

## ANNUAL REPORT 2005



### **Center for Strategic Management: Stakeholder View University of Applied Sciences and Business Administration (HWZ), Zurich**

The Center for Strategic Management: Stakeholder View at the University of Applied Sciences and Business Administration, Zurich under the direction of Prof. Sachs and Prof. Rühli is actively investigating the key aspects of stakeholder management. In cooperation with Jim Post from the Boston University and Lee Preston from the University of Maryland, the Research Center developed a comprehensive management approach "Stakeholder View". This research has led to the publication of a book and several publications in international top journals such as the California Management Review. From 2003 to approximately 2007 the research group is primarily working on the project "Good Practices of Stakeholder View".

For further information, detailed CVs as well as individual areas of interest see:  
<http://www.fhhwz.ch/shv/>

The research project is embedded into various academic and practical networks, like e.g. the Academic Network of the UN-Initiative "Global Compact", the International Association for Business and Society, European Academy of Business in Society and the Academy of Management (Subdivision Social Issue Management).

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#### **Projects:**

- Current research project „Good Practices of Stakeholder View“; after completion of the analysis, research reports were handed over to the participating firms in the telecommunication industry (Swisscom, Sunrise, and Orange) in 2004. In 2005, the Financial Services cluster was extended with the analysis of ZKB (Zürcher Kantonalbank). In addition the methodology and first analyses within the context of intra- and inter-industry comparison of the analysed firms were developed.
  - The project „Good Practices of Stakeholder View“ is supported by EABIS (European Academy of Business in Society) for two years. Next to the project „Good Practices of Stakeholder View“, the projects of the London Business School, Cranfield School of Management, ESADE, Norwegian School of Management and the SDA Bocconi are supported. Due to this support, the HWZ and the research group were able to position themselves well among the European academia and the European research.
  - Launch and first analyses of the KTI project of the University of Applied Sciences in Business and Administration (HWZ): „ICT supported Stakeholder Management as Organizational Success Factor“. As part of a feasibility study and in collaboration with the Universities Aargau and Berne, suitable methods and tools for a systematic stakeholder management are developed.
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### **Events and Congress Participations:**

- EABIS (participation and presentation at the conference by Sybille Sachs, Edwin Rühli and Marc Maurer who presented the results of the project „Good Practices of Stakeholder View“ in the telecommunications area, illustrated with the example of the telecommunication provider Orange; guest speaker Mr. Hoffmann; submission by Dominic Käslin and Veronika Mittnacht on the topic of „Multi-Method Approach“; presentation of the dissertation topics and participation at the PhD workshop by Isabelle Kern and Veronika Mittnacht.
- Participation of Prof. Sachs and Prof. Rühli at the Politeia conference in Milan; Presentation of the paper „The effects of liberalization and privatization on former monopolist’s stakeholder interactions“ by Sachs/Rühli/Maurer.
- Presentation and workshop at this year’s „Leadership Symposium“ of the Forum Sustainability at the Swiss Re Communication Center by Prof. Dr. Sybille Sachs. The presentation deals with the benefits and risks of Stakeholder Management; the workshop treats the corporation Holcim and its Stakeholder Management.
- The paper „Normative Foundation of Stakeholder View - an International Perspective“ by Mark Vesper and Sybille Sachs, presented at the 2005 Annual Meeting of the Society of Business Ethics in Honolulu will appear in the conference proceedings.
- The paper „Toward a Comprehensive View on Corporate Stakeholder Responsibility“ by Sybille Sachs and Marc Maurer, presented at the International Sustainability Conference 2005 in Basle (13.10-14.10.2005) will appear in the conference proceedings.
- The paper „The Contribution of the Stakeholder View to the knowledge-creation framework of Nonaka and Takeuchi“ by Sybille Sachs and Isabelle Kern was accepted for presentation at the 2005 Annual Meeting of the International Association for Business and Society in Sonoma, California (31.3-3.4.2005) and appeared in the conference proceedings.

### **Our Events:**

- „Stakeholder Management as success factor / Erfolgsfaktor Stakeholder-Management“ : Conference of the Center for Strategic Management in collaboration with SGO on 15th September 2005 at the University of Applied Sciences (HWZ), Zurich
- „1st Annual Conference: Good Practices of Stakeholder View“: As part of our research project a conference in collaboration with EABIS will take place on 16th November 2005.
- Dr. Charles E. Olson, Teaching Professor & Director Business Honors Program at the Robert H. Smith School of Business at the University of Maryland held a seminar with the doctoral students of the research center Stakeholder View about writing case studies.

Organisation of three „Gipfel-Conferences“ where several top managers of Zurich-based firms discussed current topics related to stakeholder management.

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### **Awards and Appointments:**

- In 2005, Sybille Sachs was re-elected to the Sustainability Board of the ZKB.
  - In 2004/2005, Sybille Sachs was elected to the PhD Board of the Academy of Management; for 2005/2006 she was elected to the Nomination Committee at large of the Social Issues in Management (SIM) Division of the Academy of Management.
  - Sybille Sachs was appointed to the Multi-Stakeholder Advisory Council of the European CSR Platform
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### **Memberships:**

- Academy of Management (AOM; USA)
  - International Association for Business and Society (IABS; USA)
  - Schweizerische Gesellschaft für Betriebswirtschaft (SGB)
  - Strategic Management Society (SMS; USA)
  - Verband der Hochschullehrer für Betriebswirtschaft (extraordinary membership)
  - Verein für Socialpolitik (committee Evolutionary Economics)
  - Forum Stakeholder View
  - EABIS (European Academy for Business in Society)
  - COMPASSS (COMPARative methods for the Advancement of Systematic Cross-case analysis and Small-n Studies)
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## **Publications:**

### ***Articles and Contributions to Books in the year 2005***

- Maurer, Marc / Sachs, Sybille (2005): "Implementing the Stakeholder View: Learning Processes Towards a Changed Stakeholder Orientation", *Journal of Corporate Citizenship*, 17, pp. 93-107.
- Rühli, Edwin / Sachs, Sybille (2005): "Practical Issues in Implementing the Stakeholder View as a Core Competence", in: R. Sanchez, & A. Heene (Eds.), *Competence Perspectives on Resources, Stakeholders and Renewal* (pp. 217-236), Amsterdam: Elsevier.
- Sachs, Sybille / Rühli, Edwin (2005): "Changing managers' values towards a broader stakeholder orientation", *Corporate Governance*, 5(2), pp. 89-98.
- Sachs, Sybille / Rühli, Edwin / Mittnacht, Veronika (2005): "A CSR framework due to multiculturalism: The Swiss Re case", *Corporate Governance*, 5(3), pp. 52-60.

### ***Conferences and working papers in the year 2005***

- Sachs, Sybille / Kern, Isabelle (2005): "The contribution of the Stakeholder View to the knowledge creation framework of Nonaka and Takeuchi", presentation at the 2005 Annual Meeting of the International Association for Business and Society in Sonoma Valley, California (31.3-3.4.2005), appearance in the conference proceedings.
- Maurer, Marc / Sachs, Sybille (2005): "Towards a Comprehensive View on Corporate Stakeholder Responsibility" has been accepted for presentation at the International Sustainability Conference 2005 in Basle (13.10-14.10.2005), appearance in the forthcoming conference proceedings.
- Sachs, Sybille (2005): "Advantages and Risks of Stakeholder Management - The Holcim Case"; Invitation as Keynote Speaker, for paper presentation and workshop at the Annual Leadership Symposium of the Forum Sustainability; Swiss Re Center for Global Dialogue in Rüslikon (08.09-09.09.2005)
- Sachs, Sybille / Vesper, Mark (2005): "Normative Foundation of Stakeholder View - an International Perspective", presentation at the 2005 Annual Meeting of the Society of Business Ethics in Honolulu (04.08-07.08.2005)
- Sachs, Sybille / Rühli, Edwin / Maurer, Marc (2005): "The effects of liberalization and privatization on former monopolist's stakeholder interactions". Presentation at the 2005 annual Politeia conference in Milan (16.09-17.09.2005), appearance in the forthcoming conference proceedings.

### ***Current Submissions and Submissions in progress***

- Sachs, Sybille / Maurer, Marc / Rühli, Edwin (2005): "Corporate Social Responsibility from a Stakeholder View Perspective: CSR Implementation by a Swiss Mobile Telecommunication Provider", Submission to the Annual Meeting of EABIS in Warsaw (05.12.-06.12.2005) (accepted)
  - Mittnacht, Veronika / Kaeslin, Dominic (2005): "Evaluating the Applicability of a Multiple Method Approach for the Advancement of the Stakeholder View of the Firm", Submission to the Annual Meeting of EABIS in Warsaw (05.12.-06.12.2005) (accepted)
  - Sachs, Sybille / Kaeslin, Dominic (2005): Topic: "Comparative Research Methodology", submitted to the Annual Meeting of the IABS 2006 (in progress)
  - Maurer, Marc (2005): Topic: "The Competitor as a Strategic Stakeholder in the Stakeholder View" planned submission to the Annual Meeting of the IABS 2006 (in progress)
  - Sachs, Sybille / Maurer, Marc (2005): Topic: "Hermeneutic Classificatory Content Analysis", planned submission to the Annual Meeting of the Academy of Management (AOM) (in progress)
  - Mittnacht, Veronika (2005): Topic: "Corporate Governance and Stakeholder View", planned submission to the Annual Meeting of the Academy of Management (AOM) (in progress)
  - Sachs, Sybille / Rühli, Edwin / Maurer, Marc (2005): Topic: "Intra-Industry Analysis Telecommunication Cluster focused on Strategy", planned submission to the Annual Meeting of the Academy of Management (AOM) (in progress)
  - Sachs, Sybille / Maurer, Marc (2005): Topic: "CSR - Corporate Stakeholder Responsibility", planned submission to the Annual Meeting of the Academy of Management (AOM) (in progress)
  - Various Working Papers
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**Review of our work:**

The book „Redefining the Corporation: Stakeholder Management and Organizational Wealth“ (Stanford University Press, 2002) by J.E. Post, L.E. Preston and S. Sachs was positively reviewed by the Academic Community. Following, you will find an overview of last year’s reviews:

- David W. Bracken, *Personnel Psychology*, September 2004, pp. 1064-1067
  - James E. Mattingly, *Academy of Management Review*, July 2004, pp. 520-523
  - Cam Caldwell, *Academy of Management Review*, April 2004, pp. 299-301
  - Bruce T. Lamont, *Administrative Science Quarterly*, March 2004, pp. 145-146
  - James P. Walsh/ Walter R. North (2005): Book Review Essay: Taking Stock of Stakeholder Management, *Academy of Management Review*, 30(2), pp. 426-437
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**Dissertation Topics:*****University of Applied Sciences in Business and Administration (HWZ) and the University of Southern Queensland, Australia (USQ)***

- Georges Ulrich: Repositioning of a Stakeholder Issue (Prof. Dr. Bruce Millett, USQ, Prof. Dr. Sybille Sachs), DBA Thesis

***University of Zurich***

- Isabelle Kern: Combining Stakeholder Management and Knowledge Management (Prof. Dr. Helmut Schauer, Prof. Dr. Sybille Sachs).
  - Marc Maurer: Corporate Stakeholder Responsiveness: An Evolutionary and Learning Approach (Prof. Dr. Andreas G. Scherer, Prof. Dr. Sybille Sachs).
  - Veronika Mittnacht: Corporate Governance in a Stakeholder View (Prof. Dr. Egon Franck, Prof. Dr. Sybille Sachs)
  - René Nicolodi: Sustainable Pension Fund Engagement as a Sustainability Driver (Prof. Dr. Fritz Gutbrodt, Prof. Dr. Sybille Sachs).
  - Torsten Schäfer: Stakeholder oriented Post-Merger-Integration-Management – Aspects of the planning process (Prof. Dr. Egon Franck, Prof. Dr. Sybille Sachs).
  - Dominic Käslin: Topic in progress (European Business School (EBS); Prof. Dr. J.-P. Thommen, Prof. Dr. Sybille Sachs), start 2006
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**Supervised Diploma Theses and Semester Projects:*****University of Applied Sciences in Business and Administration (HWZ)***

- Isabelle Kern „Obesity / Fettleibigkeit – Kosten-/Nutzenanalyse von Gesundheitsprogrammen am Beispiel der Crédit Suisse“, Diploma thesis at the HWZ by Rafael Wenger. (in progress)
  - Isabelle Kern „Eignung von Communities fürs Wissensmanagement“, Diploma thesis at the HWZ by Michael Bannasch. (finished)
  - Isabelle Kern „Wissensmanagement und organisationales Lernen in Unternehmen“, Diploma thesis at the HWZ by Alen Mijatović. (finished)
  - Marc Maurer „Obesity / Fettleibigkeit – Ist Obesity ein Thema in der Schweiz? – Am Beispiel der Credit Suisse“; Diploma thesis at the HWZ by Sabrina Müller. (in progress)
  - Marc Maurer „Obesity / Fettleibigkeit – Verantwortlichkeit und Reaktionen der Pharmaindustrie bezogen auf die Medikamentation“; Diploma thesis at the HWZ by Sabrina Büeler. (in progress)
  - Veronika Mittnacht „Corporate Governance im Bankensektor“; Diploma thesis at the HWZ by Valentina Bircher. (finished)
  - Veronika Mittnacht „Medizinische Folgen der Adipositas und deren Thematisierung in Schweizer Unternehmen“; Diploma thesis at the HWZ by Dominik Cenci. (in progress)
  - Veronika Mittnacht „Thematisierung von Obesity / Fettleibigkeit in der Schweizer Medienlandschaft“; Diploma thesis at the HWZ by Michael Loss. (in progress)
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### **University of Zurich**

- Sybille Sachs „Qualitative Comparative Case Study Analysis of Customer Relations in the Swiss Telecommunications Industry“, Diploma thesis at the University of Zurich by Dominic Käslin. (in progress)
  - Isabelle Kern „Wissensmanagement mit externen Stakeholdern“, Semester project at the University of Zurich by Veronika Staffelbach. (in progress)
  - Marc Maurer „Inwiefern haben Theorien des Forschungsfeldes Organizational Learning Eingang ins Gebiet Business and Society gefunden“; Semester project at the University of Zurich by Charlotte Schneider. (in progress)
  - Veronika Mittnacht „Analyse qualitativer Interviews nach der objektiven Hermeneutik“, Diploma thesis at the University of Zurich by Martina Schedler. (in progress)
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### **Teaching:**

- Corporate Strategy: Strategic Planning and Leadership (HWZ), Prof. Dr. S. Sachs and Lic. oec. publ. Marc Maurer
  - MBA USQ: Strategic Management (HWZ), Prof. Dr. S. Sachs, Prof. Dr. Edwin Rühli
  - Introduction to Business Administration (HWZ), Marc Maurer / Veronika Mittnacht
  - Business & Society I (University of Zurich), Prof. Dr. S. Sachs
  - Business & Society II (University of Zurich), Prof. Dr. S. Sachs
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### **PhD Workshops:**

- Annual internal PhD Seminary at the University of Applied Sciences in Business and Administration, Zurich in order to give feedback to the presented PhD topics and research methodologies as well as the possibility for constructive discussions and exchange of ideas for improvement.
  - In spring 2005, we held a PhD workshop with Prof. Charles E. Olson, University of Maryland, in Zurich.
  - Based on a common interest in strategic stakeholder management, an agreement was reached with Prof. E. Freeman of the Darden School of Business in Virginia in order to hold a joint doctoral seminar at the Darden School, Virginia in spring 2006.
  - We are very pleased that Prof. Post, co-founder of the Stakeholder View, will attend our PhD workshop at the University of Applied Sciences in Business and Administration, Zurich in autumn 2006.
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### **Financing and / or funding of the project by:**

- State Secretariat for Education and Research > EABIS Annual Membership (2004-2007)
  - EABIS > Project „Good Practices of Stakeholder View“ (2005-2006)
  - KTI > Project „ICT supported Stakeholder Management as Organizational Success Factor“
  - Forum Stakeholder View > Forum Stakeholder View
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### **Miscellaneous**

- Workshop about stakeholder-orientation in strategic management at a national conference of professionals where we spoke about our newest insights and best practices in stakeholder management in the Telecommunication Industry (SGO Conference)
  - Stakeholder View „Gipfelkonferenz“: Breakfast meetings with interested managers and academics, discussion of actual topics in stakeholder management based on the insights of our research project.
  - Periodical publication of a column in the Neuen Aargauer Zeitung by Prof. Dr Sybille Sachs.
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