of starting the work with a literature review, identifying similar studies; carrying on with a decision regarding appropriate methods; presentation and analysis of empirical findings; and finally a conclusion and implications from the findings, relevant to the case at stake and associated actors. Furthermore, Yin (2009) emphasizes the importance of utilizing different perspectives when studying a single case, which lead to this study's ambition to incorporate several theoretical approaches in the analysis.

On a more practical level, the analysis of the primary data from the interview phase was based on an identification of prominent topics and themes. The material was subsequently coded according to these topics and different actors' views were in this way highlighted (Yin 2009). The analytical work was thereafter concerned with comparing opinions and revealing contradictions and common perceptions (Nylén 2005). The secondary data was used in this process both to provide a setting for the case and to support or contradict expressed views and opinions. All in all, the ambition was to create an understanding of how the climate work and collaboration in the area is being perceived and constructed among the studied actors in, or around, the network.

2.8. Critique of Study

As a direct result of the design of this study, there are a number of factors that will be overlooked. The design is aimed at creating a coherent study that is as exhaustive as possible, but inherently there will be limitations due to the numerous possibilities presented to a researcher.

Firstly, despite fulfilling our aims of selecting interviewees based on criteria, we only held interviews with communications and information managers. This might result in a skewed view of the represented companies. In order to counteract this effect, secondary material was taken into account. This material included annual and environmental reports.

Secondly, the study relies on secondary material for certain assumptions regarding the external consumer stakeholder perspective. We do however try to triangulate these matters with recently conducted research that has a similar focus and via cross-referencing of case material.

Thirdly, no longitudinal study was conducted mainly due to time constraints and specific focus on attitudes of members, rather than outcomes of the case as such.

Finally, as in any qualitative study the approach and findings are subject to relative subjectivity. However, the use of standardized frameworks is aimed at ensuring the quality of the conducted research.

3. Theoretical Foundation

Herein the point of departure for the analysis is defined. Through the presentation and synthesis of previous research, a tentative framework is established. The aim is to develop the concepts presented here in the subsequent analysis and conclusion sections.

3.1. Understanding Climate Networks

The situation in this particular case study comprises two major parts: the co-operation among a few high-profile companies, and the desire to have an impact on climate work and the related debate in society. For the first part, there is a thoroughly developed theoretical framework covering how companies collaborate and act within networks (Anderson et al. 1994). Regarding the second part and the goal of this network, a relevant approach is offered through the stakeholder model (Perrini 2006), which acknowledges the multitude of entities interacting with a company. These two frameworks will be combined in order to aid the understanding of how actors can collaborate and which factors affect this process. As a consequence of the network's focus on a CSR issue, focus will move away from product flows and instead be on information flows and communication. Relevant models for how to look at communication in general and CSR communication in particular will be highlighted.

3.1.1. Actors

Networks are described as several business relationships among actors, who become more and more connected over time through integration of each other's resources and activities (Anderson et al. 1994). The relationships aim at connecting these resources and activities. When these connections include several actors, there is a network in place. This view differs in scope from the stakeholder model, which widens the definition of who can be considered as part of the firm's environment.

The stakeholder model takes into consideration any party who has an interest in the company, which expands the definition of actor to include NGOs, pressure groups, shareholders and media (Donaldson & Preston 1995). As Friedman (1984) expressed it when establishing the view: "[a stakeholder is] any group or individual who can affect or is affected by the achievement of the firm's objectives" (1984: 25, cited in Rowley 1997). Since then, several other definitions have been formulated, slightly differing in scope. Clarkson (1995) for example makes a distinction between primary and secondary

stakeholders, where the primary ones are directly involved in the value creation of the organization, whereas the secondary ones are indirectly involved. Stakeholders can also join each other in – what is called – a stakeholder community (Maignan & Ferrell 2004). This can be a way, for instance, for certain customers to exert influence over individual actors. A consequence of adopting any of these views on potential partners to the firm is, however, that the individual organization's boundaries must be reconsidered.

3.1.2. Boundaries of the Network

The network theory takes a stand against the view that companies represent closed entities. Instead, the managers' task is to react to occurrences and relationships forming in the part of the network closest to the firm: its context (Håkansson & Snehota 2006). What is actually included in this context depends on the experiences of the firm and the actors it views as relevant for its value creation process. The considered number of actors tends to rise over time, as management starts realizing the complexity of its surroundings. Management also needs to keep in mind that actors currently in a relationship with the firm are likely to affect and be affected by third parties as well. This argument can be extended and it leads to considering other actors than business partners as being part of the firm's context.

The stakeholder model goes even further when it comes to expanding the view on the firm's environment. It stipulates that the firm needs to respect and manage the interests of all concerned stakeholders (Rowley 1997). This leads to the idea that the prime challenge for managers is to manage those different views (Maignan & Ferrell 2004), in addition to responding to what exchange partners and competitors are doing. The relationships with stakeholders need to be framed by managers through linguistic and social processes (Basu & Palazzo 2008). In summary, both the network and stakeholder views advocate that the firm needs to open up to its environment and that the prosperity of the firm is contingent on how well it interacts with external parties.

3.1.3. Interactions

According to the network perspective, the firm creates its identity through the context it exists in and its interactions with exchange partners therein (Håkansson & Snehota 2006). Relationships are based on cooperation and adaptation. Although relationships are aimed at reaching mutual benefits, they are also inherently limiting to the firm's choices due to lock-in effects. The firm does not wish to upset powerful or important partners and must therefore consider its relationships before making major decisions regarding strategic

matters. Considering all of a firm's stakeholders, these important relationships quickly increase in complexity.

Within CSR, the firm can contribute in other ways than what is normal in exchange relationships. The stakeholder model guides the firm towards responsible actions that consider the diverse interests of its stakeholders (Maignan & Ferrell 2004). There are no clear guidelines for which areas the firm should focus on when investing in the broadly defined area of CSR. Instead the range expands from strategic endeavors, close to the firm's core competence (Porter & Kramer 2006), to more philanthropic ones such as donations to charity (Bhattacharya & Sen 2004). However, regardless of the execution style, information flows between the firm and its stakeholders are of great significance. This springs from the fact that stakeholders do not always engage in exchange relationships with the firm. This, however, does not mean that those groups are not able to impact the attitudes of other parties or in some cases, the firm's possibilities for success. Beyond affecting the views of others, stakeholder groups can impact the firm by withholding money or taking legal actions (Maignan & Ferrell 2004).

When a firm enters a new relationship in a network, both advantages and disadvantages have been discovered (Anderson et al. 1994). These have been connected to all three constituent factors of the network view: actors, activities and resources. Resources can either be seen as bringing new knowledge to an existing relationship, or tying up resources that previously used to be shared. New activities can either enhance existing ones or bring about changes that worsen the situation for old partners. On the actor level, a new addition might bring advantages to existing partners or be perceived as a threat. Looking at potential problems through the lens of the stakeholder model makes things more complicated, as not all actors are concerned with business-related targets and therefore emphasize different activities and resources.

According to the stakeholder view, firms' choices are affected by the opinions of stakeholders to various degrees, depending on the specific stakeholder's power (Rowley 1997). The firms therefore need to manage the expectations of stakeholders and actively work with affecting their perceptions (Basu & Palazzo 2008). The most direct way of managing the relationships with stakeholders is through various communication efforts. Maignan & Ferrell (2004) go so far as to suggest that relevant communication is essential in order to reap benefits from CSR initiatives.

Elaborating further on CSR communication, Morsing & Schultz (2006) offer a framework that defines three distinct strategies. They mainly differ in two ways: the

direction of communication and the way information is distributed between sender and receiver in the relationship. The direction can be one-way or two-way and the distribution can be symmetric or asymmetric. According to these two dimensions, three different strategies are outlined. A firm utilizing a stakeholder information strategy is concerned with designing coherent messages about its CSR efforts with the aim of positively affecting stakeholders. A company that engages its stakeholders through surveys and polls is more likely to have adopted a stakeholder response strategy. A firm adopting a stakeholder involvement strategy does however allow stakeholders to shape its views. The influence of stakeholders also extends into which CSR issues to focus on, as compared to the stakeholder information strategy, where top management decides these matters.

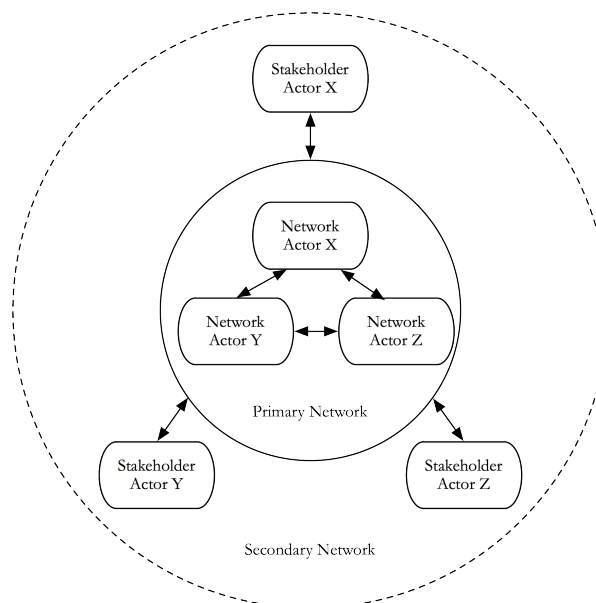
3.2. Synthesized Framework

When dealing with the climate issue, it becomes apparent that the implications go beyond matters normally considered in the world of business transactions. The network view lays a good foundation for looking at cooperation among companies and offers an understanding of the dynamics of exchange partners (Anderson et al. 1994). Due to the focus on CSR in this case the definition of actors needs to be widened, as indicated by Murillo & Lozano (2009: 7): “CSR is generally seen as a strategic and competitive opportunity for which a multi-stakeholder partnership is considered most appropriate for promoting CSR”. In addition to that of actors, the definition of resources requires an adaptation to the new setting. Specifically, communication flows also need to be considered, as they have an important part to play in ensuring positive results (Morsing & Schultz 2006). This addition is not too far away from thoughts already present in the network view. Anderson et al. (1994) view knowledge as a resource that can be shared with other actors. In other words, the original conceptualization of resources easily lends itself to include knowledge about climate work. The suggested addition in the framework of this study is connected to what the knowledge is supposed to be used for: the end-goal is about reducing climate impact, not only about improved financial results.

Now it is time to combine the above-mentioned theories into a comprehensible framework to analyze the case at hand. To start with, the case features a formal climate network. This is a fact and regardless of whom to consider a relevant actor, there will be a difference between members and outsiders. We have therefore chosen to divide the context of the Haga Initiative into what a primary network and a secondary network. The

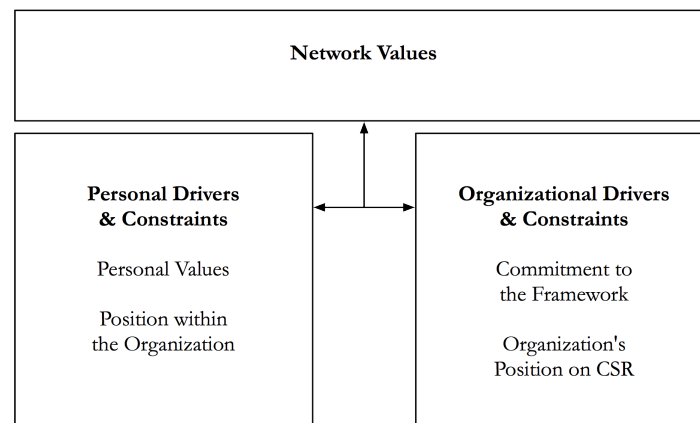
primary network lies within the formal boundaries of the Haga Initiative. The secondary network consists of all stakeholders that are not official members of the Haga Initiative. Therefore, in this framework any party with an interest in the issue of climate work can be considered an actor. The bonds between actors are likely to be stronger inside the primary network, due to the formalities surrounding it. However the companies' own, everyday business networks, outside the Initiative, certainly also contain strong bonds to certain stakeholders as well as possess unique resources and knowledge. Furthermore, as the network gains an identity of its own, it is likely to connect with different stakeholders as a united entity.

Figure 2. Stakeholder Network Model



Source: own figure

The manner in which the primary network becomes an entity with shared values is described in the model described in Figure 3. The model predicts that every actor will bring with it a set of drivers and constraints on an individual as well as organizational level. Together, these factors impact the shared values the network will display. This model will be used to analyze which collaborations are considered possible inside the primary network of the Haga Initiative.

Figure 3. Primary Network's Values

Source: own adaptation of Murillo & Lozano (2009: 8)

Figure 2 visualizes the relationship between the primary and secondary network. Together, the two networks create a setting where formal cooperation takes place. The success of the Haga Initiative depends on how well the primary network manages to interact and utilize resources both internally and externally.

The generic model in Figure 2 visualizes the primary network and the stakeholders that exist in the secondary network. Each stakeholder's drivers and constraints will be explored from the view of the primary network and from the actors in the secondary network. It is unclear how businesses will choose to interact with other actors in the setting of a climate network. In order to supplement existing literature in the area of sustainability networks, the model will serve as a foundation for conceptualizing the way the primary network intends to engage with its external stakeholders.

4. The Haga Initiative Case

The following chapter is intended to present an overview of the collected data, in order to provide a starting point for the subsequent analysis. The presentation is primarily divided according to which actor the gathered data originated from, but sometimes it is connected with the stakeholder it concerns the most.

4.1. Background

The Haga initiative network consists of eight companies and is coordinated by a ninth one with expertise in climate compensation and related services. The purposes of the network is to “reduce CO₂ emissions of the Swedish business community; highlight the climate issue as one of the most important questions for the future; and to act as a role model for companies taking an active climate responsibility” (the Haga Initiative 2011, authors’ translation). All participating companies have agreed to reduce their CO₂ emissions by at least 40% until 2020 and they aspire to show how climate strategies can lead to increased business performance. As a final part to achieving its goal, the network wishes to sponsor climate positive initiatives that lead to behavioral changes among different groups, such as suppliers and customers. In addition to sponsoring climate positive initiatives, the network is considering a range of activities and events (Tricorona interview 2011). These events will both be organized by the network and by other actors, where the network’s representatives will participate to varying degrees. The majority of the organized events will be comprised of seminars and other types of lectures, where either people from within the network or outside experts present regarding interesting topics. Moreover, the network will write debate articles and plans on conducting surveys to support these. There is also a blog on the network’s common web site, where associated people are able to present their ideas and views. The internal work will mainly revolve around meetings, where representatives from the member companies regularly gather in discussions in person or via telephone, and potential future project collaborations. Furthermore, there will be collaborations with climate researchers. The main target group for the network’s communication and events, according to the coordinator Tricorona (interview 2011), is companies. A secondary target group is the influencers, mainly journalists and politicians.

The Haga initiative has identified three working areas intended to set a standard in climate work: defining and mapping positive climate initiatives in companies; exploring

methods of measuring and/or accounting for climate initiatives; identifying and communicating the most efficient method.

4.2. The Member Companies

4.2.1. Coca-Cola Enterprises Sweden AB

Coca-Cola produces, distributes and sells non-alcoholic beverages on the Swedish market. Due to the nature of its products, the main focus of the company is on consumers.

Figure 4. Coca-Cola Enterprises AB

<i>Coca-Cola Enterprises Sverige AB</i>	
Number of Employees:	Circa 800.
Turnover:	2.8 billion SEK
Ownership:	100% owned by Coca-Cola Enterprises.
Sustainability info:	Total in tons: 16,746 (2009) → 4,454 (2020)
CO ₂ -emissions	

Source: Coca-Cola Enterprises Sverige AB (2011), Sustainability Report (2009), Annual Report (2010)

Coca-Cola considers climate work and sustainability in its everyday operations and works with these matters continuously. Sustainability is part of its vision “a drink for everyone in Sweden every day, everywhere, always – in a profitable and sustainable manner” (Coca-Cola 2009, authors’ translation). Furthermore, it provides the following guiding values for sustainability work: Act, Improve, Teamwork, Respect, Personal Leadership and Enjoy (Coca-Cola 2009, authors’ translation).

View on Stakeholders

The company lists its stakeholders in the Sustainability Report (Coca-Cola 2009). These are: employees, customers, consumers, owners, voluntary organizations, suppliers, authorities, media, and industry organizations. Among these, employees, authorities and media are to be seen as the main target groups for the Haga Initiative. Authorities will be made aware of the proactive initiatives taken by the companies and might consult them before implementing environmental legislation. Media will be reached through debate articles and the aim is that the actor should also cover actions and events by the network.

The company focuses on empowering its employees and encourages constant improvements through its requirements for five implemented changes per employee (Coca-Cola 2010). This is supported by its internal system ‘C2’, which helps in spreading knowledge and implementation (Coca-Cola 2009).

*The purpose of the improved operations is to encourage employees and stimulate creativity and new thinking. The size and scope of potential improvements should not be a limiting factor, they are always welcomed, and who better to see operational improvements than employees directly tied to them?*²

The main challenges for Coca-Cola in the eyes of the general public are health aspects related to the sugared drinks and the water used in production (Coca-Cola interview 2011). In trying to address the health issues, the company sponsors youth tournaments, provides health information, and actual opportunities for numerous teenagers to go to summer camps. Regarding the water consumption, constant technological development is used to find new ways of cleaning and rinsing bottles and machines. Apart from consumers another important stakeholder of the company is the local municipality where the plant is located (Coca-Cola 2009). Coca-Cola is the second largest employer, after the municipality itself. This has led to the company's efforts in contributing to the local community by letting the employees volunteer in different ways, including cleaning the shoreline and having interested employees mentor troubled teenagers. The effect of this is that employees can get a sense of pride for their company and in turn be inspired in the internal work with improvements as well as in interactions with other peers.

View on Interaction

Previously there have been problems in communicating environmental efforts made by the company due to skepticism in media and a propensity to report negative news. This had led to a reluctance to report on these matters when the current Communications Director took up his position: "... that was something I realized when I started: look at all the good things we do and interact with other actors on! But why don't we talk about it?" (Coca-Cola interview 2011, authors' translation). The company hopes to change this behavior by using the Haga Initiative as a new kind of platform for interactions, one that both drives its initiatives and allows access to arenas and discussions previously not available to Coca-Cola (Coca-Cola interview 2011). Example of such a forum is the Swedish parliament.

² Johanna Schelin, Environmental Manager, Coca-Cola Enterprises Sverige AB, authors' translation

The network provides a platform, broad in reach, which gives access and weight for the business community to inspire other actors in a non-commercial sense.³

Which target group however that is seen as the most important one for the network to interact with differs slightly between the Communications Director and the Environmental Manager. According to the former, media are the most important actor to reach, as this group makes it possible to target the public through reporting. As secondary target groups, politicians and companies are highlighted. These would be targeted in order to create an interest in the network's activities. The latter focuses rather on NGOs and therefore wishes the network to aid in the calculations of the climate impact of the company (Coca-Cola interview 2011).

View on Collaboration

Coca-Cola puts requirements on its suppliers and evaluates the performance of chosen samples (Coca-Cola 2009). Before a new supplier is accepted, a consequence analysis is made. This analysis looks at the environment as one of the important factors to consider. However, the company also values its existing relationships and will be understanding if smaller partner companies need more time to comply with requirements or if their possibilities to do so are limited (Coca-Cola interview 2011).

The network could be used to tie suppliers closer, thereby improving the exchange of information regarding their practices. This would improve standards and reliability of for example emissions in the entire supply chain.⁴

As a result of the former network BLICC, Coca-Cola and Statoil initiated collaboration where the refrigerators for soft drinks were replaced with more energy-efficient ones (Coca-Cola interview 2011). This was a direct result from representatives of the two companies meeting on a regular basis through the network: “[the collaboration] started because we met so often with BLICC” (Coca-Cola interview 2011, authors’ translation). There are several ideas for how the new network is supposed to lead to positive changes. Internally, it is desired to increase the interactions among the CEOs of the member companies, as this is seen as an interesting forum and significant changes can be initiated at such a high corporate level (Coca-Cola interview 2011). The external impact of the

³ Peter Bodor, Environmental Manager, Coca-Cola Enterprises Sverige AB, authors’ translation

⁴ Johanna Schelin, Environmental Manager, Coca-Cola Enterprises Sverige AB, authors’ translation

network is supposed to occur mainly through a leading-by-example manner, where the member companies inform others about their experiences and provide concrete suggestions for measures. The efficiency of this approach would be increased if the idea of associated companies was realized, which would mean that a larger number of companies could be members but having different roles than the companies in the core of the network.

Coca-Cola participates in several industry organizations and uses these to discuss industry-specific matters (Coca-Cola interview 2011). These organizations are both active on the Swedish and the European level and work with lobbying as well as the furthering of the industry's interests on a more general level.

4.2.2. Axfood AB

Axfood sells and distributes daily consumer goods within the Swedish wholesale consumer and retail markets. Ax food's main focus is on end-customers and consumers.

Figure 5. Axfood AB



Number of Employees:	Circa 6,895.
Turnover:	34.3 billion SEK.
Ownership:	Traded on Nasdaq OMX Stockholm AB's Large Cap list. Main owner is Axel Johnson AB with 46 percent of total number of outstanding shares.
Sustainability info: CO ₂ -emissions	Total in tons: 57,960 (2008) → (75%) 14,490 (2020)

Source: Axfood AB (2011), Sustainability Report (2009), Annual Report (2010)

View on Stakeholders

Axfood's decision to adopt a stakeholder view of sustainability stems from increased consumer/customer awareness of environmental and social issues. With an increased demand, environmental and efficiency measures have been put more and more in focus, especially in high-emitting areas such as transportation, energy, and waste. Axfood has mainly dealt with these issues via communicative actions and operational activities such as education of employees – placing emphasis on inclusion and activation through spreading engagement and knowledge in the organization – targeting owners by asserting the growth prospects of a viable sustainable format, and increased transparency to meet conditionality's addressed by other societal actors e.g. NGOs and authorities (Axfood 2009; Axfood 2010). Industry recommendations and demands from legislative bodies also contribute to changes in the supply chain where suppliers and sub-suppliers become

involved to a larger extent than two decades ago. Axfood's purpose for taking part in the Haga Initiative is:

Membership is inspiration. It's good that you are not inhibited by competitive factors, as no competitors are present [in the network]. Another good thing is that we get in contact with people and organizations that Axfood wouldn't have had access to, or time to meet on its own. Furthermore, it's positive with an external pressure on the internal work.⁵

The cross-industrial talks can be fruitful if matters that are of mutual concern are discussed, such as energy efficiency projects, transportation and looking into renewable sources as substitutes in current production. Also it is interesting to hear about member's alternative solutions (Axfood interview 2011, authors' translation). Joint projects in the network might happen in the future, but nothing concrete is decided. Axfood sees an importance in engaging different categories of staff in the network's activities, which creates a need for making events relevant for various categories. "Everyone needs to contribute on all levels" (Åsa Domeij, Axfood interview 2011, authors' translation).

As a result from climate work, there are some direct cost-savings, from reduced waste and power consumption. One goal with the Haga Initiative is that it should be a platform to show practical examples that have been profitable, thus inspiring others.

View on Interaction

Axfood realizes that transparency is key to reaching stakeholders (Axfood 2009) and if one looks at their target group(s) for communication, it is not mainly the owners, but rather influential consumers who are in focus. Axfood believe that an 'elite' group of knowledgeable people are the most important target to interact with. If this group speaks in favor of Axfood, consumers are more likely to be opinionated from what they see as a more trustworthy source than if the company had utilized direct communication methods. "It is preferred to have a 'deep' interaction, that cannot be attacked for trying to fool consumers on the surface" (Axfood interview 2011, authors' translation).

As various stakeholders raise different concerns, the interaction needs to address diverse interests and provide information and resources that satisfies each and every one of the stakeholders. For instance, consumers are mainly concerned with where and how

⁵ Åsa Domeij, Environment and Social Responsibility Manager, Axfood AB, authors' translation

products are manufactured while investors are more interested in the environmental and sometimes social aspects and thus corporate initiatives in relation to these areas.

It is however, more likely that specific interaction with individual stakeholders will be handled by the company itself, outside of the Haga Initiative. Especially as Axfood rather sees the Haga Initiative as an environmentally strategic partner network where an establishment of a common branding method for general measurements and sustainable communication can be discovered (Axfood 2009). “Interaction is partly about building the brand and partly also, however, about inspiring other actors and letting good ideas have the appropriate impact they deserve” (Axfood interview 2011, authors’ translation).

Connecting with politicians is also seen as a relevant target as politicians make decisions on which the foundation of societal, and sustainable, business decisions relies together with economic outcome. The fact that there are several large members can facilitate the contact with politicians and make it easier to get ones message across.

View on Collaboration

Axfood has made offensive investments in sustainable development, where they see that the demand for price worthy and sustainable products with an environmental and/or fair trade profile increases (Axfood interview 2011, authors’ translation). This notion is also mirrored by the growing assortment of products with a sustainable profile within Axfood stores (Axfood 2010).

In terms of operational initiatives, integrating activities with regards to sustainable activities has meant tying upper-management and lower-employee functions closely together. Here a proactive operational development is supported by a de-centralized characteristic, where strategic decision-making and implementation on a bi-directional basis can work between managerial guidelines and employee initiatives (Axfood 2010).

Our sustainability program involves all employee and has set standards for achievement based on individual entities’ capacities and pre-requisites. Activities, e.g. in terms of education, are aimed at areas where knowledge is needed necessary.⁶

Axfood is active in several sustainable networks, albeit with a separate focus or role in each engagement. Strategically a clear distinction between the other networks and that of

⁶ Åsa Domeij, Environment and Social Responsibility Manager, Axfood AB, authors’ translation

the Haga Initiative can be made. According to Axfood the Haga Initiative is supposed to focus more on climate issues, whereas industry-related questions of sustainability such as operational activities and legislative frameworks by the authorities, are handled elsewhere. Axfood believes that a systematic approach like this, towards sustainable networking and business initiatives, provides the organization with the efficiency needed to turn initiatives into profitability. Axfood believes that putting all focus and/or resources in only one question or network might disregard or dilute the effort or potential outcome of an initiative (Axfood interview 2011). Axfood asserts that: “concrete profits are of course immediately realized in the use of fewer resources in terms of e.g. energy and fuel, but also through more long-term innovative handling of disposable waste materials and product development” (Axfood interview 2011, authors’ translation). Fredrik Persson, Chairman, Axfood AB, further states that: “the biggest impact for all actors, however, is how we together develop sustainable offerings to exceed the high expectations set by our consumers” (2010: 56)

Axfood’s wish is therefore to strengthen the networking aspects of sustainability and believes that seminars, within the Haga Initiative, can be a good measure to attract external actors such as SMEs and create relevant content for them. Earlier these actors might have disregarded sustainable solutions due to a lack in knowledge and/or resources. As a network that is committed to sustainable work, mainly within business settings, the Haga Initiative should be open for external viewpoints. Axfood does however not want too many companies to join the actual network, as this would dilute the brand value and efficiency of discussions (Axfood interview 2011). Instead it believes that external parties should be invited to participate and have informative material distributed to them as a resource sharing activity or knowledge pool. Practical ideas may be exchanged, e.g. regarding energy efficiency but it is not easy to actually find project areas across industries that fit with individual production techniques. Axfood thus wants more focus on the networking aspect of the constellation including discussing common, shared issues and how to approach these on more generic grounds.

4.2.3. Fortum Värme AB

Fortum Värme produces, trades and distributes electricity, heat and grids. Its main focus is on both end-consumers and organizational (B2B) customers.

Figure 6. Fortum Värme AB

Number of Employees:	Circa 700.
Turnover:	7.4 billion SEK.
Ownership:	Fortum Värme AB is part of Fortum Corporation, which is traded on NASDAQ OMX Helsinki. Main owner is the Finnish state with 50.8% of total number of outstanding shares.
Sustainability info: CO ₂ -emissions	Total for Fortum group in kilo tons: 25,300 (2010) → No set amount (2020) CO ₂ –free in long run

Source: Fortum (2011), Sustainability Report (2010), Annual Report (2009).

View on Stakeholders

As the average useful life of electricity networks are 50 years, customer needs and sustainable community planning needs to be taken into careful consideration when building a new grid. This process requires extensive planning and stakeholder involvement, including open discussions with the authorities (Fortum interview 2011).

Too often however, the discussions with stakeholders have focused on energy prices rather than renewables and their opportunities, especially when communicating with consumers through channels such as customer councils, energy guides and online media.

By having alternatives, and communicating this, customers should have the notion that there to a value in our products that they in fact are interested in, and that the opportunity do exist in the market place to individually choose a sustainable option or not.⁷

Fortum wishes to change this notion and believes that communicating with different stakeholders, e.g. through Haga initiative representatives, could help spread the knowledge of development, prerequisites, energy security and relevant energy needs to relevant targets. In general, Fortum focuses on engagement and direct participation in events tied closely to decision-making, media attention as well as collaborations with local municipalities (Fortum 2010).

View on Interaction

The CEO, Tapio Kuula, sees the climate conventions (COP 15 & 16), despite leading to no formal agreement, as a clear step forward towards sustainable recognition for businesses. “They act as a ‘game changer’ on an international basis for the energy

⁷ Ulf Wikström, Environmental Manager, Fortum Värme AB, authors’ translation

industry together with legal frameworks such as the ETS” (Fortum 2010:16). Fortum believes it is important for the industry to know what is coming, in terms of legislation for investment purposes, and to hint to the authorities what conditions should be considered for the investments to have an effect. Regarding interaction thus, Fortum wishes to keep the climate issues in the spotlight since it is important to signal to other companies as well as authorities that “we are big companies [in the network] that are making changes while still maintaining profitable” (Fortum interview 2011, authors’ translation).

Since all companies already have their own communication strategies about climate issues, it becomes important that the Haga Initiative has its own unique message(s). “We don’t want to say what everyone already knows. Articles, for example, need a good and clear message” (Fortum interview 2011, authors’ translation). The aim is to show that there exists power behind the claims of shared climate measures. “Our activities and interactions will together for each company lead to reduced emissions by at least 40% and we’re not counting on going out of business” (Fortum interview 2011, authors’ translation).

Fortum believes a key component in interacting and engaging in dialogues with stakeholders is honesty and transparency, both internally and externally of the network, on related interests such as: what can be mutually beneficial? What do we need to learn? Do we share the same goal anywhere? (Fortum interview 2011)

Fortum’s communication challenge is twofold. Firstly the company has a problem with not offering 100% renewable energy. The other problem resides in the general sentiment that energy/utilities companies only are concerned with their own profits. The Haga Initiative could facilitate this interaction with various stakeholders, as the communication will be left without industry association. From a network branding perspective this could be especially valuable, and from an individual perspective also: to change the image portrayed in media of the single industries as being greedy and not concerned with the environment.

The benefit of a network collaboration is that it enables messages to become more persuasive than if only one company would stand behind it. In that case it would maybe not be received or perceived just as a publicity stunt.⁸

It is also essential to interact with experts and NGOs to get perspectives and feedback on what the network is doing and monitor the progress so an analogy between satisfied customer indexes and climate indexes exists (Fortum interview 2011). Fortum also wishes the Haga Initiative brand to become more central than it was under the predecessor BLICC, with a clearer division of roles between project manager and member companies. “The stakeholders should have no doubts about who is behind information or actual project initiatives, that is, the sender has to be clear – it should be the Haga Initiative, especially if lobbying activities are carried out” (Fortum interview 2011, authors’ translation).

View on Collaboration

Reducing emissions for Fortum means taking responsibility for the entire supply chain. As the company’s environmental strategy is technology dependent, acknowledging supplier boundaries and resource scarcity is key, to not reduce the impact of investments due to path dependency and supplier limitations. (Fortum 2009). Awareness of the ETS-legislation and its effect has also made Fortum revise its existing strategy by adapting its offering to include a more flexible product portfolio. Amongst others, the company looks at the energy usage perspective, where it becomes crucial to offer customer advice and alternatives on how to reduce individual usage (Fortum interview 2011).

R&D is crucial in providing efficient alternatives and an area where Fortum seeks research funds for new investments. Investments however are highly dependent on transparent decision-making by the authorities to ensure a minimum payback period of 15 years and preferably an even longer life expectancy. Hence, having transparent and collaborative discussions with decision-makers regarding national legislation changes e.g. energy taxes prove vital to overcome obstacles and/or stimulate sustainable energy production.

⁸ Ulf Wikström, Environmental Manager, Fortum Värme AB, authors’ translation

With investments in the size of 15 billion SEK, energy and environment policies need to be clear and transparent for the investment risks to be low enough to enable actual implementation. This is a notion shared in general among many industries and in particular by larger corporations.⁹


Fortum believes that The Haga Initiative offers a possibility to talk to other companies and to get an idea of where its products are used (Fortum interview 2011). As several member companies operates in resource-demanding industries, collaboration with external partners and the experience it generates, whether it is in creating electric vehicles or evaluating new distribution methods, is crucial to drive development.

The aim is to create a good relationship with important and progressive partners in order to develop themselves and gain a better understanding of how important stakeholders formulate problems and wishes. Fortum wants the network companies to find cases where members can collaborate, develop, implement, and test procedures to inspire. This means that all members have to deliver on their results. If they do, they are a powerful, diverse crowd from different industries making tough, yet efficient and profitable decisions (Fortum interview 2011). To maintain the close and collaborative environment however, it sees a limit of around twelve companies as members of the core network. Associated companies could also contribute to the network, as long as it does not get too demanding and instead shows added value for the actual initiative and stakeholder affiliates.

4.2.4. JM AB

JM AB produces and sells housing solutions and residential areas in the Scandinavian countries. The company's focuses on both consumers and B2B customers.

Figure 7. JM AB

	
Number of Employees:	Circa 1900.
Turnover:	9.0 billion SEK
Ownership:	JM is traded on the Nasdaq OMX Stockholm. No major ownership structure.
Sustainability info:	Total in tons: 15,800 (2008) --> No set amount (2020)
CO ₂ -emissions	

Source: JM (2011), Annual Report (2010), BLICC (2008: Report#6)

⁹ Ulf Wikström, Environmental Manager, Fortum Värme AB, authors' translation

View on Stakeholders

JM's stakeholders can roughly be divided into three major groups: end-users; enablers of their products; and influencers. Different channels are used to reach the different groups (JM interview 2011). The end-users, being consumers and other buyers of the buildings, are targeted primarily through the company's sales material. The enablers include employees, suppliers and investors. They are targeted through internal communication and systems, including suppliers' code of conduct, a management information system and the annual report. When it comes to the influencers they consist of the authorities, with a special focus on municipalities, and media. The main channel for reaching this group is PR and, when possible, dialogues with interested parties.

A strong driving force behind JM's commitment to environmental work was the sense that consumers became increasingly aware of it and started considering it in purchase decisions in the 1990's (JM interview 2011). Although not many purchases are made solely based on environmental factors, JM has at least noticed that its clear stand in the matter has attracted employees: "... when we hired people, we noticed that more and more were interested in the environmental thinking we had, so there is a competitive advantage for us" (JM interview 2011, authors' translation). Nowadays there is increased engagement in the issue across the whole industry and a shared system for reviewing suppliers' environmental impacts exists.

View on Interaction

Although environmental factors might not be the decisive factor for homebuyers, JM has taken a strategic decision to integrate environmental considerations in its business model and thereby strive for profitable environmental work (JM 2010).

Sustainability is a hygiene factor, a 'qualifier', to even be considered for contracting or housing. If we were to show no environmental focus at all we know that our total share of sold units would decrease.¹⁰

Instead of having a dedicated sustainability report, the company has chosen to integrate this material in the annual report. The decision to stop offering the sustainability report as a stand-alone copy was intended to give the environmental work a more prominent place in the communication, and become a central factor in the company's interaction

¹⁰ Tomas Eriksson, Public Affairs & Communications Director, JM AB, authors' translation

with stakeholders (JM interview 2011). The measures related to increasing energy efficiency in houses, and especially the 'low-energy houses', have been used to get attention from media. JM wishes to continue handling the interactions and communication with consumers themselves and sees The Haga Initiative more as a way of building its brand. The network's communication should mainly target politicians, authorities and the business community (JM interview 2011). JM's ambition with the Haga Initiative is to make substantial achievements via interactions inside the network, as well as hopefully impact third parties, and to subsequently communicate these efforts and thereby gain an increased brand value (JM interview 2011). This will require the communication to be quite bold and provocative.

View on Collaboration


Apart from the Haga initiative JM participates in a separate industry-related network that is more project oriented and aspires to drive innovation (JM interview 2011). Hence, this is not the route it wishes the Haga Initiative to take. Rather, the network focus on spreading knowledge and inspiration, at the same time as it forces the members to live up to their promises: "We are not there to teach eight other companies, but we are there to learn ourselves; to get a mutual exchange" (JM interview 2011, authors' translation).

JM wants the network to be a forum for discussions and learning, which limits the maximum number of members it sees as possible to around twelve (JM interview 2011). The discussions are a way to gain knowledge about what is being done in the field of environmental and climate work and also to understand how the other companies have dealt with shared challenges. Further, the network should be a catalyst in engaging third parties in the environmental work, such as suppliers and customers. This can be achieved for JM's part by enabling energy savings in houses and putting up environmental requirements for its suppliers. Finally, the Haga Initiative offers a way to connect with prominent people within the field of climate work and research, enabling JM itself to be inspired and learn more.

4.2.5. Procter & Gamble Sweden AB

Procter & Gamble produces, sells and distributes wholesale, retail and consumer goods products. Its main focus is on consumers and retail customers on local levels.

Figure 8. Procter & Gamble Sweden

	
Number of Employees:	Circa 30-35,000 (Western Europe).
Turnover:	\$14.2 billion (Western Europe).
Ownership:	Listed on multiple Nasdaq OMX exchanges. Complex ownership structure incl. common stock shareowners, shareholders of record, P&G Shareholder Investment Program, P&G stock ownership plans and beneficial owners with accounts at banks and brokerage firms.
Sustainability info: CO ₂ -emissions	Total in kilotons: 2,800 (2010) → No set amount (2020) CO ₂ –free in long run.

Source: P&G (2011), Annual Report (2010), Sustainability Report (2010)

View on Stakeholders

Stakeholders should be approached early on, and to ensure inclusiveness P&G has designed social responsibility programs in where strategic donations and investments to socially underdeveloped areas and emerging markets are in focus. These investments could in the near future help in developing promising markets.

Not all internal stakeholders such as shareholders and employees feel like they are included in a company's strategy related to sustainable development and social responsiveness. P&G has therefore decided to engage and equip all employees with tools to build sustainability thinking and practices into their everyday work. By integrating sustainability practices into their workplace it also stimulates innovative development such as product design and material usage, hence benefitting several operational categories (P&G 2010).

P&G believes that to shape the future, itself as well as the Haga Initiative need to work in a transparent manner. This goes not only for communication, but also for collaboration with stakeholders to enable continued freedom to innovate in a responsible way (P&G interview 2011). Hence, in terms of stakeholder engagement, communities should be targeted via frequent meetings in both formal and informal settings. These meetings need to be characterized by openness, interaction and support. Authorities will need direct communication on all levels, mainly to ensure that policies take the needs and experiences of businesses into account. NGOs will require an open relationship where trustworthiness is built via dialogues and these relationships should be seen as an opportunity to receive constructive criticism, but also as a function or alternative way to reach consumers. Consumers are sensitive to information and hence it is important to never forget the consumer experience in trying to alter user behaviors, especially when function, attitude and communication have not yet become rooted in their minds.

View on Interaction

P&G has published an ‘environmental annual report’ since the 1970’s which shows that sustainability has for a long time been on the corporate agenda. This is further being part of the “purpose, values and principles” (P&G interview 2011, authors’ translation). P&G thereby shows the importance of communicating climate initiatives. In its communication to consumers, P&G also wishes to provide information on user benefits, through showing the actual decrease every customer could accomplish in terms of energy use and emissions (P&G 2010). All in all this shows the benefits of product innovation, a need for communication, interaction and sustainable development.

Sustainability goes beyond strategic intentions, we need to actually develop and provide products that have an added value to the consumer, whether that be directly through material choices adding quality or indirectly via usage and lower energy consumption, thus putting less strains on the environment while providing economic growth.¹¹

To ensure continuous development, P&G interacts with multiple stakeholders and e.g. states that: “we communicate the sustainability guidelines to our suppliers once a year and reinforce our expectations in our contracts” (P&G interview 2011, authors’ translation). This makes compliance with the guidelines a condition for conducting business. Suppliers are audited annually through an ongoing periodic performance assessment, any noted non-compliances are then corrected by formal notifications and action plans (P&G 2010).

As one basic principle for developing sustainability claims, P&G has developed guidelines to ensure quality information and to reduce the risk of ‘greenwashing’, thus increasing the corporation’s trustworthiness.

One major driver behind P&G’s environmental work is the desire to reach more consumers. Additionally, it wants to, through the Haga Initiative, show other companies how it is working with the environment. Combined, these wishes open up a possibility to discuss how consumers and organizations can improve what they are doing in their everyday lives. By inspiring other actors through the network the concern for the climate in society will hopefully grow and increase the efficiency of sustainable initiatives. And it

¹¹ Cecilia Udekwu, Director of Communications, Procter & Gamble Sverige AB, authors’ translation

should, according to P&G, make no difference if you are a big or a small actor as the advantages can be seen along entire supply chains.

View on Collaboration

To accelerate the development of external expert partnerships and lead development, P&G has created the Global Sustainability Board, acknowledging that: “innovation has been — and will continue to be — at the heart of our success” (P&G interview 2011, authors’ translation).

P&G In May 2010, the company launched the Supplier Environmental Sustainability Scorecard including a rating process to measure and improve the environmental performance of key suppliers. The scorecard is intended to be “open code” for use by any organization to help promote a working discussion and determine common supply chain evaluation processes across all industries.

P&G considers partnering with companies to provide sustainable expertise in an area related to operations where the knowledge might not be existing in-house, which may drive initiatives and development further than had been the case within a homogenized culture. P&G denotes that “our purchasing organization is a critical part of our overall sustainability efforts, playing a leading role in the development and implementation of our supplier sustainability guidelines and bottom-line profitability, but in other areas we remain susceptible for diverse information and input, especially since we want to lead the development and use environmentally sound practices, even in the absence of governmental standards or other ready-made principles” (P&G 2010: 24).


The company sees two types of improvements areas within sustainability, the ones that create an environmental advantage and the ones that create an economic advantage (P&G interview 2011). If organizations could become inspired to combine these two elements, more business opportunities with an environmental profile would be stimulated. One goal with the Haga Initiative is to inspire both companies and consumers, but another possibility lies in working together with other companies in certain matters, especially in individual areas of shared concern. The key is to have a bi-directional learning and communication process of which an exchange, whether in resources, knowledge or other form, is made possible. By having a broad reach, the network could create new opportunities for sustainable growth by increasing and improving implementation of standardized measurement systems. However, it is important that every company considers its own situation and develops its own approach

to taking on the issue of climate work (P&G interview 2011). From a collaborative point of view, the individual members should focus on areas of interest wherein their expertise and/or competitive advantage for joint projects are greater than that of other actors to ensure efficient working methods. For P&G this would e.g. be aiming at designing communication strategies that involve consumers.

4.2.6. Stena Metall AB

Stena Metall's operations include recycling of waste material, refinement, distribution and trade of metal and oil, financial services. Its main focus is on B2B customers.

Figure 9. Stena Metall AB

	
Number of Employees:	Circa 3156.
Turnover:	23.2 billion SEK.
Ownership:	Majority owner: the Olsson family.
Sustainability info: CO ₂ -emissions	Total in tons: 90,000 (2008) → No set amount (2020)

Source: Stena Metall (2011), Annual Report (2010), BLICC (2008: Report#6)

View on Stakeholders

Most importantly with the Haga Initiative is that all stakeholders are invited to an informal dialogue where the stakeholders' views, demands and resources contribute to knowledge sharing on a societal level. It also provides companies with a forum to exchange knowledge and experiences to improve their work with sustainability. Furthermore, a group such as the Haga Initiative can show that it is possible to reduce companies' climate impact without pressure from legislation. Together, the member companies can raise awareness of issues and show community involvement including setting goals and demands for individual stakeholders. This does however require that everyone actually participates, despite the actual form or relevance to individual operations per se in terms of information, R&D or other incentives.

At an early stage in the networking process, Stena does not see possibilities for joint projects. However, this could be a future goal, leading to further leverage on target groups in sustainability discussions if projects show promising results. For now however, the company thinks that it is possible to learn from each other and see how others have accomplished positive change to inspire and increase focus of sustainable business development to other actors (Stena Metall interview 2011).

View on Interaction

By interacting with stakeholders, especially consumers, the market and thereby business opportunities grow. A good example of this is how Germany is one of the markets where collected volumes continue to grow strongly because of increased awareness and sustainable development in society. Stena sees this as a means of establishing a greater market opportunity as one denotes that “an average of 7 kg of electronic scrap is collected annually per person in Germany, compared with mature communication markets such as Sweden and Norway, where collections have probably reached their ceiling of nearly 20 kg” (Stena Metall 2010: 19). This shows that interaction has the potential of growing business and is one reason why Stena wishes to make the Haga Initiative broader in its focus on climate issues. Opportunities for the Haga Initiative are seen especially through interactive measures such as seminars and reporting, which could stimulate the environmental and sustainable debate and opinionate general thinking in society. Members of the Haga Initiative will therefore have to participate actively in all kinds of activities that could stimulate partnerships and an active discussion in the business community. When it comes to lobbying, Stena’s opinion is that the network should be “less focused on single political issues and politicians and more on companies’ aggregate input as major players with sustainable practices to impact the legislations in reality” (Stena Metall interview 2011, authors’ translation).

View on Collaboration

Since the business of Stena Metall is recycling, it works intensely with energy issues and making all processes as efficient as possible. As the organization is highly decentralized, the environmental work is handled locally throughout organization.

Sustainable development in this industry relies heavily on technological advancements, and hence, investments therein. The company’s expertise in recycling can make it an important part of the network, considering its capabilities to offer customers recycling solutions or advice.

To work with customers and refine its customer offering, Stena has developed a ‘Total Waste Management Solution’, which is used as a processing tool to engage customers on new solutions. “We work diligently and with a long-term view to develop innovative new solutions for every industry and for the entire recycling chain. Waste can be re-used, sold, traded or used to for example heat houses or make turbine blades for production of energy.” (Stena Metall 2010).


The business model of Stena emphasizes cost-effectiveness and puts environmental solutions in focus. Stena believes in having support functions guide the actions of sustainable business development initiatives. A good example of this is logistics where part of the solution resides in having proprietary software, which helps hauling companies optimize their transports and avoid empty loads, hence lowering emissions considerably (Stena Metall 2010).

When discussing sustainable initiatives, it is important to consider that commercial viability still drives progress and that many industries are increasingly interested in sustainable solutions that could alter their existing businesses to also increase profitability. As the members of the Haga Initiative have been able to retain stable economic growth while working to reduce their climate impact, Stena sees it as a great opportunity if the network could offer benchmarking possibilities connected to climate work. This could show other actors that the opportunity exists. The Haga Initiative could also function as a way of corresponding to external demands stemming from multiple stakeholder functions, such as NGOs.

4.2.7. Svenska Statoil AB

Statoil is a fuel and retail chain and distributes food, gas (petrol), biogas and diesel. Its main focus is on end-consumers and B2B-customers.

Figure 10. Svenska Statoil AB

	
Number of Employees:	Circa 1,670.
Turnover:	35 billion SEK.
Ownership:	Part of Statoil Fuel & Retail ASA. Trades as 'Statoil' in the Nordic region stock exchanges. The Norwegian state is majority owner with 67.3% of total amount of outstanding shares.
Sustainability info:	Total in tons: 38,000 (2008) → (50%) 19,000 (2020)
CO₂-emissions	
<i>Source: Statoil (2011), Annual Report (2009), BLICC (2008: Report#6)</i>	

View on Stakeholders

There are two major stakeholder groups that are targeted by Statoil: consumers and legislators (Statoil interview 2011). As stated above, Statoil focuses on the views of consumers as it wishes this group to view the company as a strong proponent of climate initiatives. This stakeholder group is reached through media and the staff at the company's gas stations. All staff is for this matter educated with online tools in order to

offer a homogenous impression. Furthermore, legislators need to be addressed and Statoil wishes to get to offer its opinions on upcoming changes in legislation.

View on Interaction

The environment is put in focus for Statoil, as they aim at being seen as the company doing the most for the environment in its industry by at least 50% of the consumers (Statoil 2009). The company sees the value of brand building and increasing brand perception through sustainable efforts aimed at consumers. This makes consumers one of the most frequently targeted target groups in terms of interactions by the company. Media is seen as a good way to reach consumers and the channels this stakeholder provides has a good ability to affect opinions and enable interactions.

The company is on its own also actively participating in the public debate through debate articles and press releases. By conducting surveys and following up on results from internal measures, it gets material to support its arguments. Internally, the focus for the environmental work is on reducing energy consumption, while externally the focus is on the fuels. In the area of fuels, Statoil is interested in affecting the legislators' views on the future development of taxation, among other things. The Haga Initiative is seen as one possible way of interacting with this stakeholder group in reaching this goal.

Working with many initiatives has shown that sustainable demands on our industry are not always realistic or viable. Via the Haga Initiative we can interact and explain that commercial pre-requisites need to be prevalent to stipulate long-term solutions.¹²

Furthermore, Statoil views the Haga Initiative as an interaction platform. The network will enable the company to further development and to build its brand's associations to a concern for the climate (Statoil interview 2011). Statoil is also interested in affecting the legislators' views on the future development of taxation of specific fields, such as fuels. Since these specific fields relates to the areas of transportation, supplier strategies (logistics/distribution) and energy usage, the company sees this as a question the Haga Initiative could interact with stakeholders on, especially the authorities.

¹² Gunilla Blomkvist, Environmental Manager, Svenska Statoil AB, authors' translation

View on Collaboration

Statoil has a broad view on the opportunities presented by the Haga Initiative. The company has already initiated a joint project with Coca-Cola, where refrigerators for soft drinks are being replaced in gas stations (Statoil interview 2011). More of this type of hands-on collaboration is seen as a possibility to perform in the scope of the network. In addition, discussions among member companies are considered to be a source of new knowledge and they will offer new perspectives.

Statoil wants to use the network to show how climate work can be combined with profitability (Statoil interview 2011). This could be shown either through press releases or debate articles or through seminars and similar efforts.

4.2.8. Vasakronan AB

Vasakronan produces, plans and sells office and store premises in Sweden. Its main focus is on B2B customers.

Figure 11. Vasakronan AB

VASAKRONAN

Number of Employees:	Circa 380.
Turnover:	5 billion SEK.
Ownership:	The Swedish national pension funds AP1, AP2, AP3 and AP4 own Vasakronan in equal shares.
Sustainability info: CO ₂ -emissions	Total in tons: 9,000 (2008) → '0-vision' (2020)

Source: Vasakronan (2011), Annual Report (2010), Sustainability Report (2010)

View of Stakeholders

The stakeholders identified by Vasakronan are leasers, owners, suppliers, financiers, other societal actors, and employees (Vasakronan 2011). When discussing the Haga Initiative, it is mainly the business community that is of interest to reach and to inspire in terms of increased environmental work (Vasakronan interview 2011). Partly politicians are also an interesting group, but rather through proactive measures to inspire legislative initiatives than through lobbying efforts.

In terms of concrete projects for the Haga Initiative, Vasakronan has a vision of a living city environment (Vasakronan interview 2011), which is naturally related to climate and environmental initiatives. In connection with this vision, collaborations and discussions with member companies of the network could for example focus on logistics in the city environment.

Internally, Vasakronan recently employed a system for knowledge sharing that is aimed at facilitating the work with constant improvements (Vasakronan interview 2011). The investment is in line with the company's ambition to let anyone, anywhere in the company be able to participate in the company's environmental work.

View on Interaction

Vasakronan has tied environmental work closely to its core business, shown by the offering of green lease contracts. When a company chooses to add this part to its original lease, it becomes obliged to make additional considerations of the environment when utilizing the office space, as well as when moving to and from it. The green lease contract is made possible through collaboration and interaction with other actors, such as a moving and recycling firm and a utilities company. Currently, about 10% of the contracts have this green addition (Vasakronan 2010). The approach chosen for this special lease contract is characteristic for Vasakronan's ambition with its environmental work: it wants a connection between the business performance and as a company it aims at facilitating for other organizations and individuals to reduce their climate impact. As expressed by its representatives: "sustainable business practices need to relate to more than one actor at a time, making combined business models and offers more competitive in the market place" (Vasakronan interview 2011, authors' translation).

In regards to interaction, it also hints at its preferred way: dialogues with existing and potential customers. The company currently uses its sustainability reports and annual reports as well as its website to communicate its efforts, but believes mostly in the efficacy of personal meetings. Internally, it is possible for all employees to come with suggestions for improvements and this process is facilitated through an internal system.

The communication needs to be put in a format that the receiver can understand. If we talk above the customer's head with variables and key figures no one will be interested in what we have to say, and even less in our offers. Key is to address the user so that he feels like his own 'products' and his usage of these can matter¹³

Vasakronan believes it is important to have a united front when inspiring other companies (Vasakronan interview 2011). The Haga Initiative therefore needs to reach the business community with a message that is relevant across all industries. Vasakronan

¹³ Anna Denell, Development & Environmental Manager, Vasakronan AB, authors' translation

believes that collaboration with external companies is a good way of gaining access to knowledge of customers and to consider the environment in its day-to-day operations.

View of Collaboration

Vasakronan collaborates with external companies in its offering the green lease contract (Vasakronan 2011). This has been a good way of gaining access to knowledge and facilitating for its customers to consider the environment in their day-to-day operations. However, the company doubts that the Haga Initiative is the right forum to discuss and try to solve concrete problems experienced by the individual members (Vasakronan interview 2011). Rather, it should be about either discussing shared issues or simply creating a united front when inspiring other companies.

The scope of Vasakronan's business is fairly big: it is involved in construction and maintenance of properties and also has responsibilities and collaborations with its customers, who rent space in its facilities (Vasakronan 2011). This means that the company interacts with many actors in different fields, such as construction, heating, electricity, water as well as the different businesses in which its customers are active. This means that Vasakronan can have a significant positive impact on the climate through affecting and collaborating with its various partners and associated organizations.

Vasakronan is today participating in a network called Sweden Green Building Council (Vasakronan 2010). It was one of the founding companies of this industry organization and the aim for the initiative is to work for a greener and more sustainable real estate market.

4.3. External Stakeholders

4.3.1. Consumers

Consumers were one of the stakeholder groups of the network that was identified. To gain an understanding for customer preferences and attitudes for climate and sustainability work, we have used a survey BLICC (predecessor of the Haga Initiative) conducted with the help of research institute SIFO in 2010 in the Swedish market. In addition, Edelman Trust Barometer is a global survey covering consumers' attitudes toward climate work and sustainable development in industries and of individual stakeholders. Interesting findings are highlighted below, with supporting graphs presented in Appendix 6 and 7.

Swedish consumers appear concerned with the impact companies and their products have on the climate. 55% of the respondents had gone as far as to refrain from a purchase due to climate-related considerations (BLICC SIFO 2010). Moreover, 78% indicated a willingness to pay more for a sustainable product. At the same time, the respondents did not seem to make a connection between sustainable businesses being able to charge more and actually earning more, as 69% of respondents thought profitability would be the same as or lower than a “normal” company. However, caution is advised when interpreting the finding about willingness to pay. As Åsa Domeij put it: “we [as consumers] don’t always act in the way we claim to behave” (Axfood interview 2011, authors’ translation). Finally, 54% believed that a climate responsibility to be somewhat or very important when considering working for a company.

The Edelman Trust Barometer (2011) indicates that the global business community is recovering from a heavy blow towards its trust in connection with the recent financial crisis. There is still a lack of trust for providers of financial services, but high tech industries such as technology, automobile and telecom are in the top regarding trust from consumers in doing “what is right”. In general, companies experience a higher level of trust than both governments and media. In combination with the increased levels of trust for CEOs and the high levels indicated for technical experts from companies, these findings indicate a willingness from the public to listen to companies. Another noteworthy piece from the survey is the high ranking of “transparent and honest business practices”, at number two after “high quality products or services”, regarding which factors impact a company’s reputation. Sources unrelated to companies also rank highly: academic experts are the most trusted, while NGO representatives and financial analysts also are regarded as trustworthy sources.

4.3.2. Investors

Investors are the second stakeholder group identified for the network. As a prerequisite for new, sustainable business models to be constructed, access to capital is required. The problem with climate work and sustainable development is that many aspects are hard to quantify financially. This has had a dampening effect on investors’ and companies’ interests to fully commit. Views are however shifting and new methods and solutions are being developed. Today, growth is generated via alternative securities and placements, such as the SRI-funds, where investments are placed in corporate activities with a sustainable profile. And corporations are almost expected from a shareholder point-of-view to have sustainable initiatives, if not as a strategic advantage then at least as a

hygiene factor. 'This is mirrored and facilitated by investors' growing interest in these vehicles, showing long-term stable growth. A major investor and financial actor in the Nordic markets, SEB, has to day's date twelve SRI funds with an average growth of 30% per year and 15 billion SEK invested. The bank also denotes that a new vehicle coming strongly is 'green bonds', currently with about 1.6 billion dollars invested, where funds are invested in projects dedicated to deliver a ROI based on sustainable R&D e.g. in renewables (SEB Interview 2011). The bottom line is that there are incentives also from a financial perspective to engage more in sustainable practices and a network could help stimulate this development through increasing awareness. Naturally, investors also have a responsibility of communicating these opportunities, which if successfully done will increase the incentives for investments further.

Regulation plays an important part in enabling and directing climate work and it is important from an investor perspective that companies address decision-makers with input on regulatory frameworks, since these decisions affect overall practices of the corporations and consequently affect outcomes of investments.

Another interesting aspect, which could benefit discussions in sustainable networks, is shareholder relations and a potential transition in accounting principles (SEB interview 2011).

An interesting example is Unilever, that has announced a wish to move from quarterly reports to semi-annual ones, thus reducing focus on short-term gains and allow more focus on sustainable development.¹⁴

What a financial institution could offer companies in addition to capital, are support functions for their sustainable business plans (SEB interview 2011). Here the bank or similar entity gives the opportunity for analyzing and controlling individual operational processes where savings could be realized. The reasoning here is that growth is stimulated in companies and thereby improving their financial strength. This supporting approach from the side of the investor might be necessary to stimulate more sustainable businesses.

In general though, there is little awareness in the business community regarding these financial opportunities residing in sustainable activities (SEB interview 2011). Therefore,

¹⁴Jonas Solehay, Environmental Manager - Group Corporate Sustainability, SEB, authors' translation

networks could facilitate information sharing and change this notion. As affiliate actors, investors also benefit from a network setting where an understanding for how various policies, for example from decision-makers, affect various industries financially.

4.3.3. Authorities

Sustainable business networks are supported by the fact that climate issues are deeply rooted in broad societal dimensions, where corporations affect and are affected by a number of other actors e.g. authorities. This group is a third identified stakeholder. In an interview with the Swedish Parliament representative Lars Hjalmered (M), he starts by noting that “there are tendencies showing that environmental and sustainable initiatives have gone from being a hygiene factor to an actual business opportunity” (Swedish Parliament interview 2011, authors’ translation). This is however an ongoing process, with the ideal result being that companies go from reactivity to proactivity. This follows the important logic of not only taking actions to back communications efforts, but to integrate climate concern to the core strategies where it can have a significant effect. Also important is that corporations acknowledge their impact on the environment despite being e.g. producers in a high-emitting industry. If the general awareness in society decreases or is neglected whilst short-term growth is supported this will negatively affect individual expenditure in terms of, for example, sustainable R&D and business development. In terms of the business communities’ knowledge of sustainability, networks could have a role to play in sharing information or activating associated actors, thus maintaining an interest in sustainable approaches.

It is not easy for policy makers to comply with all actors of society. Hence, despite wanting to support sustainable initiatives and networks and serve these with beneficial regulations, it is not plausible from an economic point of view. “From a legislative point of view, the actions taken in terms of energy taxes, CO₂ taxes and ETS trading need to be weighted against international peers, to ensure that economic growth is not offset” (Swedish Parliament interview 2011, authors’ translation). Consequence analyses always need to take in both the economic as well as the environmental and sustainable aspects.

The role of the government is twofold. It should be that of a facilitator, that is contributing with resources for initial research and subsidization of taxes, and a supporter/controller, allocating and tracking results, investments and development that clearly show promises for further sustainability. When it comes to actual commercialization however, it is up to individual companies to assert demand and decide on go-to-market principles.

It is important for domestic industries to communicate with the legislators when the broader long-term frameworks are developed or when EU legislation needs to be adjusted to local settings.

If industries use networks or at least more consolidated branch panels it could improve the communication and discussion regarding these issues, compared to having individual actors lobby for their own interests.¹⁵

4.3.4. Media

Media is the fourth identified stakeholder group, emphasizing the importance of communication to promote and back up sustainable initiatives. Westander PR, a communication agency with a previous connection to BLICC confirms this notion, but also states that: “sustainable communication needs to be backed up by actual initiatives and proof of development, a clear change from a decade ago when messages and claims were considered credible although they were based on loose or non-existing facts” (Westander PR interview 2011, authors’ translation). Increased awareness in society and improved auditing practices has since then stimulated development. Companies are aware about this today and now it is more of a positioning dilemma in the market, where benefits are weighted against drawbacks for engaging in and communicating about individual efforts.

A network that actually delivers results could naturally get a larger impact communication-wise than any individual player given the resources that are shared (Westander PR interview 2011). From a competitive perspective, however, it might be easier for a single actor to establish an advantage related to one’s own core strategy.

Hence, important factors to consider for a network wishing to communicate sustainability and climate work are: reach; addressing specific target groups; transparency; and message intent (Westander PR interview 2011). When looking at sustainable communication towards individual stakeholders, one can distinguish certain characteristics that separate audiences. Consumers need explicit, simple information on benefits or added value. Companies on the other hand are looking for practical advice with an impact on their business. Relevance is key here. Authorities seek support for their decisions and thus are interested in aggregate attitudes, which give direction.

¹⁵ Lars Hjalmered (M), Member of the Swedish Parliament, authors’ translation

Reaching different audiences also means using the appropriate media: authorities are usually reached through printed information, businesses are interested in trade magazines and local channels and consumers need to be addressed in more personal channels.

There are both advantages and disadvantages when networks communicate with the media. A benefit for networks is that they consist of several actors with different perspectives. This reduces the risk of the self-interest of an individual organization to be driving the communication agenda (Westander PR interview 2011). It also shows that several representatives from across all industry categories have a unified interest and concern for the questions at hand. A disadvantage is that the messages might have to be compromised due to separate views (Westander PR interview 2011). This also affects the ability to get information out since more actors continuously seek to have input, something that is also affecting the internal communication.

To inspire other businesses, it becomes important to firstly focus on communicating key concepts such as the gains from sustainable initiatives from a business perspective (Westander PR interview 2011). Especially since this is a major trigger in inspiring other actors and taking overall market action to the next level. Secondly, focus needs to be on added market share. Thirdly, branding values connected to climate work should be highlighted. These are the three major concepts that should be highlighted to convince more companies to allocate resources to the field. From an environmental perspective the focus of course needs to be on results, e.g. in terms of lowered emissions, and show relevance, altruistic messages, transparency and openness. From a media perspective the network should encourage companies that have started to allocate resources but not yet managed to go 'all the way' with their sustainable achievements, to continue working and communicating in the field rather than being criticize them and thereby discourage them from making further progress.

4.3.5. Industry Organizations

A fifth potential stakeholder group consists of industry organizations. One actor that represents and promotes the business community is the Confederation of Swedish Enterprise, who states that: "Sweden has a fairly long history of environmental considerations both in legislation and in practice, going back to the 1960's and problems with the cellulose industry" (Confederation of Swedish Enterprise interview 2011, authors' translation). Today, Swedish companies are generally aware of their climate impact and many take effort to decrease it. However, there are problems with the current legislation and other tools meant to aid in environmental work. Especially smaller

companies experience difficulties in keeping up with legislation and understanding fully the requirements for ISO standards. Furthermore, the Confederation of Swedish Enterprise has experienced lacking analyses preceding legislation, which has led to the business community's point of view being partly neglected. It is essential that national and EU legislation do not cause businesses to lose competitiveness or make them decide to relocate production plants and such. Finally, legislation has focused more on controlling than promoting the business community, which is not the preferred approach.

Companies need more carrots than sticks to be able to assert new strategies and invest in sustainable development initiatives, pointing in one direction only without having incentives in place for restructuring of operations will lead nowhere.¹⁶

Although it might be difficult for smaller companies to fully adapt a control system, they can benefit from larger companies implementing them and as part of that process assist their sub-suppliers in organizational change (Confederation of Swedish Enterprise interview 2011). This approach is supported by a general sentiment in the business community that it is possible to start where you are, and make incremental improvements from there.

“Industries’ problem, in terms of sustainability, is not related to awareness, at least not internally” (Confederation of Swedish Enterprise interview 2011, authors’ translation). It is rather related to whether proactive or reactive strategies are actually realized to face market demands and authorities regulations. In relation to this, industry organizations, together with the authorities, try to establish a clear link between societal actors, the business community and decision-makers from a national perspective.

The industries’ real problem is however the ability to incorporate all actors, both small and large players, and set prerequisites that benefit all segments (Confederation of Swedish Enterprise interview 2011). What networks could contribute with here are resources, if not in economic terms at least in terms of knowledge pools where actors could obtain information. A united voice of industry-related or affiliated actors could also help in affecting decision-making bodies in certain questions. Alone it is nearly impossible to affect a pending regulatory framework, but at least it is possible for a prominent group to have a say in future legislation.

¹⁶Inger Strömdahl, Director of Environmental Policies, Confederation of Swedish Enterprise, authors’ translation

Understanding the business community's diverse needs is also an important factor when it comes to establishing sustainable guidelines and measurement practices across and within industries (Confederation of Swedish Enterprise interview 2011). Such tools are important in understanding to what extent and how various actors should act, given their size and resources. What is clearly lacking today is a support function for these guidelines. Therefore, networks could have a part to play in developing and spreading best practices for climate work.

4.3.6. Knowledge Partners

The sixth stakeholder group identified is knowledge partners, such as environmental experts and researchers. This group could contribute to network in many ways e.g. by offering support to the members' communication or stimulating R&D.

In an interview with an international, environmental business expert the notion from a communication perspective is that networks have the ability to establish connections and discussions among entities with similar interests (Anonymous interview 2011). These efforts could drive development in sustainable terms by focusing on energy efficient solutions.

A general trend is that investment and support for sustainability initiatives keep rising, even on an international arena, and considerable resources do exist for organizations to utilize if the right connections are made (Anonymous interview 2011). Networks are therefore great tools that could generate new solutions and put less focus on only strict communicative efforts, giving more room for project-related 'real' initiatives that potentially could drive development further.

By addressing local municipalities seeking to establish a broad and shared sustainability agenda, networks could have a potential impact on local legislation frameworks and the adaption of these with business interests.

By combining knowledge and finding synergies between businesses in the network, unique offerings and opportunities arise, not only in environmental but also economical terms. Some successful business establishments stemming from network-related sustainable initiatives are: Google together with local partners constructing the Atlantic Wind Connection (AWC), U.S. largest offshore energy wind park, Nike's and Coca-Cola's initiative to develop jerseys made of PET-bottles for training-wear. A local initiative is IBM and the City of Stockholm's work on city tolls (Anonymous, interview 2011)

4.3.7. Business Community

The seventh stakeholder group identified is the business community. This group's representative material is drawn from several sources. General knowledge of large companies comes from CDP, and smaller from NUTEK. Further, specific knowledge has been drawn from Max and the network members. The rich description of this category is due to its representativeness as a central element for which sustainable activities within and outside the network occur.

Overview

Larger companies in the Nordics still maintain the focus on climate work, in spite of clear outcomes from the global political arena (CDP Nordic 2011). Not only that, but companies' initiatives are maturing and the climate issue is to a greater extent becoming integrated with core business practices. Although each and every large company often has a considerable climate impact due to the great number of people and resources it employs, small and medium-sized enterprises (SMEs) make up 99% of all Swedish companies and four out of ten employees in the private sector work for SMEs (NUTEK 2003). Therefore, it is reasonable to believe that SMEs together make a significant contribution to the overall climate impact. Smaller service companies however are less likely to have active environmental work together with solo and micro companies (less than 10 employees) (NUTEK 2003). In contrast, SMEs in transportation, communication and construction are more likely to engage in environmental work. Large companies and SMEs also have slightly differing motivations for engaging in climate work.

A proactive approach to potential legislation and concern for the brand value drive the work with climate issues in larger Nordic companies (CDP Nordic 2011). There is a significant concern about upcoming legislation, such as emission trading schemes, and how differences among regions may lead to problems in staying competitive. Concerning impacts on the brand, climate work is both viewed as a hygiene factor and as a competitive advantage. In the consumer market, it is about connecting with involved consumers. Companies on the B2B market are more concerned with a collaborative approach where the companies' offerings help the customers reduce their own impact. This poses a problem for industries such as aviation, which has a high climate impact. However, for companies offering tools, to industrial companies or in the shape of technological solutions, there could be business opportunities coming up. SMEs in Sweden are more motivated by own commitment, consumer demands and competitive

reasons, including reduced costs from lower use of resources (NUTEK 2003). When focusing on SMEs with more than ten employees, the impact of own commitment is reduced. This finding combined with a correlation between age of company and climate work indicate that this issue is addressed at a later stage in the companies' development, as it has matured.

Some SMEs experience problems with finding motivation to engage in climate work, while those who commit to it encounter high initial costs for implementing control systems such as ISO 14001 & 26001. These standardized approaches are not always adapted to the reality of a smaller business (NUTEK 2003). The relatively high costs represent a serious deterrent, as NUTEK's survey results indicated a need for SMEs to see a connection between environmental work and either cost-savings or increased turnover. Large companies do not have the same problems, as the costs for implementation are relatively smaller for them and the impact more significant due to the sheer sizes of the organizations. However, managers find it difficult to connect risks and opportunities with reliable financial estimates (CDP Nordic 2011). This uncertainty is a result of most experienced opportunities and risks being related to brand value and regulation. The effects on the company's brand is hard to foresee, and legislation is problematic as it may differ between operating regions and is at times hard to predict in the long run.

When SMEs collaborate with others, they are more likely to have an active environmental work (NUTEK 2003). Networks focused on climate work have also been shown to sometimes lead to collaborations in other areas, fuelling growth for the involved companies.

Reviewing a Business Case

As a contrasting entity to internal member activities, Max Hamburgers has been chosen for two reasons: Firstly, Max is leading a business that has distinguished itself with its clearly communicated environmental work, supported by a vast and continuous internal work. Secondly, the company is well informed of climate network initiatives (including the Haga Initiative) and has extensive experience from collaborating with external actors to support internal strategies.

Strategic decisions in regards to sustainability should be shared with owners, involving them both makes it easier to approach stakeholders and allows for the type of long-term and integrative thinking that sustainable development is (Max interview 2011).

Collaborating with knowledge partners, in Max's case represented by consultants, could provide the opportunity of combining individual efforts with established practices. In the case of Max, it took help from an external partner in expanding its established management approach, based on the Fundamental Interpersonal Relations Orientation theory (FIRO), to also include its sustainable strategy. This resulted in a systematic framework or working process that: supports the company's actions; stimulates efficiency; and creates credibility.

For Max, it is certain that sustainability work leads to increased profitability (Max interview 2011). Systematic sustainable development is an efficient way of reducing overhead costs and therefore deeply integrated with maximizing profits in the long run. "It's not that different from accounting, one needs to take control of costs, this is just a strategic measure with an aim of eternal (sustainable) balance" (Interview 2011, Pär Larshans, Chief Sustainability Officer, Max Hamburgerrestauranger AB, authors' translation). Another driving force is the notion that companies with a proactive approach to sustainability are less vulnerable to regulatory changes.

The opinion of Max is that certificates and standardized measurements allow actors to identify areas for improvements, but they will not by themselves improve sustainability. For this, it is necessary to connect sustainability with the core business strategy and have a vision for where the company is going.

Regarding climate networks, Max is certain that member companies will have to go beyond communicative actions to actually influence other societal actors, especially consumers and corporations (Max interview 2011).

Suppliers

It is important for companies to incorporate actors tied closely to their supply chain in their climate work. Corporations are to take an active stance in the matter of environmental considerations among suppliers, mainly via sourcing guidelines and revisions. The improvement work with suppliers does however need to have a long-term focus. Suppliers should not always be dropped when not being able to comply with climate policies, but instead the company can make a contribution by supporting the transformation process.

Practices shown to improve working relations are: consequence analysis in where environmental factors are a considerable part as well as prospects for joint development projects with prospecting suppliers (Coca-Cola interview 2011); internal life cycle

analyses could also be conducted to single out resources beneficial for producing sustainable offers, thus tying suppliers more closely to the organizations activities (Axfood interview 2011); supporting suppliers in R&D to reach new sustainable solutions (Fortum interview 2011); industry-wide revisions to increase standards; communicative actions such as providing sustainability guidelines to suppliers and base metrics on climate considerations (JM interview 2011).

Hence by combining resources, the Haga Initiative could according to members be a catalyst for working with suppliers in the business community and this could reduce the amount of resources that is spent individually on these matters.

4.3.8. NGOs

The eighth stakeholder group identified for the network is NGOs. This group has a considerable influence in society via their support of and linkage to sustainable and social concerns related to corporates practices. A representative from the organization Swedwatch was interviewed within this stakeholder group. Swedwatch sees opportunities for climate networks, especially since there are uncertainties connected to the progress of emission reductions of Swedish industries (Swedwatch interview 2011).

Continuing on its current trajectory, the Swedish business community will not achieve its environmental goals. Corporations and networks therefore need to integrate their sustainable practices in their core business. Networks could especially stimulate this by sharing practices and techniques that have been successful, as well as initiatives that have not been successful (Swedwatch interview 2011).

A significant problem with climate work is that at the same time as everyone is willing to participate to increase sustainability; no one is willing to take the material costs associated (Swedwatch interview 2011). It presents quite a paradox and is indicative of a mindset that needs to change. As corporations are often aware about the business implications of utilizing certain resources, they are however much less aware of the impact a specific application has on other societal functions or actors. Networks can thus be a good tool for sharing knowledge and widening perspectives.

Sustainable business networks, and actors affiliated with these, can have a considerable impact if they start coordinating activities and share data (Swedwatch interview 2011). An example could be supplier revisions, another one resource classification, of for example materials or chemicals. Networks also present possibilities of inviting external parties, experts and other actors that could both stimulate and challenge the network members.

NGOs could contribute to sustainable business networks as external stakeholder-focused discussion partners and/or experts with rich experiences of business-societal relationships (Swedwatch interview 2011). A pre-requisite is open dialogues with a learning experience seen from a mutual perspective. The involvement of NGOs does however bring mixed emotions in the business community, there is in certain industries a notion that they seek to damage corporations' reputation. However, they are also viewed more positively as watchdogs that contribute to better social and environmental conditions.

As the consumers have become more knowledgeable of climate-related practices, the requirements on company's communication in the field have increased. Therefore, a shared network approach might also stimulate credibility if the above-mentioned actions are taken to a more strategic level (Swedwatch interview 2011). This will also facilitate transparency and thus improve the relationship with NGOs and the ability to respond to individual stakeholders' demands.

5. Analysis of Climate Collaboration

The following chapter is presented in two parts: firstly focusing on the primary network and secondly broadening the perspective to include the secondary network. Drivers and constraints to collaborations are discussed together with possible interactions between actors. Finally, the view on collaborations of the Haga Initiative is presented.

5.1. Primary Network

5.1.1. Personal Drivers & Constraints

The representatives from the member companies all share a concern for the climate and a wish to reduce their companies' climate impact in an ambitious, yet profitable manner. The ambitions of the participants do however differ in terms of how explicitly they prioritize the inspiration of other companies. While some highlight the importance of showing others good examples, others are more concerned with creating benchmarks within the network and establish reliable measurements for internal climate work. Both of these approaches can be compared to what Morsing & Schultz (2006) describe as a stakeholder response strategy, where the companies do not integrate their stakeholders in the initiatives they take. Instead, stakeholders are involved in the process through taking part of surveys and polls.

It is not always possible to initiate collaborations at network meetings, since the companies send various representatives to the events organized by the network. These representatives naturally have varying levels of authority within their organizations and cannot always follow through on opportunities. A related constraint relates to which knowledge the people who attend network meetings have. If someone is not involved with a certain part of its company, it will be difficult to discuss related matters. This does of course not necessarily have to lead to a discussion being impossible, but it might take extra time to contact the appropriate person in the company.

5.1.2. Organizational Drivers & Constraints

Officially, there is a strong commitment to the framework of the network, with all parties having signed the statute. All companies are dedicated to reaching their emission goals and have internal processes, reports and goals supporting this. However, regarding the more vague ambition to inspire change in the business community there exist various ideas on how to proceed: no organization has mentioned any plans on initiating projects

with external parties and there has only been limited mentions about possible internal projects in the future.

The member companies have an explicit climate strategy and are concerned with finding ways of reducing climate impact, while maintaining or increasing profitability. Examples exist of how reduced energy consumption and improved waste management have had positive impacts on the bottom lines of members and there has even been one successful partnership initiated thanks to the previous network BLICC. Although all companies are concerned with the climate, the fact that they operate on different markets has an effect: consumer-focused companies are also interested in somehow reaching the general public through the network, as opposed to the B2B companies. In addition, there are separate views on how active the network should be in terms of lobbying. The companies more affected by legislation in their day-to-day business tend to approve of involvement with politicians, while companies in less regulated industries see it as a distraction. However, the major limiting factor for companies' commitment is that of lacking funds: there is no budget allocated for projects connected to the Haga Initiative.

5.1.3. Network Values

Together, the personal and organizational factors create a setting that is well suited for discussing climate work, both inside the network and with other actors. Knowledge partners, academic or in other ways knowledgeable, are appreciated as the involved actors wish to learn more and base their decisions on current knowledge. Also, some respondents mentioned that the sheer fact that the network meets has a positive effect on their motivation. This realization is in line with earlier findings from Håkansson & Snehota (2006) regarding how continuous interactions lead to trusting and long-term relationships. An issue is however how the network is supposed to go about reaching external actors. Reconnecting to Morsing & Schultz (2006) models of CSR communication, a stakeholder involvement strategy would be suitable for engaging these external parties. This strategy involves developing initiatives through dialogues with stakeholders

5.2. Collaborations between Member Companies

There are both possibilities and constraints for the Haga Initiative to turn into a network that connects actors, resources and activities on several levels. On the one hand, it has established a formal arena where actors are able to meet and discuss shared issues. Furthermore, it wishes to involve others than just the environmental managers, thus

promoting an integration of climate work in their everyday business. On the other hand, the actors represented in the network are not all exchange partners with each other. This limits the possibilities to link activities between them and creates a need to either share and develop resources, e.g. through developing policies together, or create new activities, through initiating joint projects in shared areas of interest. However, the *modus operandi* for the Haga Initiative mainly enables the first type of collaboration by organizing meetings, seminars, roundtable discussions, surveys, and debate articles. There are no immediate plans for actual projects and shared commitment in practical matters that could lead to activity links across organizations.

A notable exception is however the joint refrigerator project between Coca-Cola and Statoil, which happened in the earlier, yet similar, network BLICC. This collaboration shows the benefits of the Haga Initiative acting as an enabler. In this case, the enabling function of BLICC was about creating an appropriate forum and setting for suitable representatives of different actors to meet. This event is interesting, since it shows how the Haga Initiative could encourage joint projects without actually having an allocated project budget. The member companies' interactions with each other could potentially lead to an integration of climate-related activities and resources, in a similar manner to how exchange partners form networks (Håkansson & Snehota 2006). Although there is no stated ambition for this function to be part of the network, findings from business collaborations (Anderson et al. 1994) indicate that it may be a natural development if sufficient integration between actors takes place.

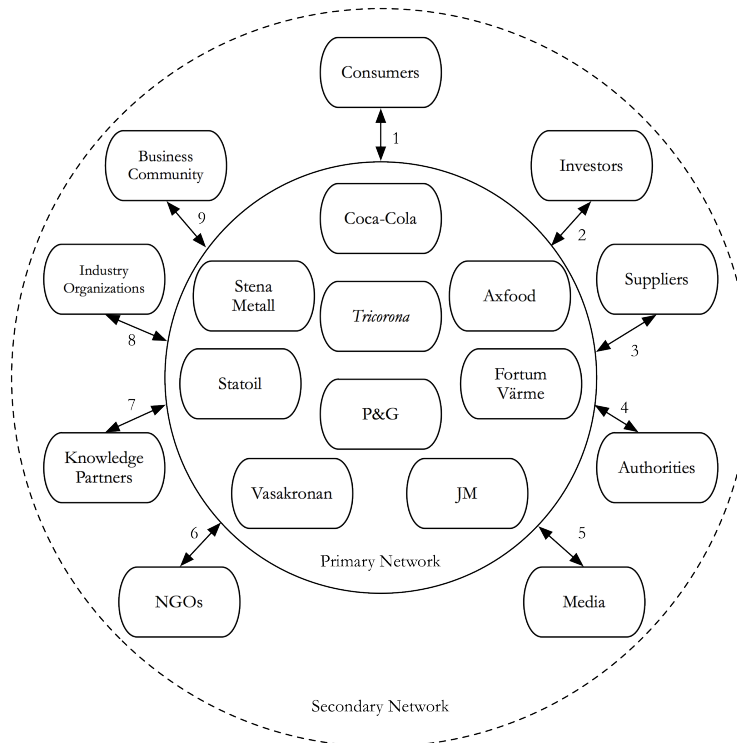
During several of the interviews with member companies, the respondents have been asked explicitly whether transportation could be an interesting area in which to investigate the possibility for joint projects. Interestingly, all respondents considered it a possibility for collaboration. Although the question was posed merely in passing and about one specific area, the fact that it was met with interest indicates a possibility to find common areas or shared specific problems to explore more closely in the scope of the Haga Initiative.

5.3. Secondary Network

The primary and secondary networks together form a sizeable system. This can be seen in Figure 12 below. This generic model maps out all identified external stakeholder groups from the perspective of the Haga Initiative. The numbered arrows depict possible

interactions. Which activities and resources that make up these interactions are described in the following sections.

Figure 12. Generic Network Interactions



Source: own figure.

5.3.1. Consumers (1)

Inside the Haga Initiative, the opinions regarding the relevance of consumers as a target group differ. For companies who normally target consumers, it is natural that part of the purpose with their membership is to impact consumer perceptions on their brands. However, B2B companies are not concerned with this aspect. Regardless of the company's view on consumers, no one expects representatives from this stakeholder group to participate in any organized events. Rather, consumers' views can be affected through media coverage of events and actions of the network and members can potentially use their engagement in the Haga Initiative as part of their own communication strategy. However, since consumers represent a sizeable market it is interesting for the Haga Initiative to conduct surveys concerning consumer trends and views on climate work. These results can be used for both member companies and others to justify spending on climate work. Such an approach to a stakeholder group, where the network is the one drawing conclusions and creating messages, is corresponding to the stakeholder response strategy by Morsing & Schultz (2006).

Consumers can mainly contribute to the work of the Haga Initiative by supporting companies that are making climate-conscious decisions. Companies need however work according to the notion that consumers today are knowledgeable and do not easily become fooled by empty claims or greenwashing attempts. This requires transparency and honest agendas. The previous survey from BLICC (BLICC SIFO 2010) indicates concern for the climate as well as a willingness to adapt consumption if alternatives that consider the climate are available.

5.3.2. Investors (2)

The climate is becoming a more important factor that investors consider before committing to a company. Climate both means risk in terms of environmental developments and legal changes, and opportunities in cost-savings and new offerings or business models. Furthermore, there are now investment alternative from banks that focus on environmental initiatives and businesses that consider the climate. The member companies focus on making their climate work transparent and communicate it through either sustainability reports or as part of the annual report, thus improving the stakeholder relationships, which according to Halme and Laurila (2008) also improves shareholder value. As Åsa Domeij (Axfood interview 2011, authors' translation) expressed it: "Owners are often more concerned with environmental, and sometimes social, issues than consumers". In addition to reports, media is the most likely way that this stakeholder group will be made aware of the actions of the network.

5.3.3. Suppliers (3)

This is the group where the members probably have the most developed links and ties, thanks to the relationships already in place. Since these relationships are driven by exchange, there are clear incentives for suppliers to abide by requirements put forth by companies. The suppliers do not wish to lose business, so a mutually trusting relationship has a good likelihood of leading to gradual improvements in climate work, as has been seen to be the case with improvements in integrations of value chains (Persson & Håkansson 2007).

The member companies already have systems in place for evaluating and helping suppliers improve, as part of their internal climate work. This is an important part: not only does it make sure that the suppliers get support to reflect on and reduce their climate impact, but the work can serve as good examples for other companies. What is necessary is however to codify the work and package, for example in lectures or case descriptions, so it can be shared with others. What is lacking is however a desire to

involve other stakeholders to innovate this work, establishing dialogues and practical collaborations (Morsing & Schultz 2006). One slight exception is however the member companies who have expressed interest in attending lectures with knowledge partners. This signals a desire to receive new ideas, but it is unclear whether practical solutions will be part of these ideas or if they will be restricted to more general knowledge on the climate issue.

5.3.4. Authorities (4)

Legislation has a close tie to climate work as subsidies, taxes and other policies impact the reality of businesses. Regarding interactions with this stakeholder there exist yet again several desired approaches, however with a shared notion that socially responsible activities can improve the relation with the general community and public authorities, as denoted by Perrini (2006). The actors most interested in reaching out to legislators come from industries more dependent on legislation and with long-term investments, best characterized by Fortum. Other members, in more fast-moving industries, are satisfied with the companies of the Haga Initiative being role models and showing legislators that the business community can take its responsibility. A critique put forth by the Confederation of Swedish Enterprise (interview 2011) highlighted the legislative process and how it lacked proper analysis of the consequences for the business community. Some members believe that the Haga Initiative could provide input to upcoming legislation, thanks to its explicit commitment and experiences of climate work. It should be noted that already today, 'Miljörådsberedningen' is supposed to act as a link between business community and politicians. However, the reasoning of the members is that the Haga Initiative would represent the front-runners in the matter and thus possess valuable insights to share.

The political arena is interesting to enter for a network that wants to make itself known. It cannot be neglected that the climate issue is a political matter, as has been highlighted by the recent global climate conferences in Copenhagen and Cancun. In order to establish the Haga Initiative in the political scene of Sweden, politicians are informed about the network's existence and ambition by the project coordinator and the network will be represented at the high profile political event "Almedalsveckan" in July. Peter Bodor (Coca-Cola interview 2011) also mentioned that this type of event could give the employees a sense of pride for their company, as they are able to see their CEO present how they are taking on the climate issue.

5.3.5. Media (5)

Media can be used in primarily two ways: in a direct way through writing debate articles and in an indirect way through PR or general press coverage of events and actions of the network. Suggested guidelines from Westander PR included transparency and relevance for the chosen target group in all communication. What has transpired during the interviews is a desire from the network members to establish a limited two-way communication. The communication is limited in the sense that the network wishes to set the agenda and construct messages, although external actors' input is appreciated. This also fits the description of a stakeholder response strategy (Morsing & Schultz 2006). The consequence is that media is seen as a channel through which the network can push its prepared messages and materials, rather than to utilize it as a tool to spark dialogues.

The main activities of the media are general news coverage and investigative journalism. If the Haga Initiative considers the guidelines regarding communication, it will increase the likelihood that it will be covered in media. Especially niched media in the areas of climate and environment should have a higher initial interest, facilitating for the network to make headlines. Naturally, journalists in these areas are likely to have a higher knowledge, further stressing the importance of an honest and relevant approach.

The resources that can be used are the great reach of media and the trust it enjoys from its audience. Media is therefore the best way to approach audiences on a large scale and likely to be the single most important way of making consumers aware of the Haga Initiative's work.

5.3.6. NGOs (6)

NGOs enjoy a certain trust and authority in the area of climate work among many consumers and they are often able to reach media through publishing reports and other events. The specific agendas of specific NGOs naturally differ, but they all have a main difference from companies: their purpose is to have expert knowledge and by using this, they examine corporate practice. This means that the integrity of these organizations is of high importance, thus limiting the extent to which they can cooperate with companies.

The activities performed by NGOs are primarily related to investigating companies and raising awareness among the general public as part of affecting companies' climate work, as well as social responsibility in general. Furthermore, NGOs can participate as dialogue partners together with companies when dealing with complicated change processes in various environmental or social issues.

The primary resource possessed by NGOs is the knowledge about both how climate issues should be tackled ideally and how they are practically dealt with in various industries. The Haga Initiative can utilize this broad knowledge in the field of climate work through inviting NGO representatives to seminars and discussions. However, collaborations are unlikely to extend further due to the principles of these organizations. Common projects could possibly hurt the integrity of the NGOs.

5.3.7. Knowledge Partners (7)

Various knowledge partners can be used to bring new insights to both member companies and visitors to the Haga Initiative's events. Member companies have expressed during interviews that it is relevant to bring in experts who can both validate the measures and inspire future steps. This view is in line with the desire from the member companies to have a humble approach to climate work: they do as much as they can, but acknowledge that there is still much left to improve and more to learn.

Since knowledge partners can come from other organizations than NGOs, it is possible to use their knowledge in actual projects. An example would be to initiate research projects together with institutes or other academic partners. The Haga Initiative sees this as a possibility today, as can be seen in its research collaboration with SEI. The project's focus on establishing the terminology and evaluate companies' performance is definitely necessary for coordination and can also be used by actors outside the network. This course of action is the network's biggest step toward a stakeholder involvement strategy (Morsing & Schultz 2006), allowing external stakeholders to have an impact on the companies' internal work. However, there are no plans on projects connected with developing companies' actual climate work, the focus is currently on evaluation.

5.3.8. Industry Organizations (8)

The member companies are involved in various industry organizations, of which a few offer discussions of climate work. Through the interview with the Confederation of Swedish Enterprise, it became evident that there is both a need for support and inspiration among SMEs and that legislators would appreciate a group with a proactive stand in the climate debate. The main opportunity presented by industry organizations are in line with these types of findings, as they can act as aggregators for information regarding limitations experienced by companies or discovered opportunities. Furthermore, industry organizations and other cross-industrial collaborations could prove useful channels to spread the network's messages in, as the organizations represent easily accessible interfaces to relevant target groups. Finally, in the cases where industry

organizations have their own climate experts, such as with the umbrella organization Confederation of Swedish Enterprise, these could be used as lecturers at seminars.

5.3.9. Business Community (9)

The interviews with member companies have given the impression that the members wish to show others their approach to and progress in the climate issue. It is further their opinion that the activities of the network should be constrained to various types of seminars and PR work. Actual projects are not considered in the short-term, as there are no allocated resources. Again, the approach to this stakeholder group is consistent with a stakeholder response strategy (Morsing & Schultz 2006), as aim is rather to affect the business community than to allow others to participate in shaping climate work within the network.

Naturally, larger companies will be a more suitable target group since their setting will be more similar to that of the current member companies. However, there is a desire from members to be restrictive in accepting new members to the network, if they are active in the same industry as one of the current members. This means that outside companies will only have the possibility to benefit from the achievements the members publically present, as outsiders are blocked from the internal discussions of the network. There is however a high interest in the matter according to both the perceptions of Confederation of Swedish Enterprise and the CDP Nordic report. Therefore there should be valuable lessons to learn from other large companies and their struggle with the climate issue, but this process requires a forum for dialogues. The major constraint is the competitive factors limiting the openness in the network. The current members' solution is the aforementioned restriction of memberships. The desire is to keep the group small enough to be able to have fruitful discussions during meetings and to be able to deny competitors entry.

SMEs are not completely neglected by the network, although not often explicitly referred to in the interviews. As with large companies, the planned way to reach this group is through events such as seminars and debate articles, where approaches and survey findings can be presented. The problems experienced by SMEs are connected with difficult requirements for quality standards and lack of resources to fully engage in climate work. Combined with the need to see the financial gains and the high impact personal motivation has on a SME's climate ambition, the Haga Initiative can play a role in informing and supporting these organizations. The potential gains for the network are

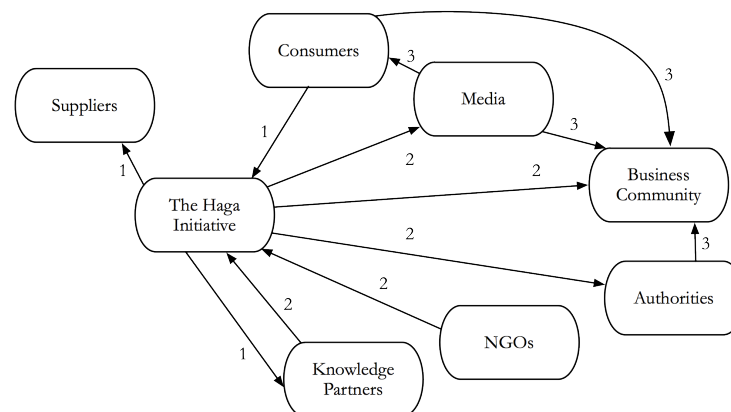
not only the collective impact that positive changes among SMEs could have, but also the possibility for innovative ideas to come from smaller, more flexible companies.

Companies are the most similar stakeholder group to the member companies, as they are all businesses with the same goals of profitable development. As discussed above, there are naturally differences in sizes among individual companies and also the different industries all have different challenges. Companies are also the main target group for the network's effort to inspire climate change, making it critical to find ways to integrate this group with the network's activities. The ideas expressed by the member companies in interviews are focused on talking to the business community, rather than engaging in dialogue with external parties.

5.4. Describing Collaborations

Figure 13 attempts to depict the idea the Haga Initiative has about how it will work to reach its goal of inspiring the business community. The process has been divided into three phases: (1) a preparatory phase, (2) a direct impact phase and (3) an indirect impact phase. Although the phases are chronologically ordered, there will be several ongoing processes in parallel. This means that the work of the network at most times will include all three phases. Below follows a more detailed description of these three phases.

Figure 13. Interactions of the Network



Source: own figure.

5.4.1. Preparatory Phase (1)

The Haga Initiative emphasizes the importance of having done thorough internal work before it reaches out to the business community. To take this type of responsibility and back up communication with concrete actions are consistent with the fundamental recommendations of CSR literature (Palazzo & Scherer 2006; Schwartz & Carroll 2003).

This desire requires implementation of changes internally in the member companies as well as among their suppliers. As a result, valuable insights and experiences of climate work are gained. The research collaboration with a knowledge partner of the network aims at establishing and evaluating the concept connected to the practical climate positive initiatives the members are involved with. The consumer market is analyzed through surveys. The aim is to understand behavior and attitudes on the market.

5.4.2. Direct Impact Phase (2)

The Haga Initiative utilizes its own knowledge as well as expertise from NGOs and its knowledge partners to organize seminars and similar activities. These events are primarily aimed at the business community, but also people from government and various authorities with an interest in company's climate work are welcome. Additionally, the Haga Initiative writes debate articles, wherein it highlights findings from consumer surveys, achievements by member companies or in other ways tries to initiate changes in companies' behavior and perceptions.

5.4.3. Indirect Impact Phase (3)

In addition to the organized events and activities, the Haga Initiative hopes that attention in media will have an effect on both consumers and companies. The consumers could possibly become a driving force for companies' climate work, if their awareness is increased and it affects their purchase decisions. Although this development might be farfetched, the indirect impact can happen through other, more reliable channels too. Media coverage can directly affect companies who might not have come in contact with the Haga Initiative directly, or simply serve as a reminder of the possibilities and initiatives that exist in climate work. Lastly, officials in authorities who have been reached by messages from the Haga Initiative could realize the possibilities that exist for companies and in turn promote such work for companies.

6. Conclusions

This chapter concludes the conducted study by answering the research questions posed in Chapter 1.

6.1. Collaborations between Member Companies

Internally, the members of the Haga Initiative primarily consider the network as a forum for discussions and knowledge sharing. The potential contributions to the individual organizations are connected with learning of others' approaches to climate work and discussing shared issues. Practical projects and industry-specific issues are preferably dealt with in other networks or simply by the organizations themselves. Still, many of the companies are reluctant to let competitors join the network. This is not only due to the nature of the discussions held during the network meetings, but also to the brand building aspect connected to the membership. The single historic example found of a joint project between members was not initiated as a direct consequence of the network's agenda, but merely a result of the two actors being brought together in a fitting setting. Some respondents did however view future project collaborations of less complex character as plausible in the medium to long run.

6.2. Collaborations with Stakeholders

The stakeholders that the network wishes to affect are primarily other companies and secondarily authorities. This process can be broken down into three phases: the preparatory phase, the direct impact phase and the indirect impact phase. The first phase is largely described above, with the addition of research projects carried out together with knowledge partners and surveys about consumer attitudes. The members are doing this preparatory work in order to have concrete evidence behind the arguments they will use when trying to inspire the business community. In the direct impact phase, the network communicates with media through debate articles and PR efforts. The messages are based on the work done and insights from the first phase. Furthermore, the network organizes seminars and attends various events where the audience stems from the two main target groups. During these events, both representatives from the member companies present and interesting people from the network's knowledge partners or NGOs. Finally, the indirect impact phase captures the aftermath of the events. The aim is that reports in media affects consumers' awareness of the climate issue. Such a shift would create a stronger incentive for companies to consider climate work, in addition to

the effect the media reports could have also on the companies' views. Finally, authorities are hoped to be inspired by the messages from the network and realize the possibilities that exist for profitable climate work. This group can then have a considerable impact on the business community.

7. Looking Ahead

The ending chapter summarizes and discusses the implications the study has on business and research.

7.1. Implications for Business

The study shows that the member companies primarily considered the Haga Initiative to be a communication platform that enables them to reach out with their experiences and achievements to a broader audience. However, they also acknowledged the possibilities for a knowledge exchange, but the sources of this were limited to other member companies, knowledge partners and NGOs. For this approach, the analysis outlined the flows of interactions between the network and its stakeholders. Figure 13 can therefore be used as a comprehensible outline of how it is possible to structure the work of a network. In addition to the empirically discovered approach, the focus on dialogue and symmetric information flows found in research literature open justifies attempts to revise the flows of interactions.

Moving on from the approach of the member companies, it is interesting to develop the nature of the network. An alternative approach would be a design of the work processes that downplays the individual achievements of member companies and instead opened up for dialogues both between member companies and external stakeholders. This is however not the only way to approach the climate issue.

By adding practical collaborations to the scope of the network, the previously discussed climate positive initiatives could extend even further and joint initiatives could develop between actors with similar or complementary activities and resources. These collaborations could range from more extensive projects to simpler creations of knowledge pools in important areas, such as transportation or energy. A contribution of this thesis is that not only other companies are to be considered actors, but also the perspective should be widened to include all stakeholders. By considering each group's drivers and constraints, as discussed in the analysis, valuable collaborations can be initiated. The task for managers becomes that of designing projects and processes that include and utilize these stakeholders.

7.2. Implications for Research

The merger of network and stakeholder theories applied in this study offers a useful approach to describing an issue of such complexity as that concerning the climate. By

expanding the network theory's definition of actors (Håkansson & Snehota 2006) to include all stakeholders (Donaldson & Preston 1995), the possibilities for collaborations increase and this enables an understanding for a multi-stakeholder setting. How collaborations can form in this setting can be described and understood through maintaining the network theory's focus on activities and resources. Adopting this view will help in understanding what motivates actions among stakeholders. The concept of a secondary network consisting of the external stakeholders expands the model of Murillo & Lozano (2009) of how network values are formed, through including drivers and constraints among all involved actors, not only those in the formal network.

7.2.1. Future Research

Looking ahead, the findings of this study can be expanded upon to design normative frameworks concerning the formation and development of climate networks. Especially the matter of how collaborations take place is of interest to develop in other settings, industries and geographical areas. Since the findings indicated a lack of stakeholder dialogues, there is room for more targeted studies in this area.

Although emphasizing transparency and openness, as is in line with CSR literature, there were few examples of dialogue between stakeholders and the network. It is interesting to look further into both the reasons behind this apparent lack, and the ways in which this situation could be improved. What is highlighted in this study is the strong correspondence between the member companies' views on the network's communication and the stakeholder response strategy (Morsing & Schultz 2006). This opens up for questions regarding what factors could drive a network toward a more inclusive approach towards its stakeholders. This type of research would be of value when focusing on individual companies as well.

The internal climate work of member companies is an area only touched briefly upon in this study. This area is therefore worthwhile to study more in-depth in connection with a company's participation in a network.

7.3. Limitations of the Study

By its nature, this case study carries with itself some limitations. The contribution of the study is aimed at developing a framework for understanding climate networks, and by extension CSR networks. The design and application of this are clearly motivated and easily replicable. The findings are however subject to the authors' interpretations and the

chosen sample of respondents. Measures have however been taken both to ensure saturation in the data collection and a transparency in the analysis.

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Appendix 1

Table 1: Glossary Shortlist

Abbreviation	Concept	Definition(s)	Relevance to member companies
<i>Specific</i>			
CSR	Corporate Social Responsibility	Several. Used in thesis: “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (Moir 2001)	Main conceptual focus of thesis. Most frequently used term by companies and organizations to define their climate, sustainability, and/or social actions.
CSR2	Corporate Social Responsiveness	"The capacity of a corporation to respond to overall social pressure" (Frederick 2006)	Used on occasion to define the attitude and strategic approach adopted by companies in relation to CSR and sustainability.
(SD)	Sustainable development	“Being able to meet the needs of the present without compromising the ability of future generations to meet their own needs” (World Business Council for Sustainable Development 1999, cited in Perrini 2006)	Alternative concept to the definition of CSR. Used by companies and organizations to broaden their climate, sustainability, and/or social actions and relate these to overall strategic operations and objectives.

<i>Measurement/ Reporting</i>			
GRI	Global Reporting Initiative	The Global Reporting Initiative (GRI) is a network-based organization providing global sustainability-reporting frameworks focusing on disclosure of environmental, social and governance performance. The Reporting Framework builds on set principles and performance indicators related to the three areas - Sustainability Reporting Guidelines (GRI 2011).	Used by many actors/stakeholders mentioned in this thesis (both internal and external) to report on environmental, social and governance performance.
GHG-Protocol	Greenhouse Gas Protocol Initiative	The Greenhouse Gas Protocol (GHG Protocol) is an international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. Its main emphasis is to generate credible and effective reporting programs for tackling climate change. In relation to management tools it also provides accounting frameworks for various GHG standards and programs built e.g. on ISO-standards. (GHG Protocol Initiative 2011)	Used by many actors/stakeholders mentioned in this thesis (both internal and external) to report on emission levels, and account for management practices related to environment and sustainability.
<i>Stakeholder</i>			
NGOs	Non-governmental organizations	Defined by the World Bank as: "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" (World Bank 2011, Operational Directive 14.70 - see NGO Research Guide.	Stakeholder group auditing companies/organizations and networks, including actors related to this thesis, based on their hands-on social and environmental performance.

BLICC	Business Leaders' Initiative on Climate Change	Organization focusing on CSR and sustainability in corporations through a network setting (BLICC 2003).	Predecessor of the Haga Initiative. Used to contrast, provide information to the current organization.
WRI	World Resources Institute	WRI spurs progress by providing practical strategies for change focusing on climate protection, markets and enterprise, governance, people and ecosystems (WRI, 2011).	Co-author of the GHG-Protocol guidelines/framework used by the organizations in the Haga Initiative to report their emissions.
WBSCD	World Business Council for Sustainable Development	A CEO-led association of more than 200 companies, from 30 countries and 20 industrial sectors, supporting business operations as a network with a focus on innovation and growth related to sustainable business development issues (WBSCD, 2011).	The Council provides a platform for companies to explore sustainable development, share knowledge, experiences and best practices, and to advocate business positions on these issues in a variety of forums, working with governments, non-governmental and intergovernmental organizations.
SEI	Stockholm Environment Institute	SEI is an independent international research institute engaging in environmental and developmental issues at local, national, regional and global policy levels.	Collaborative partner of the Haga Initiative in environmental and sustainability research.

<i>Other</i>			
ETS	The EU Emission Trading System	A mandatory system, initiated in 2005, based on the "cap and trade" principle which limits the total amount of greenhouse gases that can be emitted by factories, power plants and other installation system used by European companies. Companies receive individual emission allowances that can be traded after intended usage based on supply/demand principles in a market economy. The limit on the total number of allowances available ensures that the 'cap' lowers the overall emissions. Phasing out allowances step-by-step means reducing emissions on a yearly basis (EU Parliament, 2003).	A regulatory system affecting several industries and individual actors, in relation to this thesis, and their emission policies and environmental actions.
COP	Conferences of the Parties (COP)	The parties to the convention meet annually in discussions on mandatory legally binding updates of the 'protocols', that is the legally-binding Kyoto protocols that carries non-mandatory levels of reductions in emissions on national level. Since 1995 COP has tried to assess progress in dealing with climate change. (UNFCCC, 2010)	Relates to high emitting industries since a legislation or adoption of a new framework would have deep impacts on climate strategies.

Appendix 2

Table 1: Interview Guide

Stakeholder information

1. Describe your company's sustainability strategy
2. Which goals do you have for the company's and the network's sustainability work?
3. Briefly describe how you structure your sustainable activities? In relation to other actors?

Collaboration [Drivers and constraints]

4. What do you wish to accomplish with your membership in the Haga Initiative?
5. How do you view the collaboration with the other members of the network?
6. In what ways do you plan to participate in The Haga Initiative and its activities?
 - a. Meetings/telephone conferences
 - b. Network meetings
 - c. Roundtable discussions
 - d. Research collaborations
 - e. Seminars
 - f. Breakfast meetings
 - g. Lobbying
 - h. PR

Interaction

7. How do you interact/communicate your sustainable initiatives, both as an individual company and through Hagainitativet?
 - a. With/to consumers?
 - b. With/to customers?
 - c. With/to suppliers?
 - d. With/to employees?
 - e. Other groups?
8. Which target group do you view as the most important when communicating about environmental work, in particular in connection with the Haga Initiative?
9. What outcomes do you see as possible from interacting with the other members/stakeholders?
10. In what ways do you believe that you can benefit from implementing other member companies' sustainability practices in your own organization?
11. What would you say is the main difference(s) between BLICC and the Haga Initiative?

Appendix 3

Internal Interviews

Åsa Domeij, Environment and Social Responsibility Manager, Axfood AB, *Interview* [7/3-2011 – 14.30 -15.30]

Peter Bodor, Public Affairs & Communications Director, Coca-Cola Enterprises Sverige AB, *Interview* [16/2-2011 – 10.00 -11.00]

Johanna Schelin, Environmental Manager, Coca-Cola Enterprises Sverige AB, *Interview* [16/2-2011 – 10.00 -11.00]

Per Egstam, Managing Director, Tricorona AB, *Interview* [24/1-2011 – 09.30-10.30]

Nina Ekelund, Program Director, The Haga Initiative/Tricorona AB, *Interview* [24/1-2011 – 09.30-10.30]

Patrik Andersson, Environmental Manager, JM AB, *Interview* [10/2-2011 – 13.00 -14.00]

Tomas Eriksson, Public Affairs & Communications Director, JM AB, *Interview* [10/2-2011 – 13.00 -14.00]

Cecilia Udekwu, Director of Communications, Procter & Gamble Sverige AB, *Phone-Interview* [7/3-2011 – 16.00 -17.00]

Gunilla Blomkvist, Environmental Manager, Svenska Statoil AB, *Online-Interview* [11/2-2011]

Helena Fornstedt, Public Affairs & Communications Director, Svenska Statoil AB, *Online-Interview* [11/2-2011]

Peter Domini, Business Development Manager, Stena Metall AB, *Phone-Interview* [31/1-2011 – 14.00 -15.00]

Anna Denell, Development & Environmental Manager, Vasakronan AB, *Interview* [9/2-2011 – 14.30 -15.30]

Peter Östman, Communication & Public Affairs Director, Vasakronan AB, *Interview* [9/2-2011 – 14.30 -15.30]

Ulf Wikström, Environmental Manager, Fortum Värme AB, *Interview* [16/2-2011 – 14.30 -15.30]

Appendix 4

External interviews

Anonymous, Environment, Climate & Energy Expert, Sweden, *Interview* [15/2-2011 – 13.00 -14.00]

Pär Larshans, Chief Sustainability Officer, Max Hamburgerrestauranger AB, *Interview* [8/3-2011 – 12.00 -13.00]

Jonas Solchav, Environmental Manager- Group Corporate Sustainability, SEB, *Interview* [21/3-2011 – 15.00 -16.00]

Maria Sunér Fleming, Director Energy and Climate Policies, Confederation of Swedish Enterprise, *Interview* [18/3-2011 – 10.00 -11.00]

Inger Strömdahl, Director of Environmental Policies, Confederation of Swedish Enterprise, *Interview* [18/3-2011 – 10.00 -11.00]

Lars Hjalmered (M), Environmental Expert, Member of Parliament at Riksdagen/Swedish Parliament, *Interview* [18/3-2011 – 13.30 -14.30]

Maria Engvall, Environmental journalist/Researcher, Swedwatch Organization, *Interview* [2/3-2011 – 13.30 -14.30]

Jessica Henryson, Head of PR/Communication Section, Westander PR, *Interview* [9/3-2011 – 15.00 -16.00]

Appendix 5

Secondary Material

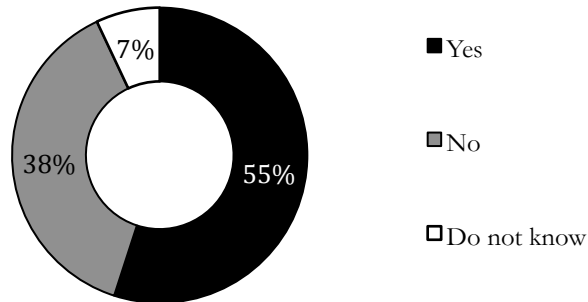
Organization	Focus	Link to Research	Published
<u>Nutek (SCB)</u>	CSR & Sustainability in SMEs. (Survey among 14.000 SMEs)	Provides an overview of how SMEs relate to CSR and sustainability. SMEs are important stakeholders given their size in the market place (99% of all companies are SMEs). Sustainable business development in SMEs thus has a major impact on society and this is relevant to our study as many SMEs are suppliers to large companies and also affiliated partners to CSR networks.	2002 (2003)
<u>Edelman</u>	Trust of brands + CSR practices (Survey, 23 countries, 5075 participants)	The survey develops an understanding for corporations' communication/CSR practices and their effect on associated brand attitude. Gives the possibility of comparing and contrasting domestic corporations (e.g. Swedish) with international peers. Main focus on medium-large corporations in several industries, similar to a network setting with several stakeholders.	2011
<u>Business Leaders Initiative on Climate Change (BLICC)</u>	Consumers & CSR. (Sifo-survey among 1.000 respondents)	BLICC is the predecessor of The Haga Initiative. Assesses the consumer perspective of corporations' climate work, CSR and sustainability efforts. As end-customers become increasingly aware of societal changes their attitude and demand for sustainability in products and services will be affected. Corporations and networks need to consider this stakeholder group, from both a sales perspective and a communicative perspective.	2010
<u>Näringslivets miljöchefer (NMC)</u>	Managers + CSR. (Survey among 119 managers of medium-large Swedish firms)	Measures attitudes and tendencies of managers in sustainable working environments. Addresses concepts and notions of e.g. resource allocation, communication, and cooperation, all common factors affecting networks.	2008 (2010)

Appendix 6

Consumer Graphs

Graph 1. Consumer Views on Products I

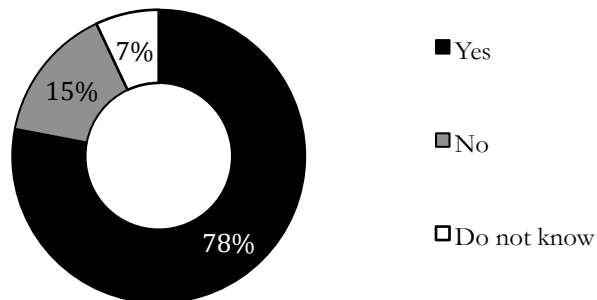
Have you ever disregarded a product due to its climate impact?



Source: BLICC SIFO survey 2010

Graph 2. Consumer Views on Products II

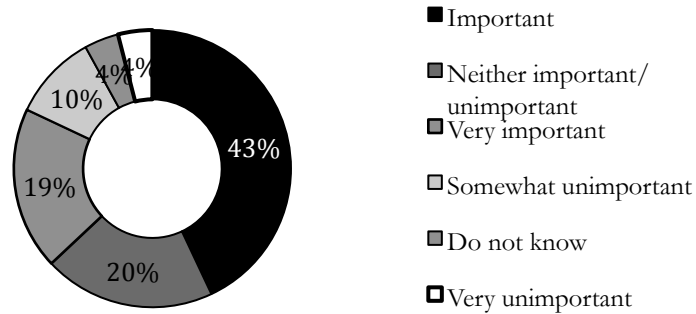
Are you prepared to pay more for sustainable products?



Source: BLICC SIFO survey 2010

Graph 3. Consumers' Purchase Decision

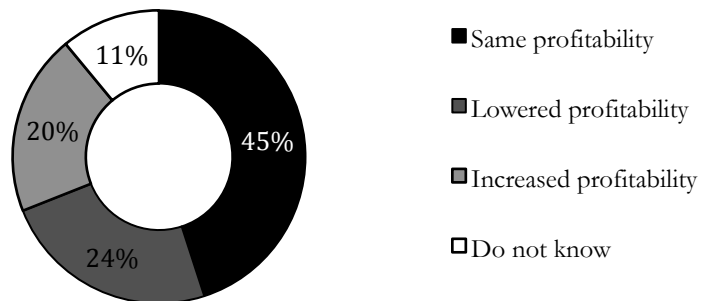
How important for your purchase decision is it that companies report their climate impact?



Source: BLICC SIFO survey 2010

Graph 4. Consumers' Views on Profitability

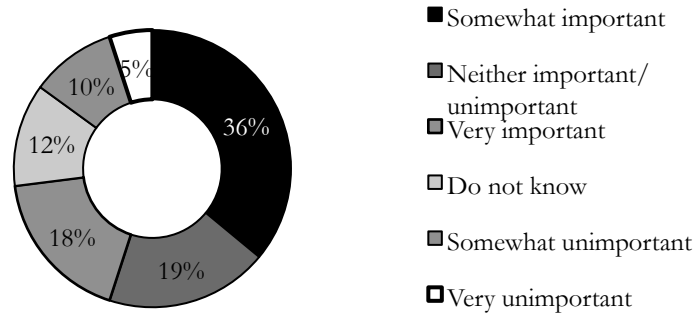
Is climate/sustainable strategies affecting companies' profitability?



Source: BLICC SIFO survey 2010

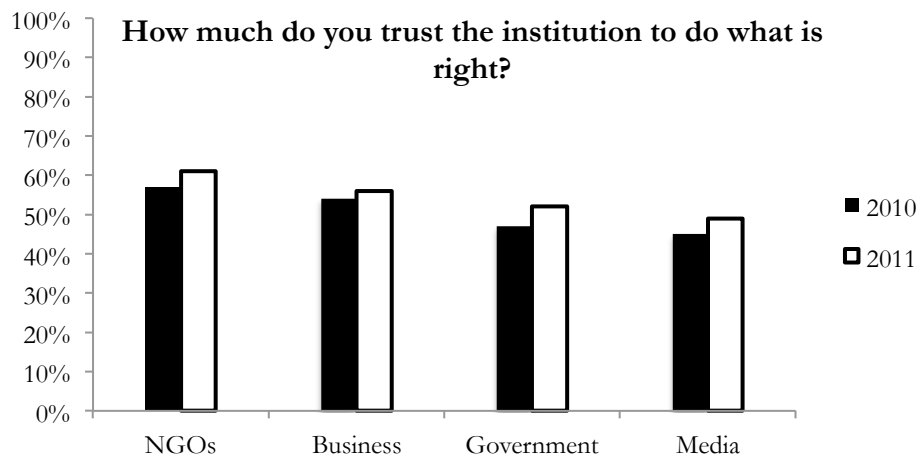
Graph 5. Consumers' Views on Employers

From an employer branding perspective, how important is a companies' sustainability strategy?



Source: BLICC SIFO survey 2010

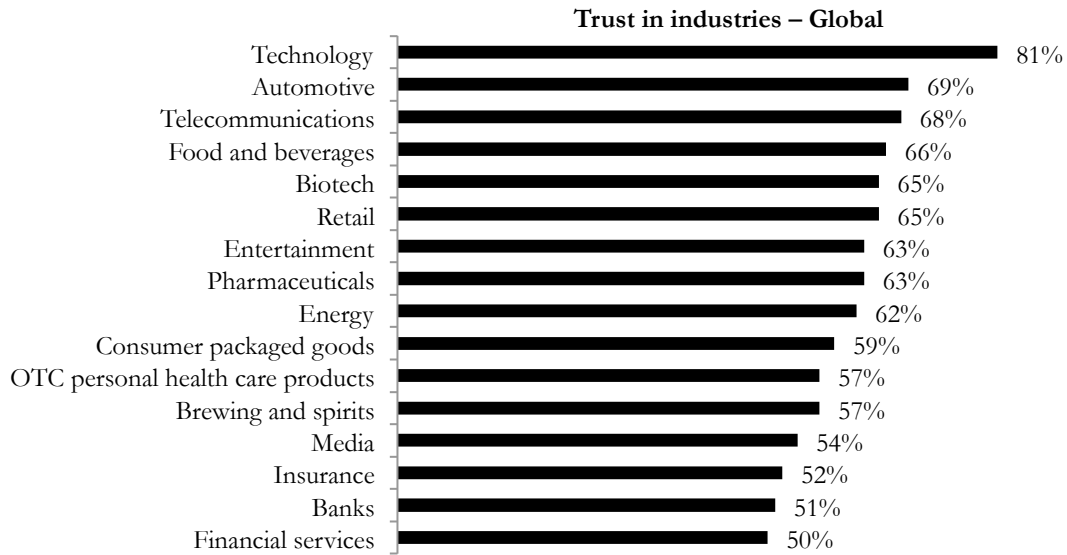
Graph 6. Consumer Trust



Source: Edelman Trust Barometer 2011

Graph 7. Consumer Trust for Industries

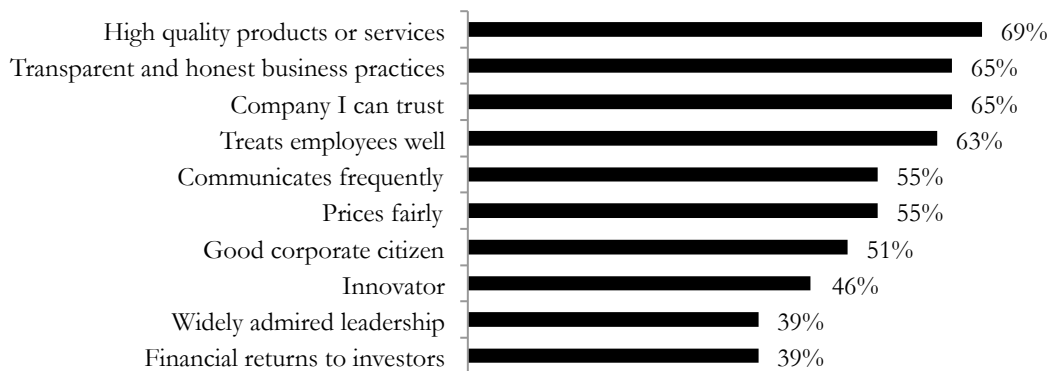
How much do you trust the following industries to do what is right?



Source: Edelman Trust Barometer 2011

Graph 8. Consumers' View on Corporate Reputation

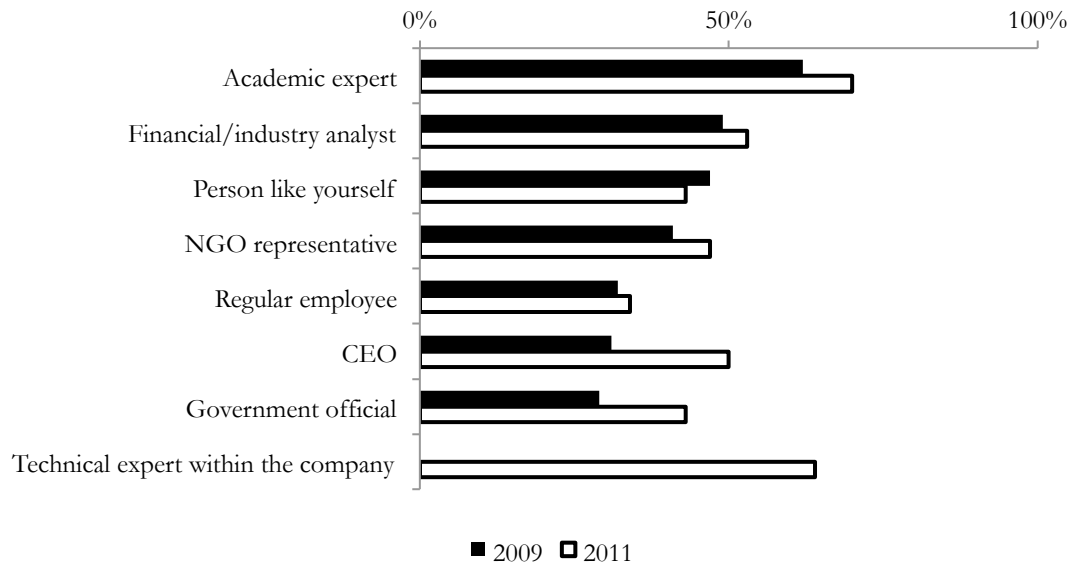
How important are these factors for corporate reputation?



Source: Edelman Trust Barometer 2011

Graph 9. Consumers' Views on Spokespeople

If you heard information about a company from one of these people, how credible would it be?



Source: Edelman Trust Barometer 2011