Center for Strategic Management: Stakeholder View

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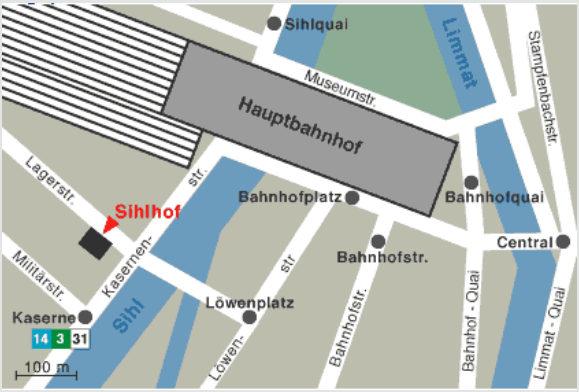
Map



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HWZ

Annual Report 2006

Center for Strategic Management: Stakeholder View

welcome

About the Center

Ladies and Gentleman

Welcome to the Research Center Stakeholder View. As one of the oldest stakeholder research groups in Europe, we are proud of our tradition of excellence in teaching and research belonging to this field.

We are very pleased to submit to your kind attention the Annual Report 2006 of the Center for Strategic Management: Stakeholder View at the University of Applied Sciences in Business (HWZ), Zurich. With this booklet we aim to share our outcomes and activities of strategic stakeholder management with you.

Stakeholder management is an applied science and we are always anxious to apply our knowledge to the development of practical solutions to problems as they arise. Due to our ongoing research activities, we are in a constant and intensive exchange of demands and ideas with practitioners from various industries. This enables us to develop highly practical tools and instruments for implementation and maintenance of stakeholder management systems based on long-term stakeholder relationships in order to gain more benefits and less risks.

We hope that you will find this booklet interesting, that it will stimulate your interest in the Center for Strategic Management: Stakeholder View. If you wish to find out more about us please visit our homepage (http:\\www.fhhwz.ch/shv). If you would like to receive additional information or find a question unanswered please do not hesitate to contact us.

Best wishes

Prof. Dr. Sybille Sachs
Head of the Center for Strategic Management Stakeholder View

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Only by including the interests of all parties linked to the firm – mutual trust can be built which enables the firm's sustainable success.

re search

Research Projects 2006

Currently, the Center for Strategic Management: Stakeholder View is working on two research projects:

Good Practices Stakeholder View

How and why do firms adopt a broad stakeholder orientation?

This question sets the basis of our comprehensive research project additionally funded by by the Federal Department of Foreign Affairs (BBT/EDA), European Academy of Business in Society (EABIS) and Ecoscientia. We aim to analyze examples of good practices in six companies from the Swiss Telecommunication and Financial Services Industry and to show the development and implementation of the Stakeholder View as a strategic stakeholder management approach in practice. The project covers the scientific advancement as well as the usability of the developed concepts by the firms in practice and their ability to gain benefits and to reduce risks. We recently finished our last case study in the Financial Services Industry and will now continue with an intra– and inter-industry comparison of the findings in the two industries. The overall findings will be presented at our upcoming conference in June 2007 and lead to the publication of two books (practitioner focus in 2007; academic focus in 2008).

ICT-based Stakeholder Management

How can firms identify strategically relevant stakeholders and systematically involve them into corporate activities?

The project aims to identify strategically relevant stakeholders and systematically involves them into corporate activities. To provide the relevant decision makers with a basis to identify organizational value creation through stakeholder relationships, the research project will develop the necessary tools and methods, particularly a set of indicators that help to make transparent progress in stakeholder management. Information and communication technologies (ICT) are used to further professionalize the tools and methods that are developed in this research. The project is supported by four companies that serve as case studies: Feller AG, Hunziker AG, Pfizer (Switzerland) AG and AEW Energie AG as well as the Commission for Technology and Innovation, a Swiss Federal Institution to support applied research.

Conference Attendance

Academy of Management (AoM), Annual Meeting 2006, Atlanta

Sachs, S./Maurer, M. (2006): „From Corporate Social Responsibility Toward Corporate Stakeholder Responsibility", Academy of Management Meeting (AoM). Atlanta 2006.

Sachs, S./Maurer, M. (2006): „Toward a Stakeholder Orientation in Strategic Management", Academy of Management Meeting (AoM). Atlanta 2006.

Keynote Speaker at the AoM Professional Development Workshop of the Business Policy and Strategy Division. Topic: "Stakeholders – The Keys to Effective Strategy and Performance Measurement", Academy of Management Meeting (AoM). Atlanta 2006.

European Academy of Business in Society (EABIS), Annual Meeting 2006, Bocconi, Milano

Kern, I./Sachs, S./Rühli, E. (2006): „How Stakeholder Relations Pay Off by Maintaining the License to Operate: A Comparative Case Study of the Swiss Telecommunications Industry". 5th Annual Colloquium of the European Academy of Business in Society (EABIS). Milan 2006.

Sachs, S. (2006): „Research in Stakeholder Management", Presentation as Chair of the „Strategic Management and Stakeholder Management" Track at the Research and Knowledge Development Workshops, EABIS 5th Annual Colloquium. Milan 2006.

Panelist together with G. Soros. Topic: "Corporate Sustainability, Strategic Management and the Stakeholder View of the Firm", EABIS 5th Annual Colloquium. Milan 2006.

European Academy of Business in Society (EABIS), PhD Conference 2006, Milano

Attendance of S. Sachs as Conference Leader together with Prof. M. Zollo (INSEAD) and presentations by: D. Käslin, I. Perrin and V. Mittnacht, EABIS PhD Conference, Università Cattolica, Milan 2006

International Association for Business and Society (IABS), Annual Meeting 2006, Mérida

Sachs, S./Käslin, D. (2006): „Qualitative Comparative Methods for Multiple Case Studies – An Empirical Investigation for Strategic Stakeholder Management", International Association for Business and Society Meeting (IABS). Mérida 2006.

International Federation of Scholarly Associations of Management (IFSAM), World Congress 2006, Berlin

S. Sachs chaired the conference track on Public Affairs Management with James E. Post from Boston University.

European Conference on Knowledge Management (ECKM), Annual Meeting, Budapest

Kern, I. (2006): „Topic Maps for Knowledge Creation with Stakeholders", European Conference on Knowledge Management (ECKM). Budapest 2006.

Issue Management Council (IMC) Conference, Centre for Global Dialogue, Ruschlikon

Sachs, S. (2006): „Introduction to Issue Management - A Toolbox for Practitioners", Issue Management Council (IMC) Conference, Swis Re Centre for Global Dialogue, Ruschlikon 2006.

Annual Conference of the Political Affairs Division IV 2006, Human Security (EDA), Bern

Attendance of S. Sachs as moderator of Panel IV: „Third party compliance – Risks and opportunities for small and mediumsized companies", Bern 2006.

Publications & Submissions

In addition to our conference attendance 2006 we published and submitted the following papers for publication or conference attandance:

Sachs, S./ Maurer, M./Rühli, E./Hoffmann, R. (2006): "Corporate Social Responsibility from a "Stakeholder View" Perspective: CSR Implementation by a Swiss Mobile Telecommunication Provider", Corporate Governance, 6(4): 506-515.

Kern, I./Sachs, S./Rühli, E. (forthcoming): „How Stakeholder Relations Pay Off by Maintaining the License to Operate: A Comparative Case Study of the Swiss Telecommunications Industry". Corporate Governance.

Sachs, S./Maurer, M. (forthcoming): „Toward Dynamic Corporate Stakeholder Responsibility", Journal of Business Ethics.

Sachs, S./Groth, H. (2007): „Aufwachen, bevor es zu spät ist: Die Schweizer Pharmaindustrie und ihre Stakeholder-Beziehungen", IO, April 2007

Sachs, S./Munshi, N. (Paper submitted): „The Role of Stakeholder Interrelatedness in Organizational Wealth Creation and Corporate Sustainability", Business Strategy and the Environment.

Sachs, S./Rühli, E./Mittnacht, V. (Paper submitted): „Inter- and Intra-Industry Comparison of the Strategic Stakeholder Management in the Telecommunication and Financial Services Industry of Switzerland", IABS Annual Meeting 2007.

Sachs, S./Rühli, E./Kaeslin, D. (Paper submitted): „Methodology for Inter- and Intra-Industry Case Comparison in the Good Practices Stakeholder View Research Project", IABS Annual Meeting 2007.

Various Working Papers and periodical publication of a column in the „Neuen Aargauer Zeitung" by Prof. Dr Sybille Sachs.

We want to provide insights to academics as well as management practitioners who wish to have a comprehensive view of strategic management.

education

Education

University of Applied Sciences in Business (HWZ)

Introduction to Business Administration BÖ WS 2005/2006	Lecturer: M. Maurer / V. Mittnacht
Finance and Investments WS 2005/2006 and WS 2006/2007	Lecturer: D. Käslin
Strategic Management SS 2006	Lecturer: S. Sachs / V. Mittnacht / D. Käslin
Introduction to Business Administration KO WS 2006/2007	Lecturer: V. Mittnacht / I. Perrin
Introduction to Business Administration in English WS 2006/2007	Lecturer: S. Sachs
MBA USQ - Strategic Management WS 2005/2006 and WS 2006/2007	Lecturer: E. Rühli / S. Sachs

University of Zurich

Business & Society I WS 2005/2006 and WS 2006/2007	Lecturer: S. Sachs / J.-P. Thommen
Business & Society II SS 2006	Lecturer: S. Sachs

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Student Research

University of Applied Sciences in Business (HWZ)

Cenci, Dominic: „Medizinische Folgen der Adipositas und deren Thematisierung in Schweizer Unternehmen“, Diploma Thesis HWZ.
Supervisor: Veronika Mittnacht

Müller, Sabrina: „Obesity / Fettleibigkeit: Ist Obesity ein Thema in Schweizer Unternehmen“, Diploma Thesis HWZ.
Supervisor: Veronika Mittnacht

Wenger, Raphael: „Obesity: Kosten-/Nutzenanalyse zum Gesundheitsprogramm der CS“ , Diploma Thesis HWZ.
Supervisor: Isabelle Kern

University of Zurich

Clivio, Carlo : „Veränderung der Glaubwürdigkeit von Grosskonzernen durch die Sortimentsaufnahme von fair gehandeltem Kaffee. Eine Fallstudie zur Unternehmung Nestlé“, Semester Thesis University of Zurich.
Supervisor: Irène Perrin

Bachmann, Sebastian: „Einbettung des Wissensmanagement in die Stakeholdertheorie: Das SECI - Modell von Nonaka/Takeuchi in kritischer Perspektive“,
Semester Thesis University of Zurich.
Supervisor: Isabelle Kern

Schlumpf, Melanie: „Public Private Partnership“, Semester Thesis University of Zurich.
Supervisor: Isabelle Kern

Schedler, Martina: „Analyse von CEO Interviews anhand Objektiver Hermeneutik“, Diploma Thesis University of Zurich.
Supervisor: Veronika Mittnacht

Dissertations

Completed Dissertations 2006

Marc Maurer: „Corporate Social Responsiveness - an Evolutionary Approach", University of Zurich.
Committee: Prof. Dr. Andreas G. Scherer, Prof. Dr. Sybille Sachs

Ruth Schmitt: „Dealing With an Open Stakeholder Society - An Empirical Investigation Into the Camisea Project", University of Zurich.
Committee: Prof. Dr. Margit Osterloh, Prof. Dr. Edwin Rühli

René Nicolodi: „Pension Fund Engagement as a Sustainability Driver", University of Zurich
Committee: Prof. Dr. Sybille Sachs, PD Dr. Fritz Gutbrodt

Current Dissertation Projects 2006

Isabelle Kern: „Knowledge Creation with Stakeholders: Combining the Stakeholder View and the SECI Framework", University of Zurich.
Committee: Prof. Dr. Helmut Schauer, Prof. Dr. Sybille Sachs

Dominic Käslin: „Managing Interrelated Stakeholders in the Pharmaceutical Industry", European Business School.
Committee: Prof. Dr. J.-P. Thommen, Prof. Dr. Sybille Sachs

Veronika Mittnacht: „Corporate Governance in a Stakeholder View on the Board of Directors Level", University of Zurich.
Committee: Prof. Dr. Egon Franck, Prof. Dr. Sybille Sachs

Irène Perrin: „Corporate Legitimacy and the Role of the Mass Media as Stakeholders", University of Zurich.
Committee: PD Dr. Werner A. Meier, Prof. Dr. Sybille Sachs

Torsten Schäfer: „Stakeholderorientiertes Integrationsmanagement bei Fusionen und Akquisitionen", University of Zurich.
Committee: Prof. Dr. Egon Franck, Prof. Dr. Sybille Sachs

Current DBA Projects 2006

Georges Ulrich: „Repositioning of a Stakeholder Issue", University of Southern Queensland, Australia (USQ) in cooperation with the University of Applied Sciences in Business Adminstration (HWZ).
Committee: Prof. Dr. Bruce Millett, USQ, Prof. Dr. Sybille Sachs

The Stakeholder View Forum opens a portal between theory and practice for a modern perspective of strategic management in order to enhance a firm's sustainable success thanks to a professional organization of the relationship with all relevant stakeholders.

forum

Forum Activities 2006

PhD Workshops

PhD Workshop at the Darden Business School in Virginia held by Professors R. E. Freeman, P. H. Werhane, S. Sachs and E. Rühli (June 2006)

PhD Workshop at the University of Applied Sciences in Business Administration (HWZ) held by Prof. P. H. Werhane of the Darden Business School in Virginia and Professors S. Sachs and E. Rühli from HWZ (August 2006)

PhD Workshop at the European Academy for Business in Society (EABIS) Annual Colloquium, Milan held by Prof. S. Sachs from HWZ and Prof. M. Zollo from INSEAD (September 2006)

PhD Workshop at the Cranfield University School of Management in Bedfordshire, UK, held by Prof. L. Moir from Cranfield and Professors S. Sachs and E. Rühli from HWZ (December 2006)

Further Workshops and Events

„Gipfelkonferenz" (quarterly discussion with top management representatives interested in various topics of strategic stakeholder management)

General Assembly of the Forum Stakeholder View (SHV Generalversammlung) 2006

Various Workshops with companies

Academic Commitment & Memberships

Academic Committment of Prof. S. Sachs

Member of the ZKB (Zürcher Kantonalbank) Sustainability Board.

Member of the Committee at large of the Social Issues in Management (SIM) Division of the Academy of Management (AoM).

Member of the Multi-Stakeholder Advisory Council of the European CSR Platform.

Memberships

Academy of Management (AoM)

International Association for Business and Society (IABS)

Schweizerische Gesellschaft für Betriebswirtschaft (SGB)

Verband der Hochschullehrer für Betriebswirtschaft

European Academy for Business in Society (EABIS)

Strategic Management Society (SMS)

Verein für Socialpolitik

Academic Network of the Global Compact

Schweizerische Gesellschaft für Kommunikations- und Medienwissenschaft (SGKM)

Conference Outlook 2007

„Good Practices of Stakeholder View“ Conferences

We are very pleased to announce the “Good Practices Stakeholder View Conference” of the Centre for Strategic Management: Stakeholder View (HWZ) .

Date: Friday, 22 June 2007
Location: Swiss Re Centre for Global Dialogue, Rüschlikon, Zurich

With this meeting we aim to share our knowledge, ideas and experiences with corporates and academics interested in case studies and practical aspects of strategic stakeholder management. Prominent representatives of business, politics and academics will speak on the relevance of the topic and position it in the political, practical and academic agenda. Examples of good practices in strategic stakeholder management will enable participants to learn from the experiences of numerous conference participants that have already started their journey towards a consistent inclusion of stakeholders in their strategic thinking.

Credibility – Key Element for Successful Stakeholder Management

We’d further like to call your attention to the upcoming 1st Dialogue Platform ‘Stakeholder View’, which the Center for Strategic Management: Stakeholder View organizes together with the Zurich based consulting firm BHP - Brugger and Partner AG.

Date: Thursday, 29 March - Friday, 30 March 2007
Location: Domaine de Guilé, CH-2926 Boncourt (www.domainedeguile.net)

The 2-day seminar provides an opportunity to discuss questions and concerns regarding corporate credibility. We are proud to announce that André Schneider, Managing Director und COO of the World Economic Forum, and Reto Hoffmann, Head of Corporate Social Responsibility, Orange Communications SA, Zurich, confirmed their participation and will serve as coaches and sparring partners. In a small group of middle and top management representatives from SME, they will, together with the experts in the realm of stakeholder management Prof. S. Sachs and Dr. T. Streiff, debate issues on credibility and stakeholder management with the aim of providing specific insights and solutions for all participants.

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