

## TEKST WIJZIGINGEN

## pagina 17: ontbrekende voetnoot:

achter au Rob van Tulder (\*)

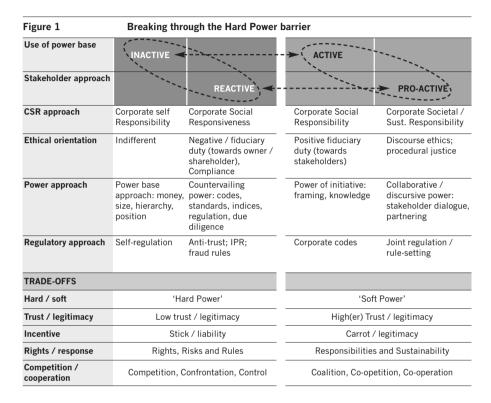
(\*) Timely input for this position paper was provided for by Romy Kraemer, Anne van Lakerveld (VBDO), Bastian Buck (GRI), Wendy Schouten, Amara Goeree, Anne Wijnbergen, and Damian Orth-Soane. The responsibility of the paper remains with the author. Please note that this version is a draft. Comments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

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



## TABEL WIJZIGINGEN

## pagina 31: wijziging figuur 1



5. Human Rights / Ruggie approach

Respect



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)	

Remedy; do no harm Protect; corporate citizenship

Empowerment