



ERRATUM

TEKST WIJZIGINGEN

pagina 17: ontbrekende voetnoot:

achter au  Rob van Tulder (*)

(*) Timely input for this position paper was provided for by Romy Kraemer, Anne van Lakerveld (VBDO), Bastian Buck (GRI), Wendy Schouten, Amara Goeree, Anne Wijnbergen, and Damian Orth-Soane. The responsibility of the paper remains with the author. Please note that this version is a draft. Comments and suggestions are welcome.

pagina 37: de naam 'Anne van Lakerveld' behoort in het grijze gebied (auteur van dat arti)

TABEL WIJZIGINGEN

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Figure 1 Breaking through the Hard Power barrier				
Use of power base				
Stakeholder approach				
CSR approach	Corporate self Responsibility	Corporate Social Responsiveness	Corporate Social Responsibility	Corporate Societal / Sust. Responsibility
Ethical orientation	Indifferent	Negative / fiduciary duty (towards owner / shareholder), Compliance	Positive fiduciary duty (towards stakeholders)	Discourse ethics; procedural justice
Power approach	Power base approach: money, size, hierarchy, position	Countervailing power: codes, standards, indices, regulation, due diligence	Power of initiative: framing, knowledge	Collaborative / discursive power: stakeholder dialogue, partnering
Regulatory approach	Self-regulation	Anti-trust; IPR; fraud rules	Corporate codes	Joint regulation / rule-setting
TRADE-OFFS				
Hard / soft	'Hard Power'		'Soft Power'	
Trust / legitimacy	Low trust / legitimacy		High(er) Trust / legitimacy	
Incentive	Stick / liability		Carrot / legitimacy	
Rights / response	Rights, Risks and Rules		Responsibilities and Sustainability	
Competition / cooperation	Competition, Confrontation, Control		Coalition, Co-opetition, Co-operation	



Figure 3 From Countervailing to Collaborative power: where are we now (Netherlands)

Use of power base	INACTIVE		ACTIVE	
Stakeholder approach		REACTIVE		PRO-ACTIVE
CSR approach	Corporate self Responsibility	Corporate Social Responsiveness	Corporate Social Responsibility	Corporate Societal/sust. responsibility
Power approach	Power base approach: money, size, hierarchy, position	Countervailing power: codes, standards, indices, regulation, due diligence	Power of initiative: framing, knowledge	Collaborative / discursive power: stake-holder dialogue, partnering
Hard/soft	'Hard Power'		'Soft Power'	
Orientation	Pragmatic	Realist	Idealist	Pragmatic Idealist
1. Ownership	Individual property rights	Transparency; minimum whistleblowers proceduresBroad	fiduciary duty; license to operate; accountability	Corporate citizenship; co-ownership
2. Size	Size = Power; strict IPR protection	Size related to core competencies; de-jure standards; strong action against counterfeit	Size = focal = responsibility; de-facto standards; SME entry strategy	Shared size; joint (open) standards
	SCALE		SCOPE	
3. Position	Horizontal and vertical power	Pre-competitive collaboration	First mover advantages; intra-sectoral partnering	Cross sector partnering
Codes / standards	Minimum standards	Responsive standards	Visionary code	Joint standards
4. Information / Framing	CSR is not chosen as topic for framing	Explanatory; Public Relations oriented; cause-related marketing	Public Affairs; broad cause-related marketing	Strategic stakeholder dialogue; co-development; strategic issue advertisement
Choice architecture	Libertarian/ liberal	Liberal/defensive	Paternalism / conservative	Libertarian paternalism
Motto	"Trust me" / "inform me"	"Show me" / "proof it to me"	"Join me" / "inspire me"	"Involve me"
Freedom approach	Free from /of		Free to	
GRI standard adoption (in G3)	None/C+; S07: no	B/B+/A; S07: yes; plus self monitoring)	A+; S07:yes; plus 3rd party monitoring	G4; S07:yes, plus additional measures & external monitoring
Sustainable corporate story?	"do things right" (efficiency); profit oriented	"don't do it wrong"; Limit negative effects	"Do the right things" (equity);	"do the right things right"(effectiveness)
5. Human Rights / Ruggie approach	Respect	Remedy; do no harm	Protect; corporate citizenship	Empowerment

