



**THE ROLE OF STAKEHOLDER KNOWLEDGE IN ACHIEVING SUSTAINABLE  
DEVELOPMENT GOALS: A MULTIPLE CASE STUDY**



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## **DECLARATION**

“No portion of the work referred to in this dissertation has been submitted in support of an application for another degree or qualification of this institution or any other university or other institution of learning.”

## ACKNOWLEDGEMENTS

After some intense period of three months, today is the day I can write this note of thanks, is the finishing touch on my Management Project. It has been a period of intense learning for me, not only in the scientific arena but also on a personal level.

Writing this Management Project has had a big impact on me, to undertake such a demanding project along with completing it with the stipulated period of time.

Firstly, I would like to thank my project supervisor \_\_\_\_\_ for his support, advise, patience and understanding during the process.

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I am deeply grateful to all of you because without you would not have been possible.

## **ABSTRACT**

This research examines the role of stakeholders' knowledge in achieving sustainable development goals (SDGs). For this purpose, both primary data in the form of interviews conducted on five Corporate Social Responsibility (CSR) managers of Multinational Companies (MNCs) and secondary data is used. The dissertation is divided into six major chapters. The literature review found that the knowledge of stakeholder along with the notion of corporate sustainability is important in facilitating overall sustainability in the long run.

There are also issues related to the stakeholder theory in the form of stakeholders having different needs and perspectives that might affect the sustainability process. However, the focus should be more on developing the sustainable goals along with communicating the same to the stakeholders. This can be further strengthened by using the stakeholder knowledge to address corporate sustainability along with working towards achieving the common idea of sustainability. The findings based on interviews revealed that the notion of sustainability had gained awareness and recognition in different companies.

Companies are even aware of the importance of stakeholders and accepted the fact that their knowledge is important in adding value to the business processes and activities. It was further found that regarding SDG, the usefulness of stakeholders' knowledge has not gained clarity, as companies are not aware of using them efficiently. The discussion found that stakeholders' knowledge is quite important in adding the element of sustainability but might not be fully related to the formulation and implementation of SDG.

This is mainly because of the conflict of interest among stakeholders. Also, the knowledge of all stakeholders might not be useful, as only selected stakeholders with relevant knowledge can be assumed as important in seeking their suggestions and advice.

Finally, it was concluded that the role of stakeholders knowledge is immense in achieving sustainable development goals but is also marred by a number of challenges and issues mainly related to cooperation

and coordination. It is important to create an environment where stakeholders are aware of their contribution and are motivated enough to support the sustainable development goals.



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## **LIST OF ABBREVIATIONS**

SDG- Sustainable Development Goals

MNC- Multinational Companies

CSR- Corporate Social Responsibility

UN- United Nations

UNDP- United Nations Development Programs

ICT- Information and Communication Technologies

NGO- Non Government Organisation

## CHAPTER-1: INTRODUCTION

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### **: BACKGROUND OF THE STUDY**

Sustainability has been coined as a key notion helping in creating short as well as long-term value in different environments (Bass, et al., 2012). Crane and Matten (2016) defined sustainability as a mean of achieving economic, social, and environmental value in the present as well as in the future. Over a period of time, there has been an increased awareness on sustainability and the same has been associated with a number of notions, beliefs, ideologies, and entities. Sustainability management is another notion that has gained great attention among business organisations. It is aimed at using sustainable practices that will help in benefitting the current as well as future generations (Haugh and Talwar, 2010). In regards to organisations, there is no possibility or assurance of continuing for an infinite period of time.

Aguayo (2009) stated that sustainability has been prevailing from last many years and there are a number of definitions helping in understanding the notion of sustainability. However, the most comprehensive definitions come from the Brundtland Commission Report of the United Nations (UN) in which sustainability has been defined as a development process that helps in meeting the present needs without comprising the ability of future generations to meet their needs in the future (Manns, 2010). However, there is a curiosity regarding why this notion of sustainability emerged and reached different parts of the world. Aguayo (2009) further added that during the incorporation of the National Environment Policy, the notion of sustainability was coined to the general public for fulfilling social, economic, and environmental requirements of the present as well as future.

The same notion was further pushed during the United Nations Conference on Human Environment where both the developed and developing nations talked about developing ways of conserving sources and resources helping in meeting the present as well as future needs and demands rationally (DeSombre,

2006). It was also found that the environmental issues might affect the prospects of sustainability and needs to be managed efficiently. Thus, it was found that sustainability needs to be managed from three dimensions in the form of social, environmental, and economic for facilitating long-term sustainability in the long run especially from companies point of view. This also means that, companies need to identify ways to which sustainability can be added to organisational and business processes. Pomeroy and Douvere (2008) in regards to sustainability stated that the Triple Bottom Line is one of the systems that is used by the businesses to analyse the profits being generated by them through sustainability solutions in a systematic way. This method is further based on looking beyond the traditional business line along with being critical towards business processes by incorporating social, environmental, and economic values. Regarding the social sustainability, the business benefits and profits are measured in human capital along with highlighting the social position within the local society. Haugh and Talwar (2010) further added that having fair and beneficial labour practices helps in creating social value for the business. It needs to be mentioned that corporate and labour interest are different and the two needs to be integrated for creating combined value. When employees and their expertise are used in business processes, then the only economic value is created. Thus, it can be said that the sustainability of any business is based on the effective utilisation of the labour forces (Koza and Lewin, 2000).

Choi and Wang (2009) further added that reasons behind focusing on sustainability are many, but the major reason has been in the form of managing business risks and focusing more on stakeholders. This is mainly because of the fact that a sustainable business is more likely to be a reality when stakeholders are happy and managed well. Freeman et al. (2007) further added that the stakeholder theory states that the major purpose of business is to create value for stakeholders and as value is created on a continuous basis, it leads to sustainability as expected. Bass et al. (2012) also added that stakeholders also need to be managed efficiently for adding a great deal of value logically. The Triple bottom Line approach also states that with less pressure on the environment, companies have more freedom and value associated to them. They will be in a position of adding value to the environment through effective control over the waste and emissions.

Regarding the economic sustainability, it is important to assess the impact on the economic environment along with identifying how well the business has been successful in contributing to the success of the economy. The usefulness of Triple Bottom Line is in the form of understanding the current position of the company in the business and social environment along with identifying ways to survive in the future. The major purpose of discussing the Triple Bottom Line is in the form of understanding the value of social sustainability that helps in adding a required degree of sustainability to business processes (Haugh and Talwar, 2010). Business processes are managed and run by the skills and expertise of people and stakeholders associated with companies help in the growth and development of the business through direct and indirect cooperation. Every stakeholder is different in nature and brings a different set of values and beliefs along with the knowledge that can be effectively used.

Defining stakeholders is quite important in understanding their worth in the business. Stakeholders can be defined as individuals, groups, or companies that have a keen interest in the business operations and processes of an organisation (Foo, 2007). Stakeholders can affect or be affected by the decisions and actions of organisations in the present as well as in the future. Eccles and Krzus (2010) further added that stakeholders are key people in the form of government, employees, customers, suppliers, shareholders, directors, creditors, unions, and different communities from where the business draws its resources. All stakeholders have different needs and scope that differ as per the business processes and activities. Employees will be having different needs and requirements considering the fact that they will be having a close association with their respective organisations whilst customers might not enjoy the same degree of association (Porter and Kramer, 2011).

Simnett et al. (2009) further stated that the stakeholder theory has a major relationship with social responsibilities in the form of social values. It is related to the social welfare of all the participants along with keeping ethics and economics integrated in order to achieve organisational goals and objectives. As per the stakeholder theory, organisations need to be operating for the benefits of all stakeholders and directors are accountable for it. This notion further forms twofold meaning in the form of organisations

not supposed to use stakeholders for benefitting them rather than making a profit and generating value for them (Partridge et al., 2005). Additionally, directors are also responsible to stakeholders along with systematically managing diversified set of stakeholders. Thus, it can be said that stakeholders are quite important for any company in fulfilling organisational goals and objectives.

Crane and Matten (2016) further added that without the support and cooperation of stakeholders, a business couldnot sustain for a long period of time as stakeholders are important in sharing new ideas, managing business activities, designing strategies, and implementing new ideas. However, stakeholders' management is another issue that needs to be addressed. Precisely, the current research work will be based on analysing the contribution of stakeholder knowledge for improving the sustainability management logically. There is no concrete evidence that the knowledge of stakeholder is important and the only factor in enhancing the sustainability management. There can be a number of factors, and there is no assurance whether stakeholder knowledge has the ability to add value to the notion of sustainability management.

Stakeholder's knowledge is one element that can be useful in adding value to the sustainability management in a desired and succinct way. Stakeholder knowledge has infinite usefulness and continuity that can be used to support business activities and processes in the present as well as in the future. In this regard, the major purpose of the research is to analyse the importance stakeholder knowledge in improving sustainability management along with contributing towards fostering sustainable development goals precisely (Gordon et al., 2003). There is no doubt that stakeholder knowledge is dependent on a number of internal and external factors, but the research work will be based only on the sustainability management. This also means that even though, there is a possibility of stakeholders' knowledge helping in contributing towards sustainable development goals, it is also important to have clarity on the kind and nature of goals. The next section presents a rationale for the research work in an illustrative manner.



Freeman et al. (2007) further added that as sustainability has a direct connection with stakeholder management, it is important to first discuss the sustainable development goals in a clear and judicious way. Around 194 countries of the UN General Assembly adopted the sustainable development goals (UN News Center, 2017). These goals are; no poverty, zero hunger, better health, quality education, gender equality, clean water, affordable clean energy, decent work, innovative and infrastructure, reduced inequalities, sustainable cities, responsible consumption, climate action, life below water, life on land, peace and justice, and partnerships for the goals. Choi and Wang (2009) further added that all these sustainable development goals important for any country in order to sustain sources and resources along with safeguarding the present as well as the future. Every organisation is responsible for fulfilling these goals, but it becomes difficult to achieve them single handedly (Foo, 2007).

This also means that stakeholders are the only medium through which such goals can be achieved in the short and long run. Porter and Kramer (2011) pointed that diversified set of stakeholders are responsible for managing various interests of companies along with helping in achieving such goals. Organisations achieving all sustainable goals within a specific period of time can be assumed as quite beneficial from organisation and society point of view. However, continuous support and cooperation of stakeholders are required to create long-term value. It was found that without proper knowledge and expertise, stakeholders cannot contribute to achieving the stated goals. This also means that stakeholder knowledge becomes quite important in terms of facilitating and accomplishing the sustainable development goals. This is where proper research and understanding is required to understand the role of stakeholder knowledge in managing sustainability (Post et al., 2002).

## **: RESEARCH RATIONALE**

The rationale for the research is based on the notion that different research works have been dedicated to the analysis of stakeholder management and to an extent on stakeholder knowledge. At the same time, different research works have been conducted in regards to sustainability management. However, there is an absolute dearth of research works in regards to the stakeholder knowledge helping in facilitating sustainable development in the long run. Another rationale can be in the form of the existing literature gap as not many academicians and researches have focused on the ascertaining the relationship between these two notions. It needs to be stated that there is also no accurate data and information confirming the fact that sustainable development and management is credited to stakeholder knowledge. However, there is a possibility of the same considering the fact that knowledge is important in facilitating any kind of development.

The research study has concentrated on a research topic that will help in filling the literature gap along with adding value to the existing literature. This research work will further help in understanding the positive or negative relationship between stakeholder knowledge and sustainable development and management judiciously. The research study feels that until and unless, there is a direct involvement of stakeholders in the research work, it becomes difficult to ascertain their knowledge and contribution in facilitating sustainability. Overall, it can be said that the rationale for the research is based on filling the literature gap that is evident from little research work being conducted in regards to the purposed research topic.

## **: RESEARCH AIM AND OBJECTIVES**

This dissertation aims to identify the key stakeholders of organisations and to examine in what way these stakeholders influence the sustainability management of organisations. Further, this study strives to explore the importance of stakeholder knowledge in developing sustainable development goals.

### **Research Objectives**

The four research objectives are in the form of developing a framework where stakeholder knowledge can be applied in sustainability management followed by identifying key stakeholders that affect the sustainability development of organisations. The third research objective is to empirically examine associations between different types of stakeholder influences and different types of sustainability practices adopted by organisations followed by the fourth one in the form of assessing the importance of stakeholder knowledge in developing sustainable development goals (SDG).

### **: RESEARCH QUESTIONS**

As the research topic is based on assessing the impact of stakeholders' knowledge in achieving sustainable development goals. The research questions revolve around stakeholder knowledge and sustainable development goals. These two areas require a further underpinning. The first research question is to analyse how stakeholder knowledge can improve sustainability management in organisations. The second research question is based on how to develop goals for sustainable development while using stakeholder knowledge.

### **: STRUCTURE OF THE DISSERTATION**

#### **Chapter-1: Introduction**

This chapter presents background information on the research along with discussing the rationale, aims, objectives, and research questions.

#### **Chapter-2: Literature Review**

The chapter presents an overview of stakeholder theory, corporate sustainability, the influence of stakeholders on sustainability, stakeholder sustainability knowledge management model, how stakeholder

theory contributes to sustainability management practices, and sustainable development goals in a clear way.

### **Chapter-3: Research Methodology**

The chapter will present an overview of the methodology along with discussing how the chosen set of the methodology will be helpful in garnering data and analysing the same logically.

### **Chapter-4: Data Analysis**

The chapter presents an analysis of the interview data in a qualitative way by identifying key themes based on the interview questionnaire. This will be based on the views and opinions of the interviewees.

### **Chapter-5: Findings and Discussion**

The chapter presents the association between the findings of the primary and secondary data. Interview findings will be related to the findings of the literature review critically to reach towards a better conclusion.

### **Chapter-6: Conclusion and Recommendations**

The chapter presents a summary of findings along with highlighting ways to improve the sustainability of organisations.

## **: SUMMARY**

The chapter presents an overview of the research topic along with discussing the background. It was found that the association between stakeholder knowledge and sustainability management is yet to be ascertained as not many research works have been conducted around the same. This has been the biggest motivation behind conducting this research, and relevant aims and objectives along with ways of dealing with the research issues have been discussed in the chapter. The next chapter presents an analysis of the appropriate and relevant literature that will further help in addressing the research issues and questions.

## **CHAPTER-2: LITERATURE REVIEW**

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### **: INTRODUCTION**

The chapter presents an overview of stakeholder theory, corporate sustainability, the influence of stakeholders on sustainability, stakeholder sustainability knowledge management model, how stakeholder theory contributes to sustainability management practices, and sustainable development goals in a systematic way.

### **: STAKEHOLDER THEORY**

The traditional definition of stakeholder is any group or individual having abilities or capabilities to affect or get affected by the objectives and achievements of organisations (Agle, et al., 2008). The general idea regarding stakeholder concept revolves around what organisations should be and how they should be conceptualised. Organisations need to think themselves as a group of stakeholders with the major purpose of fulfilling their needs, demands, and interests in a thoughtful way. The stakeholder management is a task mainly conducted by the managers of organisations (Brockett, 2012). There is no doubt that the definition of stakeholders and the purpose and character of organisations has changed along with being unclear in the literature. It has also changed to a great deal in last few years. Freeman (2004) is assumed as the father of stakeholder concept, but even he has changed the definition of stakeholders in last few years. In his last publication published in 2004, he added that stakeholders are those groups of people playing an important and vital role in the success and survival of any corporation. He further stated that, stakeholders and their activities along with their knowledge should be used by the management for the further growth and development.

There is no doubt that there are a number of stakeholders in the form of customers, media, competitors, business partners, suppliers, Non Government Organisations (NGOs), finances, government, regulators,

and policy makers. Even managers are assumed as stakeholders, but there is a disagreement among academicians in this regard (Carter, 2011). Freeman (2010) assumed managers as stakeholders having a great deal of potential to help in the management of corporations. On the other hand, Jensen (2001) considered managers as referee between the investors and employees. Khan et al. (2016) mentioned that the rise and introduction of stakeholder theory are credited to Richard Freeman who popularised the concept of stakeholder theory in his publication “Strategic Management” in 1984 by defining stakeholders from companies’ point of view.

His work was largely based on the pioneering work done at the Stanford Research Institute in 1960. Luchs et al. (2010) contradicted by adding that the notion of stakeholder theory was prevailing from last many years as Dodd (1932) mentioned that there were companies busy in identifying groups affecting their operations and categorised them into the customers, the general public, employees, and managers. Thus, the notion of stakeholder theory was prevailing but not popular until Freeman defined it illustratively. Further findings revealed that the thoughts and principles of stakeholder concept are known and assumed as a part of normative stakeholder theory in literature. There are a number of approaches towards the stakeholders’ theory, and another one is in the form of descriptive approach whilst the last one is in the form of instrumental stakeholder theory. The use of normative, instrumental, and descriptive stakeholder theory has further defined the purpose and approach of stakeholder theory precisely (Ng et al., 2015). The stakeholder theory view of the firm has been explained below by identifying key stakeholders using the below figure-1.

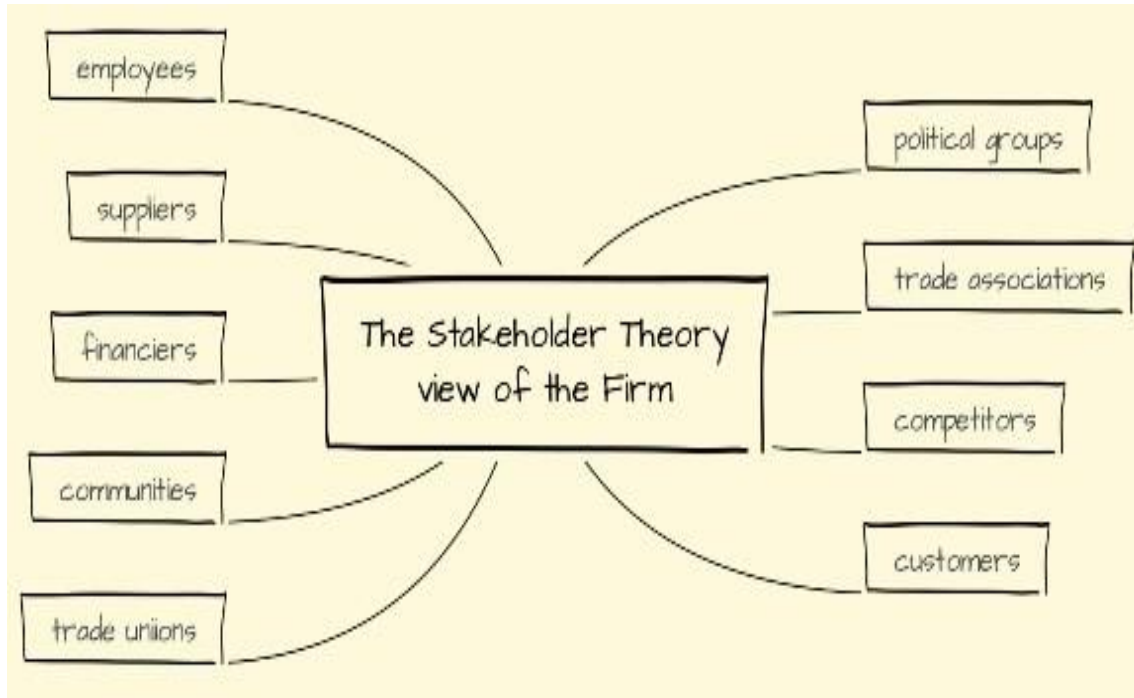


Figure 1: Stakeholder Map

Reference: Stakeholder Map (2016)

**Normative Stakeholder Theory**- the major purpose of the normative theory was based on answering the question in regards to the responsibilities of companies towards the stakeholders. This theory also revolved around asking questions in relation to the responsibilities of companies in taking care of the interest of stakeholders. Porter and Kramer (2011) added that normative stakeholder theory is related to the moral, values, and ethics and termed it as the core of the stakeholder theory. Rezaee (2014) supported this argument by adding that stakeholders having a legitimate interest in companies have intrinsic value. However, this idea was contradicted by Freeman in the form of assuming an intrinsic value as a separation between the ethics and economics (Freeman, 2004).

This idea was further supported in another finding, where it was found that the relationship between firms and stakeholders are based on moral values and commitments, but there should be a separation between

the ethics and economics of organisations (Schreck, 2011). However, this idea was contradicted by Weber (2008) in the form of assuming the relationship between stakeholders and firms as valuable reflecting the organisation's value and ethics. Overall, it can be said that the normative stakeholder theory highlights the ethical and commitment relationship between the firms and stakeholders.

**Analytical Theory-** In the beginning, it was stated that the analytical part of stakeholder theory is concerned with the instrumental and descriptive approach. The descriptive theory discusses how managers deal with stakeholders along with representing their interests whilst the instrumental theory deals with examining the connections between the stakeholder management and achievement of various corporate governance goals. Both of them have been explained as a part of the analytical theory. Freeman (2004) believed that the firm is supposed to be the nexus of interests of various stakeholders and the same vision has been supported by Clarkson (1995), Jones (1995), and Mitchell, Agle and Wood (1997). The further argument stated that that it is important for the firms to identify important and negligible stakeholders in order to limit the number of stakeholders along with making sure that important stakeholders and their interests are taken care of systematically (Friedman et al., 2006). Clarkson (1995) supported this notion by adding that there should be primary as well secondary stakeholders and the management needs to identify them based on their value and contribution to the firm. Further findings added that stakeholders are either compatible or incompatible or necessary or contingent (Friedman and Miles, 2001).

In this regard, necessary and compatible stakeholders should be given primary attention, and their interests need to be fulfilled, as they are more valuable and important compared to the incompatible and contingent stakeholders. It was pointed that stakeholders have a role to play in the growth and development of any organisation, but not all stakeholders play the same role. This also means that identifying the important and primary stakeholders is important from stakeholders' point of view. It is also important from stakeholder management point of view along with managing stakeholders efficiently (Wang and Ahmed, 2007). Sharma and Henriques (2005) further added that stakeholder management might lead to organisational sustainability, but this notion needs to be addressed critically for the further conclusion. Overall, it can be said that the stakeholder theory is useful regarding understanding the usefulness and



importance of stakeholders along with identifying their interests and conflicts that are important in the present and future development of organisations. The below image shows the stakeholder model and different theories associated with the same that have been discussed above. The figure-2 below sums up the theoretical part in a picture.

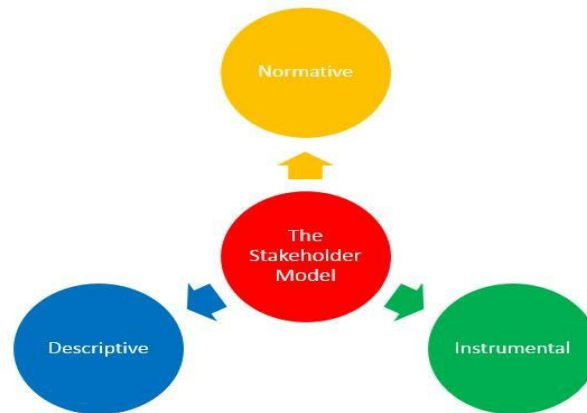


Figure 2: Stakeholder Model

Reference: Stakeholder Map (2016)

## **: CORPORATE SUSTAINABILITY**

Bansal (2005) stated that the concept of corporate sustainability could be assumed and viewed as a corporate management paradigm. This notion is an alternative to the traditional growth and profit-maximisation model. This model believes that corporate growth and profitability is important but alongside, societal goals especially those leading to sustainable development are more important. These goals are often related to social justice and equity, environmental protection, and economic development in short as well as in the long run. The notion of corporate sustainability borrows elements from different concepts like sustainable development, stakeholder theory, corporate social responsibility (CSR), and corporate accountability theory (Bowen, 2007). Clemens (2006) further supported this argument by adding that the success and implementation of corporate sustainability are majorly based on these four broad concepts. The notion of stakeholder theory has been discussed in detail in the previous section and thus will be eliminated in this section, but the other three models will be discussed to define the idea of corporate sustainability.

### **: Sustainable Development**

Darnall et al. (2010) defined sustainable development as a broad concept that balances the need for economic growth, environmental protection, and social equity. Delmas (2001) further added that sustainable development revolved around meeting the needs of present generation without compromising the ability of future generations to meet their needs and demands. It can be further defined, as a process of change where the direction of investment, technological development, and wide arrays of institutional changes enhance the prospects of meeting present and future needs.

The sustainable development combines the social justice, environmental justice, business management, law, politics, democracy, fairness, and other societal concepts in a meaningful way. There is no doubt that

the notion of sustainable development has always been associated with the governments making them liable for all sorts of social and environmental development initiatives (Clemens, 2006).

However, corporations also need to pay equal attention regarding creating a balance between the economic initiatives, environmental protection, and social equity. This is mainly because of the fact that organisations have been responsible for some of the unsustainable practices like harm to the environment through business processes and activities and they have access to resources necessary to deal with such issues in the long run (Freeman, 1999).

Pelozo (2008) argued that supporting economic initiatives might be the primary objectives of organisations, but they also need focus on environmental and social necessity judiciously. Powell (2005) pointed that the contribution of sustainable development towards the corporate sustainability is in the form of setting focus on key areas like environmental, social, and corporate along with offering a societal goal to organisations that are important in facilitating the overall sustainability in the long run.

Few scholars disagreed to an extent by adding the sustainable development itself did not offer necessary arguments regarding companies addressing such issues (Sun and Anderson, (2010). This came mainly from the CSR and stakeholder theory that has been discussed as follow.

### **: Corporate Social Responsibility**

Weber (2008) further stated that like sustainable development, CSR has also emerged as a broad concept dealing with the role of business within the society. The CSR notion is based on the idea that corporations have ethical obligations to address the needs of the society rather than just fulfilling the needs and demands of stakeholders. The concept has been debatable because it fails to explain the extent to which corporations are supposed to address the social needs. The emergence of CSR is quite an old phenomenon and can be traced way back in the early 50s when the role of business in the society was not sure (Schreck, 2011). A number of academicians have defined the role of CSR and ethical responsibility associated with the same along with stating that it should be an important part of any corporation's objectives. Rezaee

(2014) further added that the arguments in favour of CSR and ethical responsibility drew attention towards four major philosophical theories.

: ***Social Contract Theory***-Khan et al. (2016) added that this theory is based on the notion that society consists of implicit and explicit contracts between institutions, organisations, and individuals.

Such

contracts evolved so that the exchange between these parties could facilitate trust and harmony. Thus, this theory believes that corporations entering into such contracts with a number of members of the society receive resources and societal approval to operate within the society for the exchange of good and modest behaviour. It was contradicted by adding that there is no verbal or written agreement or contract, as such and thus it should not be assumed as the only way of facilitating CSR within the society (Weber, 2008).

: ***Social Justice Theory***- this theory can be assumed as a contrasting view of the social contract theory focusing more on the fairness and distributive justice. Freeman (2010) stated that the social justice theory is based on the distribution of power, wealth, and other intangibles in a fair and equal manner. Distribution of such intangibles is quite tricky as fair distribution is important rather than offering benefits to only powerful and wealthy individuals of the society. Thus, managers need to ascertain how such goods can be distributed equally among different people in the society.

: ***Rights Theory***. This theory is related to the meaning of rights that include the basic human rights and property rights. Bowen (2007) believed that the property rights could not override the human rights. This means that even though shareholders of companies have basic property rights but this does not give them rights to override the human rights other stakeholders mainly employees, local community, and customers as a whole. The rights of stakeholders need to be protected and should not be surpassed at the cost of fulfilling certain property rights (Jones, 1995).

: ***Deontological Theory***. Freeman (2004) further added that this theory deals with the belief that everyone including the managers has moral duty and responsibility to treat everyone with due respect along with listening to their needs and demands. Overall, it can be said that the concept of CSR is quite useful regarding offering ethical arguments in regards to why managers should work toward the

sustainable development. Brockett (2012) further believed that our society, in general, believes that sustainable development is an important goal; organisations have ethical obligations in order to help the society in moving in the right direction.

### **: Corporate Accountability**

Another key concept in regards to corporate sustainability is in the form of corporate accountability. Eccles et al. (2011) stated that accountability is the legal and ethical responsibility related to holding someone acceptable for some actions. There is a difference between accountability and responsibility as the latter is concerned with the one's duty to act in a required way whilst the former is related to the one's duties requiring justification (Gibbons, 2010).

Hsieh (2009) further added that in the corporate world, there are a number of accountability relationships but the most important one is a relationship between the shareholders and corporate management. This relationship is further based on the agency theory where Jensen (2012) believed that the corporate management is the agent and shareholders are principles and principal entrusts the agent with his capital, and the agent is responsible for making ideal use of the capital in the best interest of the principal.

Companies are a number of contracts with a number of stakeholders that define such accountable relationships. Proponents of social contract theory believe that corporates are given licenses and contracts in exchange of good behaviour along with being accountable to the society. The major contribution of corporate accountability theory to the discussed corporate sustainability is in the form of defining the nature of the relationship between managers and rest of the society (Kitzmueller (2012). It also sets out the criteria in terms of why companies should report on their social, economic, environmental, and financial performances. Marquis (2011) stated that corporate sustainability had been an emerging corporate management paradigm by emphasising on other key performances like social and environmental other than the economic performance.

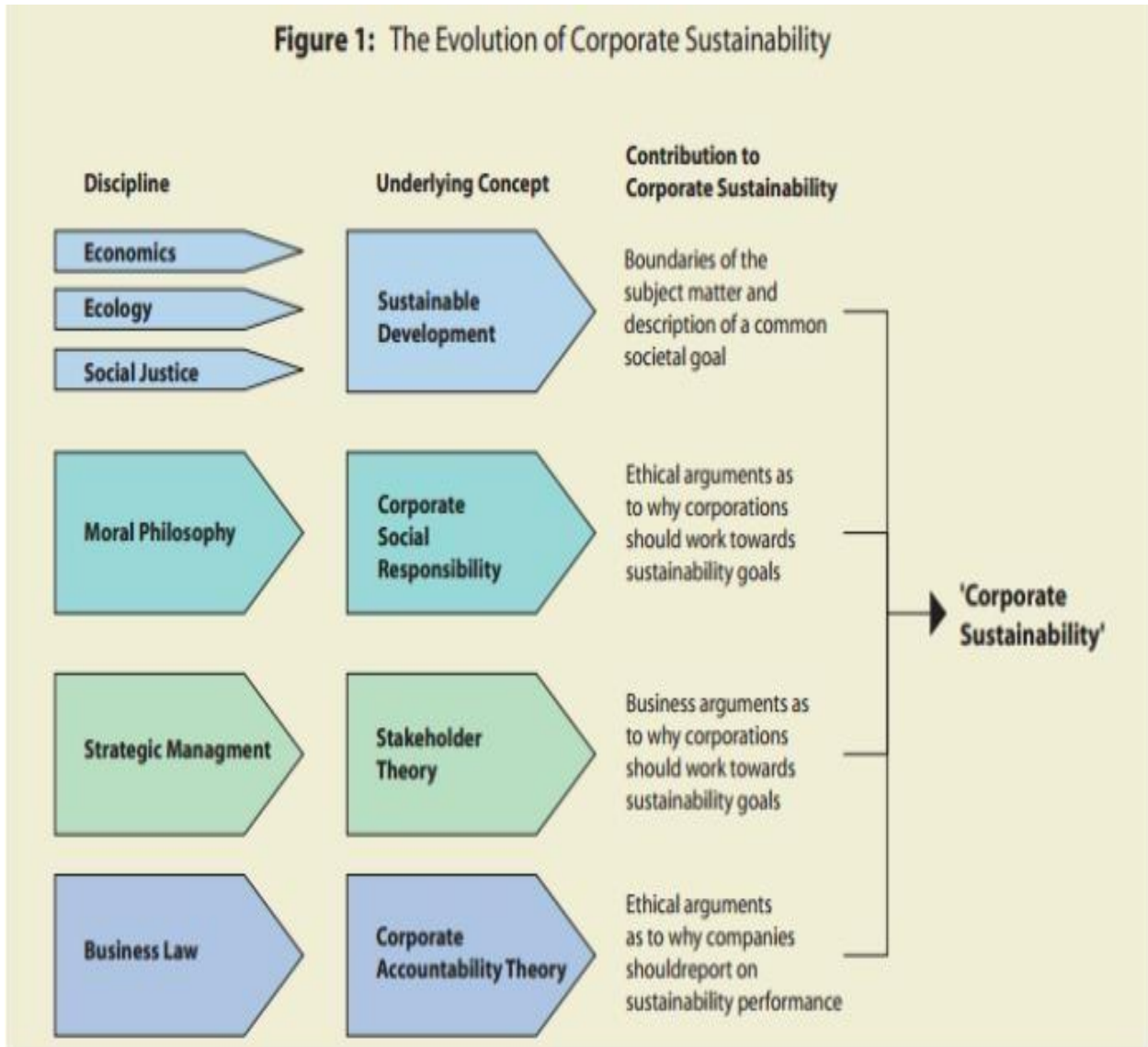


Figure 3: Corporate Sustainability

Reference: Wilson, M (2015)

The above picture (Figure-3) clearly displays the evolution of corporate sustainability by discussing the underlying concepts of corporate sustainability along with discussing the contribution to corporate sustainability.

Opponents of corporate sustainability believe that the only purpose of business is to create value for stakeholders. However, such ideas do not prevail in today's environment, as companies need to focus on

other social and environmental aspects in order to remain sustainable in the long run. This discussion showcased the fact that CSR is important in setting ethical requirements regarding sustainable development and stakeholder theory sets business arguments in terms of why corporations should work towards such goals in a decisive style (Stavins, 2011).

It can be further said that not all companies have been following the path of sustainable development, but there are a number of companies being dedicated in terms of enhancing the social, environmental, and economic aspects in order to remain sustainable. Gibbons (2010) further added that this sustainability would be further enhanced if stakeholders are willing to offer their support to companies conducting their business operations in the required spirit of sustainability. Jensen (2012) further questioned the participation of stakeholders in terms of improving the sustainability. There is no doubt that the segregation of stakeholders in regards to primary and secondary stakeholders has been discussed in previous sections.

However, there is no viability and information on how they can be used and in what manner and frequency. Stavins (2011) further added that sustainability is a process that requires long-term goals; support, cooperation, and coordination and stakeholders are an important part of the entire sustainability process. Until and unless, there is clarity on their participation and role, it will be quite difficult for the majority of the organisations to explore the notion of corporate sustainability in the competitive business environment. The next section discusses the influence of stakeholders on sustainability practices.

#### **: INFLUENCE OF STAKEHOLDERS ON SUSTAINABILITY PRACTICES**

Freeman (2004) stated that different stakeholders use different kinds of influence strategies to affect the performance of companies along with sustainability practices. These influence strategies are mainly termed as the function of the resource dependence mainly between the stakeholders and organisations. In terms of low interdependence or stakeholder power, a number of stakeholders mainly NGOs and wide arrays of local communities might use withholding strategies in order to influence the organisations and

their sustainability strategies (Bansal, 2005). Pelozo (2008) further argued that in case of high interdependence, stakeholders might opt for different usage strategies. It can be further said that withholding strategies are more likely to be obnoxious in nature along with confrontational in approach leading to protests and blockages.

This also means that the actions of stakeholders might affect the sustainability practices of firms either positively or negatively. Blockages and protests often lead to a negative influence on the sustainable development leading towards little work in regards to facilitating a sustainable task and practice. Sharma and Henriques (2005) further added that usage strategy are collaborative in nature that means management can use their suggestions in terms of determining whether they are helpful or not. Powell (2005) pointed that stakeholders influence the majority of the business strategies that means economic benefits are majorly based on the cooperation and coordination of stakeholders. This also suggests that social development is also based on the support of stakeholders. If stakeholders are willing to use a collaborative approach, companies might find themselves in a favourable position leading to the accomplishment of sustainable goals and objectives in the long run (Friedman and Miles, 2006).

Delmas (2001) further pointed that learning ability of stakeholders also influences the organisational sustainability. However, organisations need to promote the learning culture along with allowing stakeholders to share their learning in an open and honest manner. Wang and Ahmed (2007) disagreed with this notion by adding that continuous efforts in regards to individual and group learning might be counter-productive if organisations do not have the capacity or strategies to absorb or utilise it rationally. Stakeholders have multiple knowledge avenues, but if organisations are not open in using those avenues, there will be a negative influence on the sustainability. The whole idea of stakeholder influence is based on the premise that their knowledge and participation either leads to sustainability or chaotic situations (Carter, 2011). Clemens (2006) further added that when stakeholders are allowed to share their learning and knowledge, it can lead to wide arrays of development.



However, Freeman (2010) contradicted by adding that stakeholders' knowledge needs to be integrated well in order to create a situation that will be favourable rather than contradictory and contrasting. If customers in the form of stakeholders reject a product, there is no doubt that this would lead to economic loss and lack of economic sustainability. The same goes with customers being stakeholders degrading the environment using non-environmental friendly activities like throwing plastics being manufactured by companies for packaging. This requires support and cooperation in order to facilitate social development. Overall, it can be said that the influence of stakeholders on sustainability practices can be high or low depending on the learning and participation of stakeholders. This also means identifying primary stakeholders and using their skills and knowledge to facilitate sustainability in a positive way.

#### **: STAKEHOLDER SUSTAINABILITY KNOWLEDGE MANAGEMENT MODEL**

Cronin (2011) added that there is no universally accepted definition of knowledge management and this has resulted in a number of views and opinions regarding the same. A number of academicians have identified knowledge management in a number of ways resulting in various models of knowledge management within different corporations. Karmzadegan et al. (2011) added that information and data management is assumed as an important part of knowledge management, but it includes a number of broader issues like integrating organisational processes seeking synergistic amalgamation of data and information and innovative and creative aspect of human beings. Knowledge management is a managerial approach towards collecting, processing and organising knowledge oriented data helping in taking wide arrays of business decisions in a succinct way (Kuah, 2011).

Mahdi et al. (2011) further argued that knowledge is gained from multiple sources and often internal and external sources play an important role. Internal knowledge is gained from employees, suppliers, and managers whilst external knowledge is gained from customers, competitors, government, and policy makers. It needs to be mentioned that all of them are stakeholders who help in building and systematically sharing knowledge. Stakeholders' knowledge can be assumed as the most important tool in facilitating

sustainability. This also means that effective utilisation of stakeholders' knowledge is quite important in order to deal with sustainability issues. The stakeholder sustainability knowledge management model is based on using the knowledge of stakeholders efficiently in order to lead sustainability in the business processes along with leading social and environmental sustainability (Mishra, 2011).

Revilla et al (2010) added that there are a number of stakeholders within the business and identifying the primary stakeholders is the first task towards the stakeholder sustainability knowledge management model. The biggest challenge remains in terms of processing the knowledge gained from stakeholders in an efficient and creative style. There are a number of firms not being able to manage and create stakeholder knowledge that further leads to sustainable knowledge development (Cronin, 2011).

Mishra (2011) pointed that even though the benefits and advantages of knowledge management are well known in terms of gaining competitive excellence and edge, there remains issues in terms of using them efficiently leading to sustainability in the business processes. Kuah (2011) further stated that organisations mainly use stakeholders' knowledge with the assumption of enhancing the organisational effectiveness and efficiency but fail to use it in a sustainable way. Stakeholders' knowledge management is a complex task requiring an understanding of the stakeholders along with management of knowledge and information efficiently. However, at times, organisations fail to realise the importance of primary stakeholders and lose on to their effective knowledge that would have been helpful in adding value to the sustainability model in the present as well as in the future (Stavins, 2011).

Studies have identified the fact that there is a close association between knowledge management, stakeholder management, and triple bottom line (Mahdi et al., 2011). Herciu et-al. (2011) proposed a behavioural model related to the management that showcases the synergy between the knowledge management and triple bottom line.

It shows that triple bottom line and knowledge management results wide arrays of knowledge that is basically eco-knowledge, socio-knowledge, and ecological-knowledge. This also helps in increasing the

competitiveness and sustainability systematically. Sharma and Henriques (2005) further added that there are a number of stakeholders in the form of social stakeholders, economic stakeholders, and environmental stakeholders and knowledge gained from these stakeholders are categorised into the social knowledge, economic knowledge, and environmental knowledge. Knowledge management and triple

## Stakeholder Importance Ranking

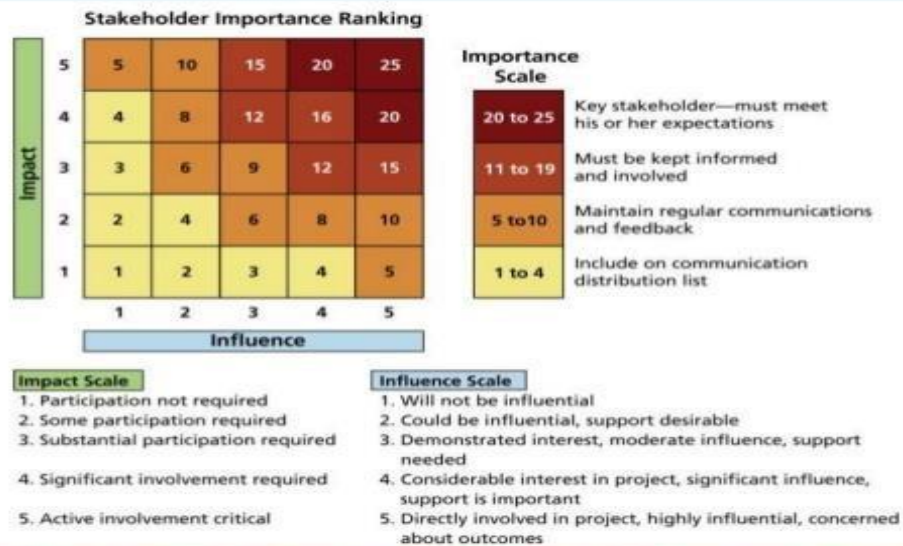


Figure 4: Stakeholder Importance Ranking

Reference: Slideshare (2016)

Bottom line offers great tools to managers in order to manage corporate sustainability coherently. There is little doubt over the importance of stakeholders and stakeholders' knowledge management being an intangible good has the potential to benefit organisations by integrating knowledge for taking sustainable

actions (Delmas, 2011). The below mentioned model (figure-4) states how the ranking of stakeholders is important in managing them.

### **: STAKEHOLDER THEORY CONTRIBUTING TO SUSTAINABILITY MANAGEMENT**

The basic premise of stakeholder theory is based on the notion that companies need to have a robust relationship with stakeholders in order to meet business objectives along with adding the element of sustainability (Clarkson, 1995). Freeman (2004) further supported this argument by adding that poor relationships with stakeholders often lead to hurdles in achieving the organisational objectives. Delmas (2001) further added that strong relationships are based on the pillars of trust, cooperation, and respect. This also means that managing stakeholders is not only a complex task but the most important task in terms of adding required value to the business. Freeman (2010) mentioned that unlike CSR that is majorly based on a philosophical notion, stakeholder theory still remains a strategic management concept.

The major purpose of stakeholder theory is to determine the usefulness of stakeholders along with helping corporations in strengthening their relationships with them. This often helps in gaining great deal of stakeholder knowledge along with developing competitive advantage in the long run. Wang and Ahmed (2007) stressed on the fact that identifying stakeholders remain the biggest challenge as therein no set criteria to identify stakeholders. There must be something in order to differentiate stakeholders from non-stakeholders systematically. It needs to be mentioned that companies are not fully equipped with strategies in order to deal with stakeholders. This makes stakeholder management a critical task (Clemens, 2006). On top of that, it is important to utilise their knowledge of competitive benefits and advantages in the long run. Agle et al. (2008) further added that stakeholder theory is a vast field where the first question revolves around who are stakeholders and how they can be used in the sustainable development.

As companies have ethical responsibilities towards stakeholders, they work for mutual benefits and advantages. In addition, they also need to fulfill social, economic, and environmental goals in a systematic

manner. The element of CSR and sustainable development are quite useful in engaging stakeholders for achieving sustainability. However, the biggest issue remains in the form of understanding stakeholders. Porter and Kramer (2011) mentioned that stakeholder theory contributes to the social, economic, and environmental sustainability. This happens when stakeholders help in social, economic, or environmental development in a cooperative way. Sustainability management is a process that is based on effective utilisation of knowledge, skills, and expertise. The biggest benefit of stakeholder theory is in the form of identifying business sustainability and social sustainability through the CSR and corporate accountability (Jensen, 2001).

It needs to be stated that both are associated with the stakeholder theory and helps in developing a sustainable environment. The CSR approach is useful in facilitating the societal goals rather than concentrating only on business and economic goals. This also helps in fulfilling the social goals and objectives rationally. Another key contribution of stakeholder theory is in the form of holding people and process accountable for value creation process. This means that corporate accountability is the legal and ethical responsibility to hold someone acceptable for some actions along with being ethical and responsible. This makes business processes ethical and sustainable in the long run. Bowen (2007) stated that even though, stakeholder theory has caused debates in the form of identifying stakeholders, it remains one of the key concepts that helps in adding the element of sustainability in business processes.

Pelozo (2008) pointed issues related to developing strategies in terms of dealing with stakeholders. It was found that even though main stakeholders are identified, there remain challenges in identifying ways to address their issues and concerns. This is a key challenge mainly because of the fact that different stakeholders have different goals and objectives. This means that shareholders want optimum returns on investment and employees want safe and proper working environment along with competitive salaries. Customers look for quality goods at an affordable price, and local communities want community investment. On the other hand, regulators and policy makers look for full compliance with wide arrays of regulations. It was further found that environmental agencies look for environmental protection. This

means that different stakeholders have different concerns and there might be a case of stakeholders going against another set of stakeholders.

Sun and Anderson (2010) further added that the contribution of stakeholder theory in regards to sustainability management is in the form of why companies need to work towards the sustainable development. The theory also suggests that companies need to strengthen the relationship with stakeholders in order to yield economic benefits and advantages. The involvement of stakeholders is further useful in helping companies to accomplish business goals and objectives. Thus, it can be said that sustainability management is a process that is totally dependent on the active participation of stakeholders that surely helps in yielding social, economic, and environmentally sustainable development in a rationale way (Weber, 2008). The next section revolves around sustainable development goals that will also help in understanding the overall notion of sustainability clearly and precisely.

#### **: SUSTAINABLE DEVELOPMENT GOALS**

Anusategi et al. (2015) stated that the sustainable development goals are also known as goals to transform the world in a better way. The sustainable goals are set of seventeen goals having 169 targets within them. These goals and targets are initiated and managed by the United Nations through a systematic process and approach involving more than 190 countries and also global civil society. These goals are based on making the world a better place along with emphasising on the quality of the future. These goals have further targeted a number of sustainable development issues starting from poverty, climate change, education, and health. All goals are in the form of no poverty, zero hunger, better health, quality education, gender equality, clean water, affordable clean energy, decent work, innovative and infrastructure, reduced inequalities, sustainable cities, responsible consumption, climate action, life below water, life on land, peace and justice, and partnerships for the goals. These are specifically mentioned in the below figure-5.



Figure 5: SDG Goals

Reference: United Nations (2017) Sustainable Development Goals

A brief overview of each goal is important to understand the usefulness and importance in regards to the social and business environment.

**The first goal is in the form of no poverty-**Anderson (2016) pointed that the basic idea of no poverty goals is to end poverty in every form along with cutting poverty at the grassroots level. It was further found that poverty is more than lack of money but is associated more with lack of education, services, hunger, and all kinds of discrimination. UN (2017) further added that gender inequality plays an important role in eliminating poverty and related risks. However, poverty can affect the quality of human beings along with endangering their future development leading to wide arrays of social and economic issues. The UN has targeted to eradicate poverty to achieve sustainability in the long run.

**Zero Hunger-**UN (2017) further added that zero hunger is another goal that needs to be achieved in order to promote sustainable agriculture. There is no doubt that majority of the people worldwide suffer from hunger and related issues. Agriculture is the largest employer in the world, and still, unemployment and

hunger issues leading to malnutrition affect people. Anderson (2016) further added that zero hunger is important in order to facilitate sustainability in agriculture and society.

**Good Health and Well-Being-**Anusategi et al. (2015) stated that good health and well-being is a favourable situation for everyone but not many are living this situation. The health related issues along with mortality rates because of the deadly diseases have affected the wellbeing of a number of people across the world. The UN has targeted to reduce the mortality rates along with controlling diseases affecting the good health.

**Quality Education-**Thomson (2016) pointed that quality education has emerged as the basic right of every individual and the governments across the world have taken initiatives in ensuring quality and equity in education.

**Gender Equality-**United Nations Development Programme (UNDP) (2017) mentioned gender equality as the most important tool to eradicate wide arrays of problems. In many countries, there is lack of gender equality that leads to a number of social issues affecting long-term sustainability.

**Clean Water and Sanitation-**Clean water and sanitation have been the biggest issues in developing countries, and lack of it affects the human sustainability leading to the unstable social environment.

**Affordable and Clean Energy-** it is also an issue as the majority of the world population fails to afford clean energy. This affects their development along with enhancing the gap between affordability and non-affordability.

**Decent Work and Economic Growth-**the main idea are to promote sustainable economic growth along with adding productivity to employment.

**Industry, Innovation, and Infrastructure-** the basis idea is to promote sustainable infrastructure based on innovation and industrial sustainability.

**Reduced Inequalities-** UN (2017) stated that inequalities need to be reduced in order to make the world a sustainable place.

**Sustainable Cities and Communities-** the idea is to make cities safe and communities sustainable in the long run.



**Responsible Consumption and Production-** it is important to ensure sustainable production and consumption patterns in order to make the world a better and sustainable place for others.

**Climate Action-** Thomson (2016) added that climatic changes have been affecting the sustainability of everything mainly because of the high emission of carbon gases. Climatic actions are important to ensure sustainability.

**Life Below Water-** this deals with the sustainable use of under water and marine resources for sustainable development.

**Life on Land-**It is about promoting, securing, and protecting sustainable usage of forest, ecosystem, and land.

**Peace and Justice-** promoting peaceful environment is important in enhancing sustainable development along with providing access to justice to everyone.

**Partnerships for the Goals-** UNDP (2017) added that until and unless there is a global partnership, it becomes hard to achieve such goals. This also requires cooperation and support of many in the due process.

#### **: SUMMARY**

Based on the discussion, it was found that the significance of stakeholder theory is immense in facilitating the sustainable goals and development. The knowledge of stakeholder along with the notion of corporate sustainability is important in facilitating overall sustainability in the long run. There are also issues related to the stakeholder theory in the form of stakeholders having different needs and perspectives that might affect the sustainability process. However, the focus should be more on developing the sustainable goals along with communicating the same to the stakeholders. This can be further strengthened by using the stakeholder knowledge to address corporate sustainability along with working towards achieving the common idea of sustainability in a dedicated way.

## **CHAPTER-3: RESEARCH METHODOLOGY**

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### **: INTRODUCTION**

The chapter presents an illustrative overview of the applied methodology in this study along with the rationale for its use. The chapter further addresses strengths and limitations of each element of the methodology along with identifying the contribution regarding reaching towards rationale findings through appropriate data collection and analysis.

### **: RESEARCH PHILOSOPHY**

Babbie (2010) pointed that the research philosophy explains the beliefs and ideologies of researchers in terms of underpinning research issues. The research philosophy is based on ascertaining the right mix of perspective required to deal with the research problem. Booth et al. (2008) further added that the research philosophy could be categorised mainly into the positivism and interpretivism. The positivism philosophy is based on old doctrine of accepting the truths and realities as appearing rather than questioning and challenging them critically. On the other hand, the interpretivism philosophy is based on challenging and arguing over the existing realities rather than accepting them. This is mainly because of the fact that this philosophy believes that changes in the society as well as in the behaviour, beliefs, perceptions, and ideologies of people affect the prevailing realities. This also means that existing realities can always be questioned and there is a scope of change in them. In this regard, this study will be using the interpretivism philosophy because it offers freedom and scope for challenging prevailing truths and realities rather than accepting them. This will also help in understanding whether stakeholders' knowledge is useful in adding value to the sustainability management or not.

## **: RESEARCH APPROACH**

The research approach is a systematic process or a procedure consisting broad assumptions, detailed understanding of data collection, analysis, and interpretation (Fink, 2005). Locke et al. (2007) further defined the research approach as a method of analysing the research problem and addressing it using a well defined approach. The research approach can be divided into the inductive and deductive approach. The inductive approach is inclined towards observations and general analysis of facts and information that is qualitative in nature. This approach forms a specific to a general approach where a specific issue is narrowed down leading to general results and outcomes. The inductive research approach is quite useful in addressing general issues requiring qualitative data and no testing of hypotheses (Kaler, 2010).

The research is focusing on the inductive approach using multiple case study approach that is again based on an empirical inquiry that investigates the phenomenon related to the real life context. The inductive approach is ideal when the boundaries between the context and phenomenon are not very much evident. The research focuses on the impact of stakeholder knowledge in achieving sustainable development goals where the phenomenon and context are not very much evident requiring multiple cases to underpin the relationship judiciously. (Feldman et al., 2003). The study is focusing more on addressing key questions related to the proposed research topic, and thus, there are no hypotheses. This also means that the possibility of using deductive approach is quite low. In this regard, this work will be using the inductive approach aimed at generating general results and outcomes for the study where case study analysis has been preferred as the ideal qualitative approach for this research.

## **: SAMPLING**

Sampling is a process of ascertaining the reliable sample size. As the entire population cannot be questioned, surveyed, observed, it becomes important to select few people from the available population and form a sample size capable of adding value to the research work (Barone, 2012). Creswell (2009) further added that those sampling methods are divided into three categories; snowball, convenience, and random methods. The snowball sampling method is based on ascertaining few known people having required knowledge and understanding of the research issues and questions. These people are further requested to refer people from their own circle having equal knowledge and awareness regarding the research issues. This helps in making a chain of people becoming the sample size for the research work.

Another method is in the form of convenience sampling method that is again based on using advertisements to attract respondents for becoming the research participants. However, this method does not offer assurance in terms of selected sample size capable of handling the research issues and questions.

Another key method is random sampling that is based on selecting respondents randomly. However, the biggest issue with this method is lack of validity and reliability. The research has used purposive sampling and model instance sampling. The former is based on the intent of studying a specific group whilst the latter is based on focusing on typical people having a great deal of knowledge on a specific issue or phenomenon (Booth et al., 2008). This method will be used to ascertain the sample size of 5 people working as CSR managers or looking after sustainable development programs of their companies. These people can be assumed as the stakeholders of companies and will be helpful in the research work.

Purposeful sampling is very much used in regards to qualitative research that helps in identifying and selecting information rich cases that are further related to the phenomenon of interest. There are a number of purposeful sampling strategies, but criterion sampling method is often useful in regards to case study approach. It helps in selecting cases that are useful in meeting the predetermined criterion of the

importance. The current research has used criteria for people involved in sustainable development and management of stakeholders. Following such criteria helped in identifying the sample size. The reason behind not preferring the snowball or any other sampling method is based on the fact that the sample size for this research is quite low whereas the previous discussed methods are ideal for large sample sizes and quantitative analysis.

Identifying an appropriate sample size does not always lead to relevant data and information as respondents are supposed to have fair bit of idea on the nature and requirement of the research. Thus, the interview invitation letter along with the consent form will be sent to the identified research participants. Further efforts will be taken to seek maximum amount of responses. The interviews will be conducted either face-to-face or through e-mails

## **: DATA COLLECTION METHODS**

Data plays an important part in the success of any research work and needs to be identified carefully (Galman, 2003). Feldman (2003) further added that data needs to be accurate and reliable in nature in order to make the research work valid and impactful. Data can be collected from two sources in the form of primary and secondary sources. Primary data is the raw form of data that is collected using interviews, surveys, observational studies, and focus group studies. Primary data reflects the present situation and trends and can be assumed as quite useful in terms of adding relevant value to the research work. On the other hand, secondary data is already existing data that can be availed and garnered from existing research papers, academic papers, non-academic materials, Internet sources, and journals. This form of data is reliable as it has been validated by previous researchers and has been accepted in the research fraternity.

The present research work will be focusing equally on collecting primary as well as secondary data. Primary data will be collected through interviews with various stakeholders of different companies where the companies are using stakeholders' knowledge in terms of facilitating sustainability management coherently. It needs to be stated that the collected primary data will be further correlated to the secondary data. The secondary data will be collected from already published research papers, journals, non-academic materials, Internet sources, and academic papers. Once, the primary data is collected, the same will be associated with the secondary data in order to ascertain the positive or negative association. A tabular overview of data collection has been presented below in figure-6 showing the nature of the firm and job titles.

<b>Firm</b>	<b>Job Title</b>
(A)-Pharma	CSR Manager
(B)- Restaurant	CSR Manager
(C)-Telecom	Head of Sustainability and Corporate Sustainability
(D)-Train Industry	Purchasing Staff
(E)-International TV and Broadband	Director Sustainability

Figure 6: Research Participants Information

Reference- Created by Author

### **: DATA ANALYSIS**

Data analysis is a process of applying statistical or logical techniques and tools to ascertain/describe the data. Data analysis is also useful in condensing, recapping, and evaluating data (Bloor and Wood, 2006). The presence of a number of analytic tools often help in generating inductive references from wide arrays of data. It also helps in distinguishing the statistical fluctuations with the phenomenon of interest. (Ivankova, 2015). Seidman (2006) further added that qualitative research is driven by the logical analysis rather than statistical analysis for interpreting data and information. However, this is further decided by the nature of the research that can be based on either content analysis or field analysis. In many cases, it is driven by the analysis of audios, videos, and biography.

This means that identifying the appropriate nature of data is important for any kind of analysis that will help in supporting the research aim with right findings and solutions. Locke et al. (2007) further stated that when an analysis leads to inaccurate data and information, it affects the overall research work in a negative manner. In this regard, there are two major kinds of analysis that can be used for analysing data. The first one is in the form of qualitative analysis whilst the second one is in the form of quantitative analysis. The major purpose of the qualitative analysis is to offer illustrative and descriptive details in the research issues. In this form of analysis, there are very little attempts being made to assign frequencies to the linguistic features that are further identified in the data. At the same time, rare phenomena receive the same degree of attention as frequent phenomena. Qualitative analysis helps in ascertaining the distinction mainly because data is classified in numerous ways.



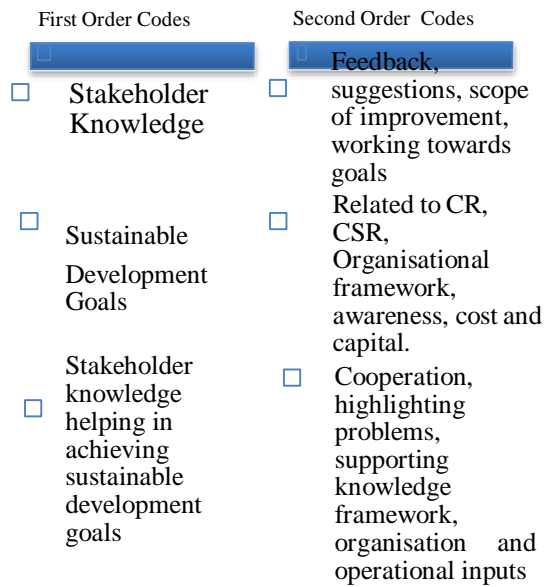
At the same time, ambiguities that are an inherent part of human language can be easily recognised and ascertained in this analysis. Thus, it can be said that qualitative form of analysis is helpful in interpreting various forms of ideas and ideologies rather than just accepting the general and obvious one. Anderson and Braud (2011) further added that the major disadvantage of the qualitative approach is based on the notion that the findings cannot be extended to a wider population with the same degree of certainty that quantitative analysis can afford. This limits the scope of qualitative analysis to an extent. Alongside, findings of the qualitative analysis are not tested to discover whether they are statistically significant or because of some luck happened by chance. Even though the scope of qualitative analysis from findings point of view is restricted, it helps in generating illustrative and general results that can be easily understood and related to the general findings.

The quantitative analysis on the other hands based on using statistical models in an attempt to explain what has been observed in numbers. There is a scope for findings to be generalised to a large population and direct comparison can be made between two separate findings as long as valid sampling, and significance techniques are being used (Best, 2004). It can be further said that the quantitative analysis is helpful in ascertaining which phenomenon is likely to reflect a change in the behavior of variables and which are merely based on chance occurrence. This kind of analysis is also useful in understanding a precise picture of frequencies along with ascertaining the normality or abnormality significantly. It can be further said that the picture emerging from the qualitative analysis is less rich compared to the qualitative analysis.

The research has identified first order codes in the form of stakeholder knowledge, sustainable development goals, and stakeholder knowledge.

All these help in achieving sustainable development goals. These three codes have been in the research questions as well as in the interview questions and thus are first order codes. The second order codes are inputs being generated from the views and opinions of the respondents that varied to an extent. The final

part is related to a dimension where the relationship of first order codes and second order codes have been discussed judiciously. The below figure-7 explains the same.



**Dimensions**

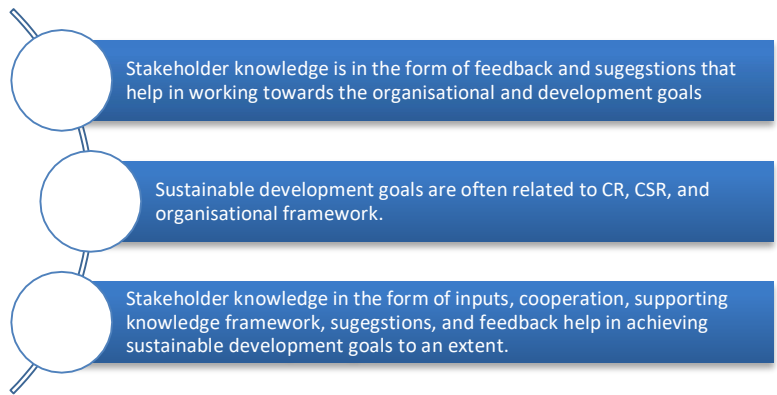


Figure 7: Coding Information Emerging from the Interviews

Reference- Created by Author

This also means that the use of quantitative design is not viable and the focus should be more on the qualitative analysis. The research work will be focusing on key issues that will be generated from the analysis of the literature. After that theoretical and qualitative analysis will be performed to generate general results and outcomes from the research work. There is no doubt that the use of quantitative

analysis would have been helpful in generating specific results along with adding value to the research work. However, there is not much scope of using numerical tools and analysis. It is believed that the qualitative analysis in relation to the interviews will be helpful in pin pointing the human reference to the research issue by considering their emotions and beliefs that are always lacking while using the quantitative analysis. Thus, there is a preference for qualitative analysis.

#### **: ETHICAL CONSIDERATIONS**

Kaler (2010) stated that ethics play an important and crucial role in adding value to the research works. In terms of safeguarding the personal and confidential details of the research participants, consent form and interview invitation letter will be sent to the research participants. The consent form will include all sorts of details that will assure the research participants that their personal details will not be shared with anyone. Further efforts will be taken in terms of storing the key data and information in a locker in order to be assure of the fact that no one can access those data. All such information is present in the appendix in the form of the interview invitation letter and consent form that can be referred for further understanding.

#### **: SUMMARY**

The chapter proposed to collect primary data through interviews whilst secondary data through different available and published sources. The use of purposive sampling and model instance sampling was defined in terms of the importance, and the proposed sample size was also stated well even though carrying a bit of limitation. The ethical issues were well covered and initiatives to be used were well defined and explained. Overall, the research methodology chapter helped in explaining the systematic process of collecting and analysing data in an ethical way leading to accomplishment of the research aim and objectives. The next chapter presents an overview of the findings in the form of analysis of the interviews that will lead to the generation of primary data and information.

## **CHAPTER-4: FINDINGS**

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### **: INTRODUCTION**

The chapter presents an overview of the findings that have been generated from the interviews being conducted on CSR managers of different companies operating in the UK (two companies), Netherlands (two companies), and Indonesia (One company) having multiple branches and presence in different parts of the world. It is important to have a clear understanding of the interview process along with understanding the profile and numbers of interviewees that helped in gaining findings.

### **: AN OVERVIEW OF INTERVIEWS AND INTERVIEWEES**

The research has used purposive sampling and model instance sampling. The former is based on the intent of studying a specific group whilst the latter is based on focusing on typical people having a great deal of knowledge on a specific issue or phenomenon. The research has included the views and opinions of five people who have been working as CSR managers for different companies in the UK, Netherlands, and Indonesia. It needs to be reiterated that either they are related to sustainability factor in their companies or to the CSR initiative making them quite eligible and important for the current research work. All these identified interviewees were interviewed face-to-face and through telephone and e-mails. Their views and opinions have been transcribed as per the relevance of the information. The interview questions have been divided into four parts where the first part is related to general questions followed by the research questions. The third part is related to the questions on enablers and opportunity whilst the fourth and final part is related to the performance and outcome. An analysis of all these questions has been presented as follow.

## : AN ANALYSIS OF GENERAL INTERVIEW QUESTIONS

This part explains the analysis of general questions in the tabular form followed by elaborative responses to help readers gaining deep insights regarding the responses.

<b>Firm</b>	<b>Annual Turnover</b>	<b>Presence</b>	<b>Job Title</b>	<b>Sustainability</b>	<b>Sustainable Development Goals</b>
(A)- Pharma	USD 117 Billion in 2016	UK All Across	CSR Manager	Protecting Resources	There are objectives for each area and especially goal related to partnership is important
(B)- Restaurant	USD 650 Million in the UK	Number of Countries but managing 400 in the UK	CSR Manager	Working for future generations	Not aware of many as company is not implementing all goals
(C)- Telecom	USD 24.1 Billion USD	More than 180 countries	Head of Sustainability and Corporate Sustainability	Sustainable development of the society	ICT as powerful enablers for all the goals
(D)- Train Industry	USD 11,226,000 in 2017	Madiun, East Java and Indonesia	Purchasing Staff	Ability to gain trust from parent company	Working on 8 SDG as stated by the UN out of 17 goals

(E)- International TV and Broadband	USD 20 Billion in 2016	Europe, Caribbean, and South America	Director Sustainability	Connectivity through technologies	To support all the 17 goals
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Figure 8: General Interview Questions Responses

Reference- Created by Author

The first question was asked in regards to the job title and primary tasks. It was found that all of them were either working as sustainability or CSR managers with companies related to Pharma (A), Restaurant (B), Telecom (C), Train industry (D), and international TV and broadband (E). Their major primary task involved comparing products and services with other retailers, CSR and charity work, coordinate in four core areas, environment, market place, work place, community. Scorecard, putting information for the public on CSR website, community data, and stakeholder dialogue (A).

Another interviewee revealed primary tasks in the form of implementing the Telecom S&CR strategy (that has been developed by the telecom company) and to build customer engagements in order to assist customers in achieving their S&CR goals (C). Another interviewee stated, managing CSR initiative of the company along with making the business model sustainable (B). It was further found that the purchasing staff's primary role was to fulfill the required part or component requested by users (from technology, production, facilities, engineering, quality control, etc. by publishing purchase order (D). The last interviewee suggested the primary task in the form of setting the strategy, targets and action plans on a group level (worldwide) along with addressing what stakeholders see as the most material sustainability issues for the company (E).

Based on these findings, it was found that interviewees A, C, and E were quite aware and dedicated towards the concept of sustainability, as they have been working for enhancing it. However, the same was not the case with interviewees B and D as they showed little interest towards sustainability in their

primary responsibilities part. However, they were related to the task of sustainability that has been underpinned in later questions.

Regarding the general questions, it was further found that all of them worked in renowned industries that can play a major role in enhancing the SDG and concept of sustainability as a whole. They were found to be working in telecom (C), hospitality and restaurant (B)pharma (A), railway part manufacturing (D), and international TV and Broadband (E). It needs to be stated that all of them are working in different industries and each industry is crucial in facilitating the sustainable development goals worldwide. It was further found that majority of these interviewees reported having achieved a high volume of turnover across the world. Companies in the industry like pharma, telecom, and international TV and broadband have crossed the billion-dollar mark whilst the other companies secured turnover of around millions of dollars. This shows that they have been doing quite well financially. Another general question revealed that none of the companies was restricted to only one country and was having operations in more than 3-4 countries.

Companies in pharma and telecom industries have a presence in more than 20 countries whilst other companies were also having a huge presence in Europe and the US. This shows that the scale of their operation seemed to be quite high making them all the more responsible in terms of achieving sustainability in their processes and towards the society and environment. The next big question was in the form of defining the concept of sustainability, and a number of interesting responses were generated. One of the interviewees reported, “Our company shall strive to develop, produce, and offer products, services and solutions with excellent. Sustainability performance and we shall contribute to the sustainable development of society” (C). Another interviewee suggested that, “Sustainability is time dimension leading to the welfare of many along with protecting resources and working towards the future generations” (A).

Another interviewee suggested, “working for the future generations and working towards achieving environmental goals. Sustainability is a function based on what we do for the welfare of the community and environment” (B). This clearly shows that they were quite aware of the notion of sustainability.

However, there were also answers that were not in line with the notion of sustainability as a whole. Another interviewee revealed, “Since we are the subsidiary / holding company of Indonesian Train Industry (as a parent company), we define sustainability as the ability to gain trust from the parent company to allocate more of the project to be handled by us by maintaining and improving the current improvable process” (D). This shows that the idea of sustainability is well known and understood among the interviewees. The next question was regarding the meaning of sustainable development goals in regards to companies. It was found that few of them had a great deal of understanding on the same whilst few lacked that basic understanding.

One of the interviewees stated, “there are objectives for each area, safety, quality of opportunity but goal number 17 related to the partnership is important in facilitating the notion of sustainability in the short and long run (A). Another interviewee revealed, “Not very much. Not really, we are aware of it. Not many are aware of the same. Private companies are making money without thinking much about the SDG. In the future, we are thinking about it. We are learning to take it seriously (B). The next interviewee suggested, “Our company contributes to all 17 SDG’s. The SDG’s related most to our core business are SDG#13, SDG#9, SDG#11 (C). The view of another interviewee was also supportive where it was found that “If I translate the 17 SDG by UN, our company is now applying some of them at a local level, in order to acquire the experience before moving to the global level.

For example, the goal of no poverty, the goal set by UN is defined as the elimination of poverty at a global level, our company emphasise them as providing jobs and working opportunity for the local citizen of Madiun, East Java” (D). This clearly shows that the level of awareness is quite high in regards to the SDG goals and the majority of them have been implementing them. However, there was only one case where the notion of SDG was not preferred much.

**: ANALYSIS OF RESEARCH QUESTIONS**

Firm	Drivers for	Strategic	Define	Relevance of	Benefits of
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	Setting SDGs	Sustainability	stakeholders	Stakeholders	Stakeholders Inputs
<b>(A)-</b> Pharma	Global factors and roles	Pretty strategic	Media, shareholders, government, employees, communities, and suppliers.	Very important	Useful suggestions
<b>(B)-</b> Restaurant	People are busy to make goals	Not perfect	Customer, employees, and suppliers	Very important	Feedback is important in improving
<b>(C)-</b> Telecom	CR strategy	Top management has included sustainability in strategies	Customer, shareholders, employee, society	Very Important	Identification of material issues through feedback
<b>(D)-</b> Train Industry	Our Vision	It is not familiar in our organisation	Supplier, employees, government, political parties, unions, competitors, and owner	Very important	Feedback and suggestions helping in improving in wide arrays of activities
<b>(E)-</b> International	Materials Issues	CR strategies supported by	Employees, suppliers,	Very important	Materiality issues defined by

TV and Broadband		managers and employees	investors, and policy makers		stakeholders
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Figure 9: Interview Response for Research Questions

Reference- Created by Author

The research questions have been divided into two parts where the first part is in the form of stimulus and motivation followed by stakeholder engagement approaches. The first research question was in the form of drivers for setting SDG goals in companies. Varied views and opinions were garnered. One of the interviewees suggested, “Our sustainability and CR strategy is a core part of our business strategy and embedded across the company. The UN Sustainable Development Goals (SDGs) are the framework we increasingly use to define and measure our impact (C). Another one added, “goals work in our favour, and they are compatible with global factors. We are global citizens. Setting SDG goal is a broad area is all about working at national and international level (A). Another one responded, “Our driver by moving in the direction stated in the SDG is our vision itself which demands us to increase the quality of manufacturing, management, distribution, and the most important are the stakeholder relation.

We understand that we will not go near the term of world class if we deliberately violate any of the goals mentioned” (D). However, there was also a contrasting view where one of the interviewees suggested that “People are generally busy and they remain busy but the system needs to encourage them to take responsibility to do right things” (B). This shows that even though there are few drivers for setting SDG goals, there are also limitations that need to be reviewed. However, there is a proclivity towards developing and implementing SDG goals within the business and social environment as per the views of the respondents. The next question was regarding the strategic sustainability, and again interesting views were collected. One of the respondents stated, ““Since several years, our top management has included sustainability in long-term strategy. Our head of S&CR reports directly to the CEO” (C).

Another one responded, “Pretty strategic, people are supportive of our work. Sustainability is a key part of our objective. What we are doing and reporting is well documented. We believe in expanding our annual CSR target that are reviewed and reported back”. Another one also supported by adding, “As mentioned in our vision which is becoming a world class railway part manufacturing, even though the term “SDG” is not considered familiar in our company, but we are still able to understand it by declaring the 17 goals. Currently, we’re a railway part manufacturing operating in local level” (D). The next interviewee reported, “not perfectly. We are beginning to understand the notion of sustainability. It is not necessarily peoples KPI” (B). This clearly shows that few of the companies especially companies operating in the pharma and telecom industry are quite aware of justifying their strategic sustainability while few companies are yet to understand the meaning of strategic sustainability and can be assumed as a big gap regarding facilitating the notion of sustainability.

The next question was related to the stakeholder engagement, and the first question in this regard was about knowing the stakeholders in the literal sense. Majority of the respondents were successful in defining their stakeholders. The first respondent stated, “We review what we are doing. Stakeholder dialogue is part of it. Academia students, media coverage, shareholders, institutions, the government of Scotland and Wales, investors, employees, local communities, suppliers, broadcasters (A). This clearly means that all of them are aware of their stakeholders. In addition, they were successful in defining them showing their knowledge and awareness regarding the same. The next question was regarding the relevance of stakeholders. Different ideas and views have generated that benefit to the understanding.

One of the interviewees suggested, ““We can learn from customers, and we have an established CSR program that helps in dealing with stakeholders. MNC supplier to customers is all part of such programs. They are equally important but depend on the situation (B). This can be assumed as quite meaningful in terms of defining the relevance of stakeholders. However, company D and E along with company C was successful in illustratively defining the relevance. Their answers were quite descriptive in nature that helped in learning a great deal about the relevance of stakeholders. Overall, the notion of stakeholders along with the relevance was found to be quite known among the interviewees. They were quite good in

giving minute details about the same. The next question in regards to stakeholders was in the form of benefits of stakeholders' inputs. Again, illustrative and interesting views were ascertained. One of the interviewees revealed, "We do ask them what they think, but we don't do that rigorously. We take feedback.

Benefits are to improve the performance and be in a better position by understanding people. Feedback helps in improving services along with learning from their views. The next question in relation to the stakeholder engagement was aligning corporate strategy with stakeholder interest. The first interviewee suggested, "We discussed in boardroom and meetings. We have an external panel and external advisory panel to deal with the issues" (A). This shows that corporate strategies and stakeholders' interest are assumed as important matters being discussed in boardrooms to form impactful strategies of aligning them. Another one added, "It is aligned through to keep stakeholder happy and keep them aligned with the strategies. It is not based on short or long-term strategy but about the priority. We focus on business and social impact" (B).

This shows that the business has been focusing on customers keeping customer centric approach along with developing and categorising priorities that help in aligning the corporate objectives with stakeholders along with keeping their interest alive. The next respondent added, "We have short/medium/long term strategy. We have defined long-term goals; based on that we define annual goals. The progress is measured in KPI's on our Balanced Score Cards" (C). This can be assumed as a systematic approach that has been undertaken by the company. The company has time-oriented goals, and key tools like KPI and Balance Score Card are used to analyse the alignment between corporate strategy and stakeholder interest. Overall, all of them had aligned their corporate objectives with stakeholder interest and known the benefits and advantages of the same. The next question was related to the use of external stakeholders in implementing sustainability. Once again, varied responses were generated.

The first interviewee suggested, "the stakeholder panel gives the plan and guide us, and we present the target along with gaining feedback from the panel. There is quite a long list, but currently, we are raising funds for the hunger of poor children. Children needs are a priority, and we work with our partners. Our

approach to slavery act and the company has been explaining to eradicate slavery by using panel whether our thinking is right or not” (A). This company has a panel that guides them and can be assumed as quite a systematic approach in terms of using sustainability strategies for external stakeholders. The work towards the poor children and assuming them external stakeholders can be assumed as quite impressive. Another one suggested, “We lean on a number of expertise. We have an external consultant to implement sustainability in a planned way. We have opened an eco-friendly restaurant in Cambridge.

We use feedback from few people to implement changes. We are slowly introducing sustainability” (B). Again, an impressive approach to deal with external stakeholders in a positive manner. The last question in relation to the stakeholder engagement was in the form of conducting a materiality analysis. One interviewee added, “We use a materiality matrix to review significant issues on an annual basis, taking into account emerging trends, stakeholder feedback and other input. The materiality matrix is published in our annual S&CR report” (C). This means that they are quite sorted in terms of facilitating their materiality analysis. Another respondent added, “We do analysis based on the information and talks. We are not engaging stakeholders in the materialistic analysis. In the future, we might” (B). This means that the engagement of stakeholders in regards to materiality analysis is quite low and the company might do it in the future.

One more respondent added, “Based on the definition of materiality, which is to perform a such report presenting the economic, environmental and social impact, our company is not doing a formal materiality analysis. However, the reporting of our company is covered by our parent company reflecting our performance in the economic and social impact” (D). This shows that the company is not doing any sort of analysis and is dependent on the social and economic analysis. Another one reported, “The materiality matrix used by us to define the projects that help us address the most significant issues in the eye of our stakeholders” (E). This shows that materiality analysis has been given importance. However, not all the companies are doing it. Some of them are doing it internally but not externally whilst some of them are

using information and talks to analyse the results. Overall, there seemed to be a dilemma between being engaged in materialistic analysis from stakeholders' point of view.

**: ENABLERS AND BARRIERS**

<b>Firm</b>	<b>Enablers and Barriers to Achieve Sustainability</b>	<b>Factors Supporting Sustainability</b>	<b>Factors Challenging Sustainability</b>
(A)- Pharma	Customer and commercial benefits	Having sources and resources to do things strategically	People and their learning
(B)- Restaurant	Cost is a barrier	Not sure	People are afraid of changes
(C)- Telecom	Opportunity in the form of huge business value	ICT can support sustainability	Short term thinking and lack of investment

<b>(D)-</b> Train Industry	Stakeholder and business value	Communication, data management, and workshop for stakeholder can enhance sustainability	Lack of communication and innovation
<b>(E)-</b> International TV and Broadband	Opportunity in the form of better business and better world	ICT and telecommunication can support sustainability	Lack of investment and short term thinking

Figure 10: Responses of Interviewees Regarding Enablers and Barriers Questions

Reference- Created by Author

This section analyses the views and opinions of the respondents regarding the enablers and barriers to achieving sustainability. Again, a number of interviewees revealed different views, but all of them agreed to the fact that opportunities are in the form of adding value to the business. Giving more benefits to customers by making business practices and processes sustainable along with selling in a sustainable way to increase productivity. Views supporting the same were, “Opportunities are related to customers taking sustainability seriously. The interest of consumers and colleagues and young members of the society taking things seriously. We can sell a product that are more sustainable to increase commercial benefits” (A).

“In general all the SDG’s defined represent a great business value to both businesses and society people” (E). Barriers were also reported in the same way where a number of the respondents believed that investment and initial cost is certainly a barrier that needs to be addressed along with integrating all the stakeholders. Some of the views supporting the same are, “When talking about barriers it is mainly due to lack of initial budget or very short term business plans” (E) and “It cost too much and can be assumed as a

barrier” (B). Thus, it can be said that the biggest barrier is in the form of cost whilst the opportunity is in the form of enhancing the business processes as a whole. The next question was related to factors fostering the implementation of sustainability approaches. It was found that the telecom and Information and Communication Technologies (ICT) sector were found to be the biggest factor regarding fostering the implementation of sustainability approaches. It was found that using ICT can make early advances in reaching towards the SDG systematically.

Views supporting the same were found in the form of, “One of the major factors is our strong belief that the ICT sector can accelerate the SDG goals. This can be strengthened when we have more and more proof points (i.e. concrete projects showing the benefit for society” (C) and “The ICT in general and telecommunications industry specifically will greatly help in achieving the SDGs through connectivity and ease of access to information” (E). This shows that the use of ICT can help in fostering the sustainability approaches in a desired style. There was also a case where the respondent was not sure (B) of the factor facilitating the sustainability approach. Overall, it can be said that using strategic strategies and ICT were found to be the preferred options. The last question regarding enablers and barriers was in relation to the challenges in implementing the sustainable approaches.

Major challenges were found in the form of lack of investment and nature of people in regards to showing little acceptance for changes. This view was quite common among the respondents as almost all of them had similar opinions. Supporting this argument, some of the views are, “People are afraid of change and reluctant to face changes. So, this can be assumed as a challenge. The nature of the change is the biggest challenge. We have to build a relationship and educate people to deal with the issue” (B), “Generally speaking, potential barriers are short-term thinking and the lack of investment budget” (C), “Lack of investment and short term thinking are the two main barriers” (E). Overall, it can be said that apart from capital and investment, people have emerged as the biggest barrier and challenge for implementing sustainable approaches. This can be assumed as the biggest challenge as only people in the form of stakeholders can define and make sustainability a reality.



**: PERFORMANCE/OUTCOMES**

<b>Firm</b>	<b>External Stakeholders knowledge influencing Sustainability</b>	<b>Measuring the success of strategies</b>	<b>Stakeholders knowledge in achieving SDGs</b>
<b>(A)-</b> Pharma	They can judge better	Through feedback and newspaper articles	Not all goals are achieved
<b>(B)-</b> Restaurant	We can compare their inputs with other companies	Don't have any measure	We are not following and doing SDGs
<b>(C)-</b> Telecom	They help through suggestions and feedback	Through KPIs and CR	Through Connect-to-Learn program
<b>(D)-</b> Train Industry	Insights about goods and services to be used	Through cost and profit from the financial reports	Supplier contribution in enhancing our strategies

(E)- International TV and Broadband	To identify material issues	Through CR Framework	Major contributor of SCTE Energy 2020
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Figure 11: Response of Interviewees Regarding Performance and Outcome Questions

Reference- Created by Author

The first question was related to external stakeholders’ knowledge influencing companies’ sustainable performance. It was found that majority of them agreed to the fact that, stakeholders might be critical in their approach and can stretch their thinking. At the same time, using external stakeholders’ knowledge can be useful in terms of comparing the business processes and results giving great insights in terms of how and where to improve. Some of the supporting views are, “they could judge what we are doing and can be critical. They can be more stretchy in their thinking” (A), “We want to compare with better businesses in order to improve. We are using stakeholders criteria along with working the way they want to be successful” (B).

This shows stakeholders’ knowledge can be useful in terms of adding value to the business processes along with helping companies in taking strategic decisions and might affect, as stakeholders tend to be critical in their approach. The next question in relation to performance and outcome was related to measuring the success of strategies and approaches.

It was ascertained that identifying the measuring tool was a challenge as not many respondents were having ideas regarding the same. They were not sure of the measurement tools and relied more on the KPIs and feedback processes. Few of them highlighted the importance of CSR in terms of measuring the impact and success of such strategies. Few of the opinions are, “the feedback we get from people, newspaper articles, quality of feedback comes from the play, qualitative and quantitative measures. We don’t have a measurement in all areas but to some areas” (A), “We don’t have any measure or set of

criteria, and we are working on it in the near future. We need to define it well in the near future” (B), “KPI’s for S&CR are sometimes hard to define and measure in a concrete way” (C).

This clearly shows that measuring such strategies and approaches is quite difficult to an extent considering the fact that there was little information garnered from the respondents. The final question was in relation to how stakeholder knowledge has helped in achieving the SDG for companies. A number of responses were garnered, and the majority of them stated that were not sure regarding the usefulness of stakeholder knowledge in achieving SDGs.

#### **: SUMMARY**

The chapter presented the analysis of interviews that revealed that the notion of sustainability had gained awareness and recognition in different companies. Companies are even aware of the importance of stakeholders and accepted the fact that their knowledge is important in adding value to the business processed and activities. It was further found that regarding SDG, the usefulness of stakeholders’ knowledge has not gained clarity, as companies are not aware of using them efficiently.

## **CHAPTER-5: DISCUSSION**

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### **: INTRODUCTION**

The chapter highlights the relationship between the primary and secondary data in line with the research objectives. The chapter also highlights whether the findings are correlated, positively or negatively.

### **: DISCUSSION**

The first research objective was to develop a framework where stakeholder knowledge can be applied in sustainability management. In this regard, the literature analysis offered great deal of results. Porter and Kramer (2011) suggested that stakeholders' knowledge is quite useful in understanding the benefits and disadvantages of business's processes, products, and services. Stakeholders further offer feedback that is useful in improving processes and strategies along with aligning corporate goals and objectives. Brockett (2012) added that stakeholders' knowledge could lead to sustainability in processes as knowledge derived from them can be useful in adding financial, operational, and manufacturing value. The primary data also supported these arguments where the majority of the respondents felt that stakeholders' knowledge helps in understanding the loopholes of the business products and services and the same can be used to create further value for them. Few respondents also stated that stakeholders are not always open towards changes and this might affect the knowledge sharing process considering the fact that not many are open for their feedback. However, there was a consensus in regards to adding sustainability using the effective knowledge of stakeholders in managing business processes, tasks, opportunities, challenges, and strategies.

One interviewee revealed, “Beneficial inputs are in the form of questions being raised by them. They always offer suggestion and ways to improve along with offering a learning framework” (A). This again shows that stakeholders’ inputs are always valuable in seeking long term business benefits. One more respondent suggested, “Our materiality issues are defined by our stakeholders, which help us direct our focus to where it matters most. It also impacts how we also set the right KPI’s relevant to our stakeholders” (E). This again shows that benefits are in the form of deriving KPIs based on the inputs of stakeholders along with adding value to the materiality issues. Thus, it can be said that stakeholders’ inputs are quite important especially in terms of adding value to the business strategies and processes. The interviewee also reported, “Customers, employees, suppliers, and we have a strategy to support each of them (B). Another one added, “Our stakeholders include customers, employees, investors, suppliers, civil society organisations, policy makers, and those living in the communities where we operate” (E).

This shows there is a similarity between both sets of findings. The second research objective was to identify key stakeholders that affect the sustainability development of organisations. At first, the literature review found that there are a number of stakeholders in the form of customers, media, competitors, business partners, suppliers, NGOs, finances, government, regulators, and policy makers. Delmas (2001) further pointed that learning ability of stakeholders also influences the organisational sustainability. Carter (2011) further added that stakeholders’ knowledge is based on multiple sources and organisations need to be open in terms of accepting such sources. Knowledge and participation has great deal of role in enhancing the prospects of sustainability in the long run.

The interview results showed that almost all the respondents agreeing on the fact that their strategies revolve around the stakeholders and any feedback or knowledge coming from their end is helpful in formulating wide arrays of strategies. Many of them agreed that happy and content stakeholders lead to a happy business that gains potential of performing well in different situations. Similar notions were identified in the views of respondents, one of them stated, “They are important to be successful. Employees are happy then they will be motivated to their job and if customers are happy, they will add value, and if buyers are happy, they will help in our growth. So, we believe in getting results by making

people contribute to make it a success” (C). It can be said that majority of them were aware of the relevance of stakeholders. We are getting knowledge from people” (B). This shows that understanding stakeholders and using their views and opinions to add value to the business has been the objective of this company.

Another respondent added, “Only by engaging stakeholders, we can identify our material issues. Furthermore, our KPI’s are defined keeping our stakeholder's benefits in mind” (C). This company has identified the usefulness of stakeholders in terms of formulating KPIs around them adding business value. This also shows that there is a great similarity between the findings of the primary and secondary research as both sets of arguments accepted the fact that all stakeholders are key stakeholders and can be prioritised helping in affecting the sustainable development of business either positively or negatively. The third research objective was to empirically examine associations between different types of stakeholder influences and different types of sustainability practices adopted by organisations. This required the analysis of the literature as the objective was based on empirical examination.

The literature review found that almost all the stakeholders have some sort of impact on sustainability practices but the level of impact varies along with the nature of the impact that can be positive or negative. Freeman (2006) argued that it is important for the firms to identify important and negligible stakeholders in order to limit the number of stakeholders along with making sure that important stakeholders and their interests are taken care of in a systematic manner. Clarkson (1995) supported this notion by adding that there should be primary as well secondary stakeholders and they should be managed based on their value and contribution to the firm. This also means identifying the stakeholders can be a challenging task. Bansal (2005) argued that customers might be having different interests and influences on the organisations as major stakeholders. There is every possibility of customers not liking a product or service and the same affecting the sales and revenue of the company. This will reduce the organisational sustainability in the long run.

Friedman and Miles (2006) added that if employees are not motivated and less contributory, the business processes will be deeply affected leading to business failure and loss of sustainability at every stage. Thus, organisations need to practice different kinds of sustainability in order to remain sustainable throughout in the business and social environment. The use of CSR in adding value to the social causes and environmental issues along with working for the welfare of others might lead to a better degree of sustainability. On the other hand, social accountability in the form of being accountable can change the dynamics of the sustainability. Hsieh (2009) further added that in the corporate world, there are a number of accountability relationships but the most important one is a relationship between the shareholders and corporate management.

This means that relationship should have elements of accountability in order to make business sustainable as business is directly affected by the quality and actions of people in the present as well as in the future. The primary results showed that majority of them agreed to the fact that, stakeholders might be critical in their approach and can stretch their thinking. Another company added, “Beyond the stakeholder engagement we have defined our Corporate Responsibility framework to ensure the interests of our stakeholders are properly addressed” (E). This clearly shows that the company has a more refined and well-defined approach in terms of dealing with the interest of stakeholders. The fourth research objective was in the form of assessing the importance of stakeholder knowledge in developing sustainable development goals (SDG). The literature review defined SDG as a set of seventeen goals having 169 targets within them. These goals and targets are initiated and managed by the United Nations.

These goals have further targeted a number of sustainable development issues that have been discussed earlier. The stakeholder knowledge has already been defined that is based on offering inputs and values in any possible form that leads to sustainability in the business and social environment. As stated, there are a number of stakeholders, there is also a difference in their knowledge of their thinking, and perception is not always similar. Thus, developing sustainable goals can be a big challenge.

Andersson (2016) suggested that, there are already 17 sustainable goals being proposed by the UN and companies are free to form their own goals. However, achieving or aligning these goals through any sort of business practices using stakeholders knowledge can be assumed as quite favourable for any organisation. Stakeholders are an important part of sustainability because of their knowledge but developing sustainable goals need to be initiated by the companies only.

The primary data also stated that feedback is also incorporated in the strategy that is more than important in implementing sustainability through stakeholders. One interviewee pointed, “Our material issues are defined by engaging with our stakeholders. That is the foundation for our sustainability projects in the first place. The materiality is reviewed and refreshed every 2-3 years to ensure relevance” (E). Thus, it can be said that different companies have been using different approaches and strategies in regards to using external stakeholders in implementing sustainability and SDG goals. It can be further said that the importance of stakeholders’ knowledge in developing sustainable development goals is quite debatable. This is mainly because of the fact that even though the notion of sustainability is well known and identified, the role of SDG and in business and responsibilities of businesses in supporting and implementing the SDGs is not well documented.

This also means that stakeholder knowledge might be an important tool in facilitating the SDGs, but there needs to be some understanding and criteria regarding using the same judiciously. Some of the views supporting these views are, ““We are not doing SDG goals. I manage other people expertise by developing key values. Their expertise allows me to do things that I want” (B), “Stakeholders are helping us through reporting and can be assumed as quite nice” (A).

Overall, it can be said that stakeholder knowledge is useful but how it can lead to sustainability and development of SDG goals needs awareness at the grass root level. This is mainly because of the fact that not many organisations are practicing SDG goals and even if they are following such goals, the number of following is quite low. This means out of 17 goals; they might be following 3-4 goals because of the limited sources and resources and lack of awareness.



Stakeholders' knowledge is a useful tool in adding an element of sustainability in business processes, but the same knowledge is not frequently and widely used in terms of developing and implementing the SDG goals. This means that stakeholders' knowledge might lead to sustainability of any kind but contributing in developing SDG is still debatable requiring further research and analysis in the form of qualitative and quantitative findings.

#### **: SUMMARY**

The chapter presented an overview of the relationship between key findings of the literature review and interviews. It was further found that there is a positive association between the two sets of findings. Further discussion suggested that, stakeholders' knowledge is quite important in adding the element of sustainability but might not be fully related to the formulation and implementation of SDG. This is mainly because of the conflict of interest among stakeholders. In addition, the knowledge of all stakeholders might not be useful, as only selected stakeholders with relevant knowledge can be assumed as important in seeking their suggestions and advice. The next chapter presents an overview of the key conclusion that will also illustratively conclude the entire dissertation.

## CHAPTER-6: CONCLUSION AND RECOMMENDATIONS

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### **: INTRODUCTION**

The conclusion and recommendations are based on the analysis of the research questions. Furthermore, key findings are related to the analysis in order to summaries the entire research work.

### **: CONCLUSION**

The first research question was in the form of how stakeholder knowledge can improve sustainability management in organisations and an argumentative analysis was conducted in regards to reviewing the literature. The analysis revealed that the notion of stakeholder has been prevailing from last many years. There are a number of stakeholders that are associated with companies either directly or indirectly. However, it is not necessary that all of them will be contributing in the sustainable development initiative of wide arrays of companies. The stakeholder theory suggested that it is important for the firms to identify important and negligible stakeholders in order to limit the number of stakeholders along with making sure that important stakeholders and their interests are taken care of judiciously (Friedman and Miles, 2006). However, Bowen (2007) added that all stakeholders are important and they all need to be treated in the same way. Jensen (2001) further pointed that the biggest benefit of stakeholder theory is in the form of identifying business sustainability and social sustainability through the CSR and corporate accountability. The argument of Friedman and Miles was found to be more rationale as managing a relevant knowledge base is important rather than managing knowledge from multiple sources. Knowledge needs to be filtered rather than being used without conducting any analysis and assessment.

In relation to the sustainability management, it was found that stakeholder theory contributes to the social, economic, and environmental sustainability. This happens when stakeholders help in social, economic, or environmental development in a cooperative manner. Sustainability management is a process that is based on effective utilisation of knowledge, skills, and expertise. This means knowledge needs to be managed

and utilised efficiently for a better degree of benefits. Same ideas were generated through the interview analysis where it was found that stakeholders' knowledge can impact the social, economic, and environment sustainability and needs to be analysed carefully before considering.

This also suggests that stakeholder knowledge can improve sustainability management in organisations but identifying the relevant stakeholders is important. They can be in the form of government, suppliers, employees, and customers and each of them are important for making a company successful that in turns become eligible and liable to support the sustainable development goals.

The next research question was in the form of how to develop sustainable development goals while using stakeholder knowledge. This question was primarily answered through the findings of the literature. Mishra (2011) pointed that even though the benefits and advantages of knowledge management are well known in terms of gaining competitive excellence and edge, there remains issues in terms of using them efficiently leading to sustainability in the business processes. Kuah (2011) further stated that organisations mainly use stakeholders' knowledge with the assumption of enhancing the organisational effectiveness and efficiency but fail to use it sustainably. This is mainly because of the fact that knowledge is never constant and is faced with conflicts that need to be sorted out.

Sharma and Henriques (2005) further added that there are a number of stakeholders in the form of social stakeholders, economic stakeholders, and environmental stakeholders and knowledge gained from these stakeholders are categorised into the social knowledge, economic knowledge, and environmental knowledge. However, sustainable development goals are different. The UN has clearly defined them and the interviews results showed that there is a lack of awareness and little possibility of accepting the same.

The dilemma is in the form of either forming corporate, social, economic, or environmental goals based on the corporate objectives and or in reference to the UN SDG. Kuah (2011) stated that that the issue of climate change can be dealt using the supplier, governments, communities, and customers' knowledge whilst partnership for the goals can be practiced by involving a number of stakeholders. This means that goals related to sustainable development can be developed using stakeholders' knowledge. However, there

can be a number of limitations in the form of lack of quality knowledge, conflict in knowledge, awareness issue, lack of interest of stakeholders, protest by different stakeholders, and lack of cooperation among stakeholders. Sustainable development goals can only thrive when there is cooperation and coordination between stakeholders and their support is visible in achieving the sustainable development goals.

Thus, it can be concluded that the role of stakeholders knowledge is immense in achieving sustainable development goals but is also marred by a number of challenges and issues mainly related to cooperation and coordination. It is important to create an environment where stakeholders are aware of their contribution and are motivated enough to support the sustainable development goals.

### **: RESEARCH LIMITATIONS**

Every research has certain limitations that need to be identified in the form of least impactful and highly impactful in terms of achieving the research objectives (Galman, 2013). The proposed research has certain limitations but not to the extent of affecting the accomplishment of the research objectives. The first major limitation can be identified in the form of over dependency on general approach and data. This means that the focus is more on identifying general issues that will lead to general solutions and outcomes because of the preference for the inductive approach and qualitative analysis. It needs to be mentioned that the lack of specific approach related to the use of quantitative tools and analysis will not help in underpinning specific results and outcomes. This might restrict the potential of the research in some way.

At the same time, the focus is more on theoretical and illustrative analysis of theories and views and opinions, this means that there will be a lack of numbers and statistics. This might not help in generating accurate data and results. Another key limitation is the absence of any analytical tool like Nvivo for interviews or Statistical Packages for Social Sciences (SPSS) for surveys. This again means that the analysis is based on general interpretation of data and information. There is a serious lack of scientific approach that will affect the value of the research in a negative way. Further limitation is lack of enough respondents for the interviews that might lead to minimum data collection and thus restricted analysis of

views and opinions. The research also lacks case studies or focus group interviews that would have helped in understanding the research issues rationally. Overall, it can be said that in spite of such limitations, there is a scope for generating some interesting findings that will help in achieving the proposed aim and objectives of the research.

## **: RECOMMENDATIONS FOR FUTURE RESEARCH**

The research has included the analysis of both primary and secondary data. However, it is recommended to increase the number of interviewees that will help in gaining more insights. It is further recommended to include cross comparative analysis related to sustainability development in regards to two different countries. This will help in understanding the differences in sustainability and stakeholders' knowledge logically. The current research does not have a specific case study but multiple case studies, and is recommended to include one case study to ascertain the impact of stakeholder knowledge on achieving sustainable development goals. This will add more relevance and pragmatic approach to the research. Overall, the future research should focus more generating few quantitative data that will lead to the formulation of specific and numerical findings.

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## **8.0: APPENDICES**

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### **APPENDIX-1: INTERVIEW INVITATION LETTER**

**HatawKhola**

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Nottingham, 11<sup>th</sup> July 2017

Dear Mr,

Thank you for considering this interview request. The interview is scheduled for max. One hour.

The purpose of my research is to explore how organisations use stakeholder knowledge to improve their sustainability management and how it contributes towards fostering sustainable development goals (SDGs). Further, I like to investigate why some goals might be left out/prioritized and/or why they are believed to have less/more impact for companies. Lastly, I strive to find out what sources of information are used to make such decisions.

I will ask you fairly open questions on this topic to collect a variety of your experiences. Few structured questions will be asked for quantitative testing and comparisons.

The data, including personal data, collected during this interview will be handled confidentially and anonymously. Nothing said by you during the interview will be attributed to your name without first seeking and obtaining permission.

The given information will only be associated with your job title and the industry you are primary operating in.

You have the right to not answer any questions and stop the interview at any time.

Finally, I would like to confirm your permission of electronically recording the interview, which will be only used for the purpose of this research – the dissertation of my MBA programme.

## **APPENDIX-2: PHARMA COMPANY (A)**

### **General Questions:**

#### **What is your job title? What are your primary tasks?**

A- My job is to compare products and services with other retailers, CSR and charity work, coordinate in four core areas, environment, market place, work place, community. Scorecard, putting information for public on CSR website, community data, stakeholder dialogue.

#### **In which industries are you primary operating?**

A- Wellbeing industry, pharma in the UK, beauty

#### **In which geographic regions is your company operating?**

A- UK all across

**What is your annual turnover?**

A- 117 billion US Dollar

**How do you define sustainability?**

A- Related to protecting resources and working towards the future generations.

**What do the SDGs mean to your company? Do you focus on specific SDGs?**

(From the list provided (UN 17 SDG goals), please rank the SDGs your organisation prioritizes after/before the interview and send it to me via email)?

A- There are objectives for each area especially related to safety, quality of opportunity, waste management of high level. Goal number 17 is important focus related to partnerships. Goals were set in September 2015, and we are working towards it. Against 17 goals we have 12 ambitions. Environment, free marketplace, free objective of the workplace. Raising money for children, and working for the welfare of the society.

**Research Questions:**

1) Stimulus/Motivation

**What are the drivers for setting SDG goals in your company?**

A- goals work in our favour and they are compatible with global factors. We are global citizens. Setting SDG goal is a broad area and is all about working at national and international level.

**How strategic is sustainability in your company?**

A- Pretty strategic as people are supportive of our work. Sustainability is a key part of our objective.

What we are doing and reporting is well documented. We believe in expanding our annual CSR targets that are reviewed and reported back.

## 2) Stakeholder engagement approaches

### **Who are your stakeholders?**

A- We review what we are doing. Stakeholder dialogue is part of it. Academia students, media coverage, shareholders, institutions, government of Scotland and Wales, investors, employees, local communities, suppliers, broadcasters are all important stakeholders.

### **How is each stakeholder relevant to your business?**

A- We have regular dialogues in community especially with customers and employee. For shareholders, we do it through report that is open to anyone. We can learn from customers and we have an established CSR program that helps in dealing with stakeholders. From suppliers to customers all are equally important but depends on the situation

### **What kind of stakeholder input is beneficial to your business?**

### **What benefit can you expect from meaningful stakeholder engagement?**

A- Beneficial inputs are in the form of questions being raised by them. They always offer suggestion and ways to improve along with offering a learning framework.

### **How do you align your corporate strategy with stakeholder interest?**

### **Do you have short/medium/long term strategy?**

A- We discuss in boardroom and meetings. We have external panel and external advisory panel to deal with the issues.

**How do you use external stakeholders to implement sustainability in your company?**

**What kind of projects are these?**

A- The stakeholder panel gives the plan and guide us and we present the target along with gaining feedback from the panel. There is quite a long list but currently we are raising funds for hunger of poor children. Children needs are a priority and we work with our partners. Our approach to slavery act is also nice and the company has been explaining to eradicate slavery by using panel.

**Do you conduct a materiality analysis?**

**If you have a materiality matrix, how is it used to set the CSR framework**

A- We do internally but not externally. We have matrix in guiding our thinking by talking to the advisory panel and the focus group. To some extent it is used to set CSR framework but still early days.

**Enablers and Barriers:**

**Have you identified any opportunities/barriers that enables you to set/achieve sustainability?**

A- All the time. Opportunities are related to customers taking sustainability seriously. Interest of consumers and colleagues and young members of the society taking things seriously. We can sell product that are more sustainable to increase commercial benefits. The opportunity is quite huge and SDG goals have been showing opportunities and barriers are reverse. Some think that sustainability is not important and can be assumed as a barrier. We work with industry partners to work seriously.

**Which factors can foster the implementation of your sustainability approaches?**

**How can these factors be strengthened?**

A- Continuing doing thing in a strategic manner, continue to have resources to work on this, and by listening to external companies.

**Which factors can challenge the implementation of your sustainability approaches?**

**What do you need to overcome these barriers?**

A- By learning from people and thinking strategically.

**Performance/Outcome:**

**How does external stakeholder knowledge influence the company's sustainability performance?**

**What kind of outcome will be influenced?**

A- They could judge what we are doing and can be critical. They can be more stretchy in their thinking.

**How do you define/measure success of your strategies/approaches?**

A- The feedback we get from people, newspaper articles, quality of feedback comes into the play, qualitative and quantitative measures. We don't have measurement in all areas but to some areas.

**How has your stakeholder knowledge helped your organisation to achieve your SDG goals?**

A- We can say that, I am not sure. As per the UN website, measurement and performance across the planet of 17 goals, global view is based on not fully achieving the SDG goals. Stakeholders are helping us through reporting and can be assumed as quite nice.



**General questions:**

**What is your job title? What are your primary tasks?**

B. CSR Manager

**In which industries are you primary operating?**

B. Hospitality, Restaurant business

**In which geographic regions is your company operating?**

B. Number of countries in the world but I am managing UK, 400 in the UK

**What is your annual turnover?**

B. 650 million in the UK

**How do you define sustainability?**

B- Working for the future generations and working towards achieving environmental goals. Sustainability is a function based on what we do for the welfare of the community and environment.

**What do the SDGs mean to your company? Do you focus on specific SDGs?**

(From the list provided (UN 17 SDG goals), please rank the SDGs your organisation prioritizes after/before the interview and send it to me via email)?

B- Notverymuch. Notreally, we are aware of it. Not many are aware of the same. Private companies are making money without thinking muchabout the SDG. In the future, we are thinking about it. We are learningto take itseriously.

**Research Questions:**

3) Stimulus/Motivation

**What are the drivers for setting SDG goals in your company?**

B- People are geenrally busy andtheyremain busy but the system needstoencouraged in order to take responsibilities and do things in a right manner

**How strategic is sustainability in your company?**

B. Not perfectly. We are beginning to understand the notion of sustainability. Its not necessarily peoples KPI

4) Stakeholder engagement approaches

**Who are your stakeholders?**

B- Customers, employees, suppliers, and we have strategy to support each of them.

**How is each stakeholder relevant to your business?**

B- They are important to be successful. Employees are happy then they will be motivated to their job and if customers are happy, they will add value, and if buyers are happy, they will help in out growth. So, we believe in getting results by making people contribute to make it a success.

**What kind of stakeholder input is beneficial to your business?**

**What benefit can you expect from meaningful stakeholder engagement?**

B- We do ask them what they think but we don't do that rigorously. We take feedback. Benefits are in the form of improving performance and be in a better position by understanding people. Feedback helps in improving services along with learning from their views. We are getting knowledge from people.

**How do you align your corporate strategy with stakeholder interest?**

**Do you have short/medium/long term strategy?**

B- Its aligned through to keep stakeholder happy and keep them aligned with the strategies. It is not based on short or long-term strategy but about the priority. We focus on business and social impact.

**How do you use external stakeholders to implement sustainability in your company?**

**What kind of projects are these?**

B- We lean on a number of expertise. We have external consultant to implement sustainability in a planned manner. We have opened an eco-friendly restaurant in Cambridge. We use feedback of few people to implement changes. We are slowly introducing sustainability.

**Do you conduct a materiality analysis?**

**If you have a materiality matrix, how is it used to set the CSR framework?**

B- We do analysis based on the information and talks. We are not engaging stakeholders in materialistic analysis. In the future, we might

**Enablers and Barriers:**

**Have you identified any opportunities/barriers that enables you to set/achieve sustainability?**

B- Yes. It cost too much and can be assumed as a barrier. Big opportunities to big brand and communicating the same to the world.

**Which factors can foster the implementation of your sustainability approaches?**

**How can these factors be strengthened?**

B- Not sure.

**Which factors can challenge the implementation of your sustainability approaches?**

**What do you need to overcome these barriers?**

B- People are afraid of change and reluctant to face changes. So, this can be assumed as a challenge.

The nature of the change is the biggest challenge. We have to build relationship and educate people to deal with the issue. So, communication is the best step and strategy.

**Performance/Outcome:**

**How does external stakeholder knowledge influence the company's sustainability performance?**

**What kind of outcome will be influenced?**

B- We want to compare with better businesses in order to improve. We are using stakeholder's criteria along with working the way they want to be successful.

**How do you define/measure success of your strategies/approaches?**

B- We don't have any measure or set of criteria and we are working on it in the near future. We need to define it well in the near future.

**How has your stakeholder knowledge helped your organisation to achieve your SDG goals?**

B- We are not doing SDG goals. I manage other people expertise by developing key values. Their expertise allows me to do things that I want.

## **APPENDIX-4: TELECOM COMPANY (C)**

### **General questions:**

#### **What is your job title? What are your primary tasks?**

C-Head of Sustainability & Corporate Responsibility (S&CR) at Ericsson, Region West- and Central-Europe. My primary tasks are to implement the S&CR strategy (that has been developed by our group) and to build customer engagements in order to assist customers in achieving their S&CR goals.

#### **In which industries are you primary operating?**

C- Telecom Sector

#### **In which geographic regions is your company operating?**

C- It is a global company, headquartered in Stockholm, Sweden. Ericsson is active in more than 180 countries.

#### **What is your annual turnover?**

C- In 2016, Ericsson 2016 annual revenue was 222,6 billion Swedish crowns (SEK), which equals 24,1 billion USD.

#### **How do you define sustainability?**

C- There are many definitions of sustainability. Sustainability means the following:

Our company shall strive to develop, produce, and offer products, services and solutions with excellent Sustainability performance and we shall contribute to the sustainable development of society.

Ericsson believes that Information and Communication Technologies (ICT) contribute to:

> Economic prosperity

> Social equity

> Improved environmental performance using resources today that will have less impact on future generation. Product sustainability and people sustainability is important along with taking care of environment and logistics. Sustainability is time dimension leading to welfare of many and working in partnership with DHL as logistic partners. Purchasing vehicles that are energy efficient.

**What do the SDGs mean to your company? Do you focus on specific SDGs?**

(From the list provided (UN 17 SDG goals), please rank the SDGs your organisation prioritizes after/before the interview and send it to me via email)?

C- We see ICT as a powerful enabler for all 17 goals. While there are considerable challenges to be tackled in achieving this ambitious agenda, We have various examples of how our products, services and solutions around the globe demonstrate the considerable opportunity for ICT to accelerate achievement of the SDGs while supporting the business.

Ericsson contributes to all 17 SDG's. The SDG's related most to our core business are: SDG#13, SDG#9, SDG#11.

See also our latest annual S&CR report, [Technology for Good 2016](#) page 4-5.

**Research Questions:**

5) Stimulus/Motivation

**What are the drivers for setting SDG goals in your company?**

C- Our sustainability and CR strategy is a core part of our business strategy and embedded across the company. The UN Sustainable Development Goals (SDGs) are the framework we increasingly use to define and measure our impact.

Our five-fold strategy is to:

- Leverage trust as a business advantage
- Establish leadership in energy performance
- Establish a circular economy for materials, waste and water
- Develop and deliver solutions to support climate action
- Scale the impact of Technology for Good.

As a responsible and relevant driver of positive change in society (see illustration), we use the SDGs to set our own vision for how we can contribute with our technology and competence.



### **How strategic is sustainability in your company?**

C- Since several years, Ericsson top management has included sustainability in our long-term strategy. Our head of S&CR reports directly to the CEO.

### **6) Stakeholder Engagement Approaches**

**Who are your stakeholders?**



C- Ericsson identifies 4 groups of stakeholders: customers, shareholders, employees and society

**How is each stakeholder relevant to your business?**

C- See the picture above. Ericsson's wanted position in the Networked Society is:

For customers, we aim to be the leading ICT transformation partner

Employees: Attract, develop and retain best talent

For shareholders we want to be a value creator

For society, we want to be a responsible and relevant driver of positive change Grow faster than the market with best-in-class margins

**What kind of stakeholder input is beneficial to your business?**

**What benefit can you expect from meaningful stakeholder engagement?**

C- Only by engaging stakeholders, we can identify our material issues. Furthermore, our KPI's are defined keeping our stakeholders benefits in mind.

**How do you align your corporate strategy with stakeholder interest?**

**Do you have short/medium/long term strategy?**

C- Ericsson has a short/medium/long term strategy. We have defined long-term goals; based on that we define annual goals. The progress is measured in KPI's on our Balanced Score Cards.

**How do you use external stakeholders to implement sustainability in your company?**

**What kind of projects are these?**

C- To provide a strong foundation for our strategy and decision-making, we regularly review our most significant sustainability and CR issues.

Materiality assessment is a central component of our sustainability and CR strategy, target setting and risk management and reporting process. As part of this, we consider a wide range of economic, environmental and social impacts significant to our business, or which substantively influence the views and decisions of our key stakeholders.

Examples of projects related to the SDG's where our stakeholders are involved can be found in our latest annual S&CR report: [Technology for Good 2016](#), page 4-5.

**Do you conduct a materiality analysis?**

**If you have a materiality matrix, how is it used to set the CSR framework**

C- We use a materiality matrix to review significant issues on an annual basis, taking into account emerging trends, stakeholder feedback and other input.

The materiality matrix is published in our annual S&CR report. See latest version: [Technology for Good 2016](#), page 12-13.

**Enablers and Barriers:**

**Have you identified any opportunities/barriers that enables you to set/achieve sustainability?**

C- The SDG's represent a huge business value; this has been investigated and described in UN SDG's report "Better Business Better World", which can be found [here](#).

This report was published during the latest WEF in Davos; Ericsson was one of the contributors.

Generally speaking, potential barriers are short-term thinking and the lack of investment budget

**Which factors can foster the implementation of your sustainability approaches?**

**How can these factors be strengthened?**

C-One of the major factors is our strong belief that the ICT sector can accelerate the SDG goals. This can be strengthened when we have more and more proof points (i.e. concrete projects showing the benefit for society).

**Which factors can challenge the implementation of your sustainability approaches?**

**What do you need to overcome these barriers?**

C-As mentioned above: Generally speaking, potential barriers are short-term thinking and the lack of investment budget.

**7) Performance/Outcome:**

**How does external stakeholder knowledge influence the company's sustainability performance?**

**What kind of outcome will be influenced?**

C-There is a strong interaction between Ericsson and many external stakeholders. In one direction, we influence our stakeholders with advocacy (see also page 11 of our annual report "Advocacy puts ICT on the agenda"). In the other direction, we need our stakeholders' competence and influence in order to reach specific results.

**How do you define/measure success of your strategies/approaches?**

C- KPI's for S&CR are sometimes hard to define and measure in a concrete way. Our objectives and achievements are described in our [Technology for Good 2016](#) report, page 62-63. We status of each of the goals, measured against the target, determines our success.

**How has your stakeholder knowledge helped your organisation to achieve your SDG goals?**

C-Absolutely. For example, our Connect-to-Learn program (which aims to give children in remote areas in developing countries access to education) is carried out with active involvement of other stakeholders (e.g. local government, educational institutes). Partnership is the key for success (SDG 17)!

## **APPENDIX-5: TRAIN INDUSTRY (D)**

### **Interview Questions:**

#### **General questions:**

**What is your job title? What are your primary tasks?**

**Job Title :** Purchasing staff

#### **Primary Tasks :**

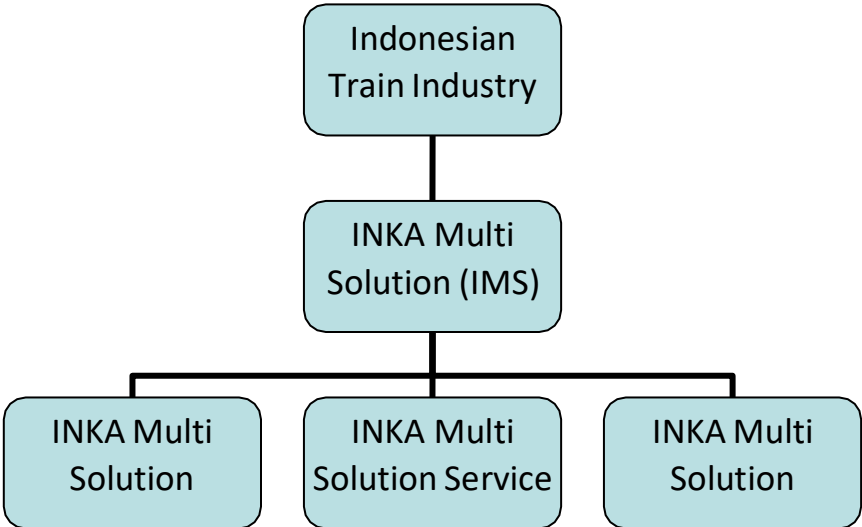
- Fulfilling the required part or component requested by users (from technology, production, facilities, engineering, quality control, etc.) by publishing purchase order.
- Building relation with vendors related to purchase order, repeated order, direct purchasing, justification and negotiation. At some condition doing a development collaboration in order to acquire a desired level of development, wether it is in production, technology, material science or quality management.
- Direct visit or interaction with vendor during certain fulfilling condition.
- Providing an input toward the upcoming project (for example the upcoming train project in July 2017) from the purchasing point of view related to an alternative manufactured material in order to get a purchasing efficiency.

**In which industries are you primary operating in?**

Railway (train) part manufacturing. Holding / subsidiary company of Indonesian Train Industry (INKA).

For a better understanding of our manufacturing activity, to avoid naming confusion of the company name, here are a diagram describing the relation between parent and holding / subsidiary company.

**Answer: Production, operations and purchasing thinking of sustainability.**



Here are some capture of our production facilities and activities.





**In which geographic regions is your company operating?**

Madiun, East Java, Indonesia

**What is your annual turnover?**

I am not familiar with the terms of annual turnover, but based on the data provided by the bank, the allocated funds for the company's project (just for project / production floor) in 2017 is approx USD 11,226,000.

**How do you define sustainability?**

Since we are the subsidiary / holding company of Indonesian Train Industry (as a parent company), we define sustainability as the ability to gain trust from the parent company to allocate more of the project to be handled by us by maintaining and improving the current improvable process, because until present we hold more than 90% of our parent company's project. We emphasize more on the development of technology, purchasing method, collaboration of knowledge with vendors and corporate governance.

**What do the SDGs mean to your company? Do you focus on specific SDGs?**

Eventhough there are no exact terms of “Sustainable Development Goal”, there are some pathway and company’s focus supporting those goals. Based on the discussion and evaluation from our parent company, we are required to reach the level of international level of railway part manufacturers. Eventhough that is the upcoming goal of the company’s oprational level, currently we are focusing more on the local welfare consideration. If I translate the 17 SDG by UN, our company is now applying some of them in a local level, in order to aquire the experience before moving to the globa level.

For example the goal of no poverty, the goal set by UN is defined as the elimination of poverty in a global level, our company emphasize them as providing jobs and working opportunity for the local citizen of Madiun, East Java because I remember making a purchase order for a contractor providing a work force from the locals. Based on how our company operate today, here are some “indirect” operational activity that support SDG by applying them “locally”.

No	SDG	Meaning
1	No Poverty	Providing jobs and work opportunity for the local work force by hiring them through contractors which are hired to do the company’s project or routine part production.
2	Zero Hunger	Orphanage visitation and consumption fulfilment toward the below average local neighborhood at a certain period.
3	Good Health and Well Being	Community service related to free medical treatment ( <i>currently not in our focus</i> )
4	Quality Education	Supporting Education though the internship opportunity (such as myself) in order to get a better insight of how the transportation part manufacturing work. And also there are some of the railway part we produced are purchased thourgh the production unit vocational high



		school
5	<b>Gender Equality</b>	<b>Believing in the capability based performance without put a favor on one gender more superior toward the other (currently not in our focus)</b>
6	<b>Clean Water and Sanitation</b>	<b>Providing the access toward the clean water from piping project jointly with the contractors (currently not in our focus)</b>
7	<b>Affordable and Clean Energy</b>	<b>Efficiency in using the plan energy such as electrical appliances, tools, machinery and smarter use of consumable part. (currently not in our focus)</b>
8	<b>Decent work and Economic Growth</b>	<b>Continous improvement toward our production and supply chain by proposing a better part design in order to compensate the requirement of part customization and working standardization.</b>
9	<b>Industry, Innovation and Infrastructure</b>	<b>Providing the society with the production of train and railway part (which is the basic operational activity for the company). Onward, the manufacturing focus of our company will not only in the railway part manufacture, but also any means of public transportation (bus, double decker, city tour bus part manufacturing).</b>
10	<b>Reduced Inequality</b>	<b>(currently not in our focus)</b>
11	<b>Sustainable Cities and Communities</b>	<b>(currently not in our focus)</b>
12	<b>Responsible Consumption and Production</b>	<b>This goals can be aligned with the direction of optimization in resource, part, component usage and the production activities in order to reduce industrial waste (refer to 7 deadly waste).</b>
13	<b>Climate Action</b>	<b>(currently not in our focus)</b>
14	<b>Life Below Water</b>	<b>(currently not in our focus)</b>
15	<b>Life on Land</b>	<b>(currently not in our focus)</b>

16	<b>Peace, justice and strong Institutions</b>	<b>Running the organizational activities from each department as professional, transparent, and reliable as possible.</b>
17	<b>Partnership for the goals</b>	<b>Developing a partnership with supplier, parent company, subsidiary company and the society to enhance the production and operational activities of the company. For example during the visitation of a vendor producing a seating frame through metal cutting in Surabaya, East Java. We were discussing a delivery schedulling to be delivered to the company for assembly process, they proposed a better design for the frame to reduced cost and lead time, and our company is happy to accept those proposal because we understand that they have a better understanding of how the seating frame are made efficiently.</b>

Research questions:

8) **Stimulus/Motivation**

**What are the drivers for setting SDG goals in your company?**

Our driver by moving toward the direction stated in the SDG is our vision itself which demand us to increase in the quality of manufacturing, management, distribution, and the most important is the stakeholder relation. We understand that we will not going near the term of world class if we deliberately violate any of the goals mentioned.

## **How strategic is sustainability in your company?**

As mentioned in our vision which is becoming a world class railway part manufacturing, eventhough **the term “SDG” is not considered familiar in our company but we are still able to understand it** by declaring the 17 goals. Currently we’re a railway part manufacturing operating in local level, fulfilling the demand and project from our parent company (which then will be use for the demand of train in Indonesia and some demand from Bangladesh as well).

That means in strategical point of view, sustainablility will indirectly bring us closer to the term of “world class” manufacturing organization. For example, there are ISO management standarizations (which has to be implemented in order to implement a better operational activity) focusing in one or some of the goals, if we implement a project to aquire those ISO certificate, we will automatically target those goals covered by ISO itself.

Based on the direction from the managers and board of directors (that are announced through out the entire employee during every morning ceremony), there are 3 bottom line of corporate sustainability, they are environment, social and economic. Based on the current condition and **operational method, our focus is emphasize more on economical and social consideration**, the environment are managed only based on standard level.

**Eventhough the environmental factor is not a direct consideration during the sustainable management**, until present we are indirectly aware of the environment by doing a proper handling of any chemical component which has a potential hazard to the environment. We also believe in the full utilization of raw material such as metal plate, welding wire, paint or coating and any other consumable part because the waste of unutilize of those consumable part can also harm the environment.

## **9) Stakeholder engagement approaches**

Who are your stakeholders?

Based on Friedman and Miles (2006 :27)Here are some of the stakeholder of INKA multi solution.

<b>Stakeholder</b>	<b>Party</b>
Supplier	Every company supplying goods or service to the company.
Government	The local government of Madiun, Government of East Java province
Political Groups	Industri Kereta Api Indonesia (INKA) ( <i>Indonesian Train Industry</i> )
Owner	The board of director of INKA multi solution
Financial Community	For the payment policy we just had an agreement with MandiriSyari'ah Bank.
Activist Group	<i>(Rarely Specified or no significant influence)</i>
Customers	Industri Kereta Api Indonesia (INKA) ( <i>Indonesian Train Industry</i> )
Customers Advocate Group	The law department of Indonesian Train Industry and The public department of INKA multi solution.
Union	<i>(Rarely Specified or no significant influence)</i>
Employees	All of the employee of INKA multi solution
Trade Association	IMS - Trading, IMS - Service, IMS - Consulting
Competitors	Bus part manufacturing companies (but this is an indirect competitor and the impact significance is relatively low)  Foreign railway part manufacturing which product can be imported (eg. China railway part manufacturing).

## How is each stakeholder relevant to your business?

Only some of the stakeholder that I'm familiar with, they are :

Stakeholder	Relevance
Supplier	Providing the required goods and service, providing alternative goods and service in order to satisfy the objective function of the purchasing activity (the least cost / the least lead time / the most quality) sometimes involve vendor/s meeting. They also act as a source of information toward the method of other company they've ever supplied
Customers (which also act as a political group)	Providing the product specification to be manufactured, providing the workshop to manufacture, giving the direction about the future state of the business, providing a consulting activities to pursue the quality management.
Trade Association	IMS-T (INKA Multi Solution Trading) operate as a purchasing company to supply "some (not all)" of the part required by IMS to make the purchasing activity in IMS more effective and efficient.  IMS-S (INKA Multi Solution Service) operate as a repairing, maintenance, logistic and general contractor in railway / train manufacturing to ensure a better train manufacturing for IMS and INKA.
Employees	Running the daily operational activities, documenting the

	working standard, proposing an improvement towards the gap of the existing system and the standard practice.
Competitors	Setting the product and management quality standard (by comparative study from INKA former employee assigned in IMS). Increase competitiveness toward the railway part industries. For indirect competitor, such as bus manufacturer, our company has a plan to take over some of their part manufacture to be produced in our workshop (become the competitor's vendor)

**What kind of stakeholder input is beneficial to your business?**

How do you use external stakeholders to implement sustainability in your company?

**Answer for Both question :**

<b>Stakeholder</b>	<b>Input</b>
Supplier	The procured product, service and somewhere around the suggestion of material, services and production method. The information about the other manufacturing method from the other company (which they also make a supplier agreement with) is also considered beneficial.
Customers (which also act as a political group)	The design of the part or component required to be manufactured.  The future pathway toward the organizational strategy
Trade Association	Supporting activities toward the operational
Employees	The involvement of the employee toward the organizational

	activities is considered enough. The employees are working partly daily operational and partly improvement of the current process until a certain level of working loads can be achieved.
Competitors	The brief standard needed to be achieved by the company which can be seen from the benchmarking and the product of the competitor itself which we can observe directly.

**How do you align your corporate strategy with stakeholder interest?**

<b>Stakeholder</b>	<b>Input</b>
Supplier	Sometimes our supplier have a product catalog of their offer and during the production meeting we propose some of their offers that can be beneficial to the part fulfillment
Customers (which also act as a political group)	Our overall system is designed to compensate the product requirement by our customer, which sometimes customized whether they are minor or completely different specification.
Trade Association	To increase our service level to our customer, we utilize our subsidiary company to support our operational activities.
Employees	This is related to our working method. The requirement of working effectively with the working loads as low as possible is utilize as much as the current condition.
Competitors	Related to competitor, we have a target to become one of their part supplier so we can change our some of our competitors into customer (beside our own parent company)

**Do you conduct a materiality analysis?**



Based on the definition of materiality, which is to perform a such report presenting the economic, environmental and social impact, our company is not doing a formal materiality analysis. However the reporting of our company is covered by our parent company reflecting our performance in the economic and social impact.

**2) Enablers and barriers:**

**Have you identified any opportunities/barriers that enables you to set/achieve sustainability?**

There are no direct statement about the factors affecting our goals to be a global level manufacturing company, however the closely related goals based on the management’s direction can be stated based on Barquet, Seidel, etc (2016: 437 – 438) which are Production and consumption responsibility, stakeholder economic value identification, Behavioural change toward consumer, Action toward Social and surrounding, Innovation toward different level. (the factors are rephrased due to originality requirement)

**Which factors can foster the implementation of your sustainability approaches?**

**Which factors can challenge the implementation of your sustainability approaches?**

**Answer for Both question:**

Every factor can be challenging to be strengthened and as far as we realize, here are our opinion about those factor

No	Factors	Challenge	Strengthened method
1	Production and consumption	The lack of communication tools and method since the responsible person	Material data recording and communication between the

	responsibility	only able to understand their specific jobs without the understanding about data coordination.	related department, periodic meeting (to replace ERP system for communication), smarter production activities.
2	stakeholder economic value identification (focusing on supplier)	The challenge is to identify the classification of the part (related to karljic matrix) and the information about the supplier which can provide such part. The criteria of supplier selection is also inappropriate since price is the primary consideration above the rest (quality and lead time).	The criteria to identify part should be established and the supplier selection should consider the input not only from purchasing, but also from production and quality control (currently has not been implemented, just the management direction)
3	Behavioural change promotion toward consumer	As I mentioned before, currently our consumer is our own parent company, the challenge that we are working on is finding the customers other than our parent company (eg. Bus manufacturer).	Currently working on the deliverable identification of part to be manufactured for another public transportation manufacturer (other than our parent company).
4	Action toward Social and surrounding	This is related to the job availability throughout the company and related to our workshop operator, the main focus are the local and contract based employment. The demand of production efficiency and machinery	We analyse the through put capabilities and currently this factor can be achieved not only by hiring more workshop operator, but also community service such as orphanage

		equipment (eg. Mechanized material handling) will reduce the requirement for the operator itself.	visitation and the community fasting break that we had during the last Ramadhan.
5	Innovation toward different level	The routine activities of the company leave no sufficient spare times for innovation meeting (at least that's what we felt in the purchasing) and the spare times that we normally had is not allocated well for this factor.	Currently we have a method to give an opportunity for the academia to attend an internship and apprenticeship and normally they're asked to produce a certain reasonably improvement (eg. Programming, database, documentation of procedure standardization). Beside that we also allocate a moment to identify an idea of innovation to ease the work within department.

**Performance/Outcome:**

**How does external stakeholder knowledge influence the company's sustainability performance?**

We are required to do an improvement toward the quality of the manufactured part itself and aligned with that, our parent company (as well as the intention of the company itself) encourage us to reduce the operational cost up to 20%. Therefore the involvement of the coordination among employee in different department is required as well as the **opportunity for the supplier to provide a better insight about the goods and services to be used** (supplier involvement toward the operational method in our company).

### **How do you define/measure success of your strategies/approaches?**

The quantitative approach that we have is based on the cost and profit from the annual financial report. Beside that we're normally evaluated by our political party (which is also our customer) who monitor our performance in various department since some of their employee are assigned to do a direct monitoring in the production floor

### **How has your stakeholder knowledge helped your organisation to achieve your SDG goals?**

By the supplier involvement in providing the production, procurement, maintenance and financial policy as a consideration in our company. There a numerous case of supplier involvement that I'm familiar with, such as:

- During the discussion with the seating frame supplier, we discuss about the delivery schedule about the finished frame, and also the alternative design of the frame, which can significantly reduce cost and processing time without compromising the standard.
- During the discussion with the vendor supplying resin epoxy for window framing, they propose the numerous alternative of epoxy type, which can be implemented (that day I remembered it was a discussion about a better epoxy to stop the spread of fire and burning mark). They also provide the tools and machinery, which can be implemented.
- During the crane certification. Supplier procured for the service of the certification provide the standard of maintenance schedule (even though it was not in their contract, they're willing to do so when we asked).

## **APPENDIX-6: INTERNATIONAL TV AND BROADBAND COMPANY (E)**

### **General questions:**

#### **What is your job title? What are your primary tasks?**

Director sustainability

My main tasks are setting the strategy, targets and action plans on group level (worldwide) to address what stakeholders see as the most material sustainability issues for the company.

#### **In which industries are you primary operating?**

Media and Telecommunications

#### **In which geographic regions is your company operating?**

It is the largest international cable telecommunications company with operations mainly in Europe, the Caribbean and south America

#### **What is your annual turnover?**

In 2016 the total revenue was US\$ 20 billion

#### **How do you define sustainability?**

We believe connectivity is essential for today's economies, communities and people's everyday lives. This creates an important responsibility to make sure that digital technology works in everyone's best interests. It's our responsibility to continue to invest in our network, deliver outstanding service and protect our customers' privacy. And to ensure that as the bandwidth we provide grows, our impact on the planet won't.

#### **What do the SDGs mean to your company? Do you focus on specific SDGs?**

(From the list provided (UN 17 SDG goals), please rank the SDGs your organisation prioritizes after/before the interview and send it to me via email)?

We trust in the power of technology in support of all the 17 goals. Although the goals address major challenges the world is facing Liberty is not shying away in tackling those challenges where we can. A glimpse of these actions can be seen in our annual Corporate Responsibility reports. Although with connectivity and other products we support all of the UN's 17 SDGs the ones most related to our business are 9,11,12 and 13.

**Research questions:**

Stimulus/Motivation

**What are the drivers for setting SDG goals in your company?**

Our drivers are based on the material issues. Our stakeholder defines relevant for our business.

**How strategic is sustainability in your company?**

We believe sustainability is essential to any business. As such a dedicated team based in our offices in Amsterdam leads the execution of our CR strategy, supported by a network of managers and employees with shared responsibility for CR delivery throughout our companies. Furthermore, when

our Executive Leadership Team (ELT) meets every six weeks our head of Investor Relations & Corporate Responsibility, reports to the ELT on corporate responsibility topics.

### Stakeholder engagement approaches

#### **Who are your stakeholders?**

Our stakeholders include customers, employees, investors, suppliers, civil society organizations, policy makers, and those living in the communities where we operate

#### **How is each stakeholder relevant to your business?**

For each of our stakeholders we define the relevance by how we engage with each group, what they told us and what we are doing. A more detailed description of our stakeholder engagement is available on our website.

#### **What kind of stakeholder input is beneficial to your business?**

#### **What benefit can you expect from meaningful stakeholder engagement?**

Our materiality issues are defined by our stakeholders, which help us direct our focus to where it matters most. That how we also set the right KPI's relevant to our stakeholders.

#### **How do you align your corporate strategy with stakeholder interest?**

#### **Do you have short/medium/long term strategy?**

Beyond the stakeholder engagement we have defined our Corporate Responsibility framework to ensure the interests of our stakeholders addressed.

Our CR framework is set to harness and grow the positive potential of connectivity, digital entertainment and technology while our impact on the planet won't.



**How do you use external stakeholders to implement sustainability in your company?**

**What kind of projects are these?**

Our material issues are defined by engaging with our stakeholders. That is the foundation for our sustainability projects in the first place. The materiality is reviewed and refreshed every 2-3 years to ensure relevance.

This also how we define and disclose the risks and opportunities that face our business.

**Do you conduct a materiality analysis?**

**If you have a materiality matrix, how is it used to set the CSR framework**

Yes, every 2-3 years. This is our latest materiality matrix.

The materiality matrix used by us to define the projects that help us address the most significant issues in the eye of our stakeholders.

**Enablers and barriers:**

**Have you identified any opportunities/barriers that enables you to set/achieve sustainability?**

In general all the SDG's defined represent a great business value to both businesses and society planet which is well defined in UN SDG's report "Better Business Better World".

When talking about barriers it is mainly due to lack of initial budget or very short term business plans.

**Which factors can foster the implementation of your sustainability approaches?**

**How can these factors be strengthened?**

The ICT in general and telecommunications industry specifically will greatly help in achieving the SDGs through connectivity and ease of access to information.

**Which factors can challenge the implementation of your sustainability approaches?**

**What do you need to overcome these barriers?**

Lack of investment and short-term thinking are the two main barriers.

**Performance/Outcome:**

**How does external stakeholder knowledge influence the company's sustainability performance?**

**What kind of outcome will be influenced?**

We do a rigorous review of our material issues through close coordination with our stakeholders to ensure the most material issues are brought to light.

**How do you define/measure success of your strategies/approaches?**

We have many projects in line with our CR framework to address the material issues. The performance measures are well defined in our latest CR report pages 12-14.

**How has your stakeholder knowledge helped your organisation to achieve your SDG goals?**

Very obvious, we are a major contributor to the SCTEEnergy2020 program setting energy standards and helping the industry reach the energy goals of 2020

