

'Can non-profit organisations influence corporate social responsibility policies?'

A case study of the relationship between Norwegian non-profit environmental organisations and Statoil.

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“We live for the victories”
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Acronyms and Abbreviations

CSR	Corporate social responsibility
EITI	Extractive Industries Transparency Initiative
FoEN	Naturvernforbundet/Friends of the Earth Norway
GRI	Global Reporting Initiative
GPN	Greenpeace Norway
MNC	Multinational corporation
NAOSC	North American Oil Sand Corporation
NGO	Non-governmental organisation
NPEO	Non-profit environmental organisation
NPO	Non-profit organisation
NU	Natur og Ungdom/Nature and Youth
SOE	State-owned enterprise
WWFN	World Wildlife Foundation Norway

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Abstract

There is a growing concern in academia about the actual results of corporate social responsibility (CSR) and that the strategies of multinational companies (MNCs) does not run deep into the behaviour of the company. This research has aimed to increase the understanding of the relationship between one MNC and its key stakeholders, non-profit organisations (NPOs), when it comes to CSR strategies. Focusing on stakeholder theory, developed by Freeman (1984), it investigates how NPOs attempt to influence MNCs when it comes to their CSR strategies through a theoretical model of influence mechanisms.

The research used a single case study of a Norwegian oil company, Statoil and its relationship with six key environmental organisations. The data gathered were used to identify to which extent empirical examples coincide with the theoretical framework.

The investigation uncovered the use of influence mechanisms described in the theoretical framework developed by Berlin (2005) and Ehrenclou (2006) and identified a clear understanding of the relationship towards Statoil from the organisations point of view. Looking at a contemporary debated issue in Norway, the involvement of Statoil in the Alberta oil sand project, revealed that the organisations use the same mechanisms of influence to pressure Statoil to change business strategies, not just CSR strategies. It reveals a difference in understanding of responsibility between Statoil, the Norwegian government and the environmental organisations. Further more the results demonstrated how Norwegian non-profit environmental organisations (NPEOs) not only use these mechanisms towards the company, but also to mobilise public support and put pressure on the Norwegian government as the biggest shareholder in Statoil. It identified how NPEOs are being norm entrepreneurs (Finnmore & Sikkink, 1998) to challenge Statoil take on more of a corporate citizenship-role than just developing CSR strategies.

1. Introduction

One of the most significant trends in International Relations in the last century is the increasing debate regarding the power and influence of non-state actors, such as international organisations, non-government actors and organisations, civil society, normative regimes and social movements. Described as one of the most successful non-governmental movements, the environmental movement which is a combination of non-profit actors and think-thank organisations, that have been credited with normatively moving the international policymakers and corporations, along with the public opinion, in the direction of environmental awareness and responsibility through activities like campaigns, demonstrations, boycotts, public education, lobbying and research (Berlin, 2005; Buchholtz & Carroll, 2009). Corporate social responsibility (CSR) became an important business buzzword and was one of the responses to this growing awareness about strategically handling the new “triple-bottom-line” of profit, people and planet (McBarnet et al, 2007). This meant that relevant actors, stakeholders, also had to be considered in company strategies.

In tandem with the international events of the 20th Century, corporate attitudes have changed. Following the aftermath of the Second World War many companies were either nationalised or created under state ownership. This was out of the desire from governments to have these corporations serve the broader public interests (Heath & Norman, 2004). As state-owned enterprises (SOEs) started to emerge, stakeholders could articulate their interests through the democratic political process and SOEs could be directly instructed to

address these concerns. This was particularly evident in the Scandinavian countries, as with other countries in Northern Europe. Although the domination of the social-democratic Labour party ended in 1965, all Norwegian governments since have leaned to the left compared to other European countries.

By the 1970s the trend of nationalising industry began to slow down, and even reversed throughout most of the developed world. In most states nationalisation of the oil industry did not lead to state operation of the oil fields, but to some modified form of government-company relationship (Lind & MacKay, 1980). When Statoil was founded in 1972, the government of Norway had a strong interest in keeping the oil company mainly state-run as part of their social policies, and Statoil was thus established as a 100 % state-owned company (Estrada et al, 1997). As there was a wave of privatisation in the 1980s and 1990s in states run by conservative and socialist governments alike, Statoil remained mainly state-owned. However, the organisational management of the company was changed and partly privatised, although the Norwegian government still owns 67 % of the shares in the oil company in 2010 (Statoil, 2009a).

As the general shift from nationalisation to privatisation happened in most of the developed countries, stakeholders also changed their way of directing their activities too (Norman, 2004). Previous tactics and activities were directed where the power lay – with the governments and political parties. In the 1990s, social and environmental movements changed their strategies and

focused on reforming the businesses themselves. The preferable vehicle for pressuring businesses shifted from the government and labour unions to non-governmental organisations (NGOs) (Norman, 2004). The most significant contribution of the non-governmental sector has been to assist in extending the perception of corporate responsibilities (Chandler, 2000).

In the third wave of environmentalism, starting in the late 1980s, many of these environmental organisations were becoming credible players in environmental policy making and proved instrumental in influencing corporations around the world (Sjöstedt et al, 1994; Buchholtz & Carroll, 2009). This has been followed by a remarkable shift in the relationship between companies and environmental organisations as the two parties are beginning to recognise their mutual dependence. Corporations need the environmental organisations to both inform and validate their environmental efforts, whilst the activists need the corporations to change the way they operate in order to protect the planet (Crane & Matten, 2007). This trend of cooperation includes corporate donations, mutual participation in seminars and events, and corporations selecting environmental representatives to their corporate boards and management positions. Norway has seen this trend manifest itself the last 15 years, with an increase in partnership and dialogue between corporations and key stakeholders.

Norway enjoys a positive environmental reputation internationally and a major factor behind Statoil's environmental response seems to be the company's traditionally close ties to the Norwegian government. Being a state-owned

company in a country that likes to portray itself as pioneer in the environmental area has had a strong repercussion for the company (Estrada et al, 1997). Statoil was early in developing strategic environmental plans and investing in research and development that would make their business more environmentally sustainable. It has also developed a clear corporate social responsibility strategy and brands itself as one of the leading oil companies in the area (Chandler, 2000). It was therefore seen as controversial when Statoil decided to invest in oil sand, since oil sand has been labelled damaging to both the eco-systems and the local community in the area.

Oil sand (also called tar sand) differs from conventional oil because it needs more energy to extract and is often associated with considerable environmental challenges (Aftenposten, 2007). It is oil trapped in a complex mixture of sand, water and clay, and requires about three times the energy compared to the oil that is extracted conventionally (usually from under the sea). Huge technology challenges arise when it comes to water handling, energy efficiency, carbon dioxide emissions and the impact on the local population (WWF Report, 2008). The largest known area of oil sand is located in Alberta, Canada and like many other oil companies, for example British Petroleum and Shell, Statoil decided to invest in the area in 2007 through the Canadian company North American Oil Sands Corporation (NAOSC). Although acknowledging the challenges the current situation of oil sand technology presents, the decision to engage in the oil sand industry was justified by Statoil as a combination of the expectation that the world's energy demand will increase rapidly in the coming decades, driven mainly by

population growth and increased standard of living in combination with the fact that fossil fuel will be the primary energy supplier in the foreseeable future (Statoil, 2009b). In the aftermath of the investment all major Norwegian environmental organisations have condemned the participation by Statoil, seeing it as the exact opposite road to take in tackling the climate challenges, and in contradiction with Statoil's own strategies of being environmentally conscious (Sjølie, 2007; Sunnanå & Sjølie, 2007)

As non-profit organisations (NPOs)¹ are increasingly acknowledged as important stakeholders when it comes to monitoring CSR in businesses (Cooper, 2004), it is this research's aim to explore how Norwegian environmental organisations seek to influence Norwegian oil companies and their individual CSR policies. As the case of the oil sand has become an increasingly important issue in the Norwegian society, this dissertation will use the case to try to explain how NPOs endeavour to influence a corporation when it comes to environmental responsibility and accountability, within the framework of CSR and stakeholder theory.

¹ This research will refer to NPOs, instead of non-governmental organisations (NGOs). This is because the organisations in this research are more narrow than NGOs, but I recognise that NGOs are used more frequently as concepts in the literature than NPOs.

2. Literature review

The theoretical framework of this research is founded in CSR and stakeholder theory, with a specific focus on government participation and environmental sustainability. Academic literature is mainly located in the disciplines of public policy and management, but also in areas of economics, law, geography and sociology.

2.1. Normative influence and corporate social responsibility

Growing awareness is being paid to non-state power in the international system, and it has seen new approaches develop in International Relations that provide alternative frameworks for evaluating the power relations, process and actors of policy decision-making from the classical realist view of the state as the primary actor in global power structures (Berlin, 2005). This has specifically been identified in the social constructivist camp, through academics like Wendt (1992) and Ruggie (1998). Social constructivism emphasises on the power of ideas, and how non-state actors, like non-governmental organisations (NGOs), can use the pervasive power of information and communication to shape and change policies. The development of CSR has been described as one of these normative regimes where non-state actors, have shown the power change corporate behaviour. Today, there is virtually no multinational company (MNC) that does not have a CSR strategy in place, although companies have a varied approach to what responsibilities these strategies entail (Ketola, 2006). Many academics have researched the influence and power that non-state actors have regarding CSR on the public and private sector (Risse-Kaooen, 1995; Josselin &

Wallace, 2001; Hall & Biersteker, 2002; Prado-Lorenzo et al, 2009). As NGOs are heterogeneous and can differ in structure and interests, this dissertation will concentrate around non-profit environmental organisations (NPEOs) defined as

“... organisations that has a non-profit [environmental], non-profit mandate, with several full-time staff, some sort of hierarchy, a budget and an office” (Thomas, 2001:1).

The key evolution of management and business strategies is that companies have moved from a ‘one-bottom-line’, profit focused company, that answers only to its shareholders (Friedman, 1962) to a ‘triple-bottom-line’ of *profit, planet and people* where issues concerning the planet and the public is part of the calculation of business strategies (Ketola, 2006; McBarnet et al, 2007). Growing globalisation changes the context international and national companies operate in and CSR management has been developed, in addition to previously established patterns, as a way to successfully implement business strategies (Dahlsrud, 2008; Edger & Oettingen, 2008). Although the concept of social and environmental accountability of companies is not something completely new, the outside pressures for developing CSR strategies has established itself the past 20 years (Gupta & Coombes, 2003). Whereas earlier the primary relationship between society and business was an economic one, as the world has become more interconnected and globalised, an increasing in the concern about the social and environmental impact of corporations has risen, and expectation for companies to contribute

more than what they are legally required to have emerged. There has been a growing importance of focusing on sustainable accountability and sustainable development in organisations, government and businesses (Thomas, 2007; Dillard, 2007; Barnea & Rubin, 2010). Although the CSR movement has been said to have won the battle of ideas (Cook, 2005), there are still an academic discussion of how to clarify and make an unbiased definition of CSR as it is widely accepted that the social and sustainable responsibility begins where the law ends (Davis, 1973; Watts, 2005; Edoho, 2008; Eigen, 2008; Blindheim & Langhelle, 2010). But as CSR is a socially constructed phenomenon, different interpretations abound and an unbiased definition therefore will be difficult to come across (Buhr, 2007; Dahlsrud, 2008). Taking this into account referring to CSR as a concept the basis for this research understands CSR to be a

“corporate strategy or a business’ code-of-conduct that goes beyond the legal and judicial compliance and obligations, to manage various social and environmental responsibilities in business operation, in a short and long term perspective, towards various stakeholders.” (own definition)

It is understood that this includes five evident dimensions; social, economic, environmental, stakeholder and voluntary involvement (Dahlsrud, 2008).

The CSR literature is often divided into two camps: the ‘conventional’ view and the ‘contemporary’ view (Edoho, 2008). The conventional view is

grounded in the neo-classical liberal school of the post-Second World War. It is critical regarding the impact CSR actually has, and maintains that CSR strategies are merely a “fancy cover-up” by business leaders to build reputation that leads to increased profits (Frynas, 2005; Kallilo, 2007; Dobers & Halme, 2009). Despite the emancipator rhetoric of the CSR movement, the discourses of corporate citizenship, social responsibility and sustainability are defined by narrow business interests and may just be seen to curtail the interests of external stakeholders (Henderson, 2001; Banerjee, 2008). The fundamental assumptions of promoting CSR for businesses needs closer examination and requires critique to move beyond the use of CSR as a public relation strategy (Dobers & Springett, 2010).

The contemporary view challenges the conventional view by emphasising how corporations today must take into account other groups of interest beyond the shareholders, with the ‘triple-bottom-line’ as its foundation and that important other stakeholders must be accounted for as well (Gibson, 2000; Chandler, 2000; Cooper, 2004). According to advocates of the contemporary view, economical and ethical reasons for business co-exist, and adopting environmental conscious behaviour, for instance, can become a source of technological innovations that benefits the companies as well as society at large (Porter & Van der Linde, 1995; Singh, 2003; Cetindamar & Husoy, 2007). Not only is there a moral incentive for businesses to act responsible, but also some argue that there is a positive relationship between CSR activities and the corporate performance (Alexander & Buchholz, 1982; Orlitzky et al, 2003; Bird et al 2007). At the same time there is a huge

variability and inconsistency in these results (Griffin & Mahon, 1997; Garriga & Melé, 2004; Barnea & Rubin, 2010).

2.2. Stakeholder theory

Emerging alongside the CSR and 'triple-bottom-line' theory, stakeholder theory stands in contrast to the neo-classical conception of managerial obligations where the social responsibility of business is to maximize business. Widely acclaimed as one of the first to define stakeholder theory, Freeman stated that stakeholders are "*groups and individuals who can affect or are affected by, the achievement of an organization's mission*" (1984:52). Each of the stakeholder groups has a right to not be treated as a means to some end, and therefore should and must participate in determining the future direction of the company which they have a stake (Freeman, 1984). Examples of stakeholders are stockholders, consumers, suppliers, employees, local community of operation and/or non-profit organisations. More narrowly, a stakeholder is

"... any individual or group whose role-relationship with an organisation: a) helps to define the organisation, its mission, purpose or its goals, and/or b) is vital to the development, functioning, survival and success or wellbeing of the organisation and its services [...], or c) is affected by the organisation and its activities" (Werhane & Freeman, 1999:7).

A fundamental characteristic of stakeholder theory is therefore to attempt to identify individuals and groups that states, organisations and companies are accountable to, but that has also been part of the theory's challenge (Anheier, 2005; Anderson & Bieniaszewska, 2005).

The interaction between the corporation and its stakeholders is the essence of stakeholder theory, and in consequence terms like "participation", "inclusion", "voice", "involvement" and "partnership" is common in stakeholder literature. These terms have been put in the same basket named "stakeholder dialogue" to describe the involvement of stakeholders in decision-making processes that concern both social and environmental issues (Rahbek Pedersen, 2006). As support for participatory decision-making continues to grow across the environmental sector, the academic literature has begun to identify emerging tensions and challenges to the effective implementation of participatory processes, although still a new field (Gardner, 2005).

Currently, there is a debate in the literature over whether it makes sense to talk about a unified stakeholder theory or if there should be an account for different kinds of theories, which engages different disciplines and methodologies (Heath & Norman, 2004). Stakeholder theory might not be seen as a theory per se, but as an approach/body of research which has emerged in the last 20 years by scholars in multiple disciplines (for example management and business ethics), in which the idea of stakeholders play a crucial role (Jones et al, 2002). However, the main object of stakeholder theory is that it adds a framework for business ethics because it

acknowledges a plurality of values and moral agency on different levels, and gives a better understanding of a company's complex moral responsibility than other economical theories do (Werhane & Freeman, 1999; Rahbek Pedersen, 2006). Although different kinds of stakeholder theories have emerged, this research will draw on the main stakeholder theory using Freeman's framework.

The main critique to the stakeholder theory is that it views shareholders as equally important stakeholders as other groups, and that this needs to be fundamentally reconsidered (Heath & Norman, 2004). By generally neglecting the governance relationship between shareholders and senior managers, stakeholder theorists have underestimated the way in which shareholder-focused governance can be in the interest of all stakeholder groups (Norman, 2004). The influence that stakeholders actually have on companies is still disputed, and discussions around measuring the influence of stakeholders have been of some concern in recent years (McWilliams & Siegel, 2000; Tilt, 2007; Buhr, 2007; Unerman, 2007; Banerjee, 2008). Although there has been written extensively about stakeholder theory in the last 15-20 years and the literature on the understanding of the communication between stakeholders and corporations continues to increase, theoretical framework and models are underdeveloped (O'Riordan & Fairbrass, 2008), which is what this research aims to capture.

2.3. Government involvement, oil companies and research contribution

Ever since the major discovery of oil, there have been large academic and political discussions on the politics of oil on domestic and foreign policy. In later years these discussions have included ideas surrounding development and aid (Epple, 1975; Ausland, 1979; Dafter & Davidson, 1980; Conant, 1982; Hansen, 1983; Yetiv, 2004). As a result an increasing literature on sustainable and environmental responsibility of the oil industry has evolved, in congruence with the CSR movement (Eide, 2000; Watts, 2005; Newell, 2005; Anderson & Bieniaszewska, 2005), but the very nature of the oil industry makes academics question the legitimacy of the commitments (Skjærseth et al, 2004). Partnership, donations and communication with environmental organisations have been viewed as one of the ways the oil industry has tried to increase this legitimacy deficit (Zadek, 2001; Skjærseth et al, 2004; Ählström & Sjöström, 2005). But it has also been criticised as a way for oil companies to buy their way into environmental organisations' pockets and soften up on the criticism from the organisations (Chandler, 2000; Buchholtz & Carroll, 2009).

Oil rich governments choose different ways to secure the economic growth of petroleum, but in general there is a history of a high degree of government involvement, control and regulation of the oil industry in all countries that extract oil (Gray, 1969; Epple, 1975). As mentioned earlier, Norway was one of the countries that chose to establish a state-owned company to manage the oil and gas industry as a direct political tool for building the Norwegian society (Cappelen et al, 1996). The literature on fiscal policies in oil producing

countries and how to spend the economical surplus that petroleum creates is extensive, both in political and academic circles (Wyller & Wyller, 1975; Lind & MacKay, 1980; Hatland et al, 1994; Niskanen, 2003; Maliszewski, 2009). In addition a lot has been written about whether state-owned companies are the correct solution for what is understood as public goods (Bös, 1986; Ferner, 1988; Hibou, 2004).

At the same time there seems to be a gap in the literature on the responsibility of fully or partly state-owned companies when it comes to social and environmental obligations and responsibility, and if they should be distinguished from fully private companies, since they are not considered state-owned enterprises (as the state is merely a shareholder). The indirect effect of having a government as a major shareholder and therefore stakeholder in a company is therefore a hugely under-researched area. By building on a model previously used regarding NPOs influence on CSR strategies (Ehrenclou, 2006), my contribution to the field will be to look at how environmental organisations in Norway try to directly and indirectly influence the oil company to change CSR policies. It will yield to get one step closer to closing the current gap in the literature when it comes to partly state-owned companies and their responsibilities.

3. Methodology

This section will outline the design of this research, and the methodological choices and challenges will be presented and discussed. It will try to justify the choices of both research methods and operationalisation that were taken during the process of my research.

On a general level, this research aims to evaluate and explain the relationship between multinational companies (MNCs) and key stakeholders in relations to CSR. As both concepts, CSR and stakeholder theory, are still quite broad, I decided to limit my research to look at Norwegian environmental organisations and their relationships to the key Norwegian oil company, Statoil. There are several reasons for why the Norwegian oil sector is interesting to look at when it comes to CSR policies. Firstly, Norwegian companies are regarded as highly developed when it comes to CSR strategies and Norwegian oil companies are specifically seen throughout the international oil industry, as pioneers in CSR work (Welford, 2005; Chen, 2007). Secondly, the Norwegian state has almost 70 % ownership in Statoil that might lead Statoil to have a different ethical and moral responsibility, than other private companies. This is because of the Scandinavian tradition of a strong welfare state with a large emphasis on equality and justice, which might result in different attitudes and expectations from Norwegian non-profit organisations towards Statoil compared to other fully private companies. Lastly, the third wave of environmentalism is characterised by a stronger emphasis on cooperation between the environmental movement and corporations working on environmental issues (Buchholtz & Carroll, 2009).

Although the third wave started in the 1980s, research on this change in relationship between the environmental movement and corporations is still new. All these factors led me to my research question:

How do Norwegian non-profit environmental organisations influence Norwegian oil companies in shaping corporate social responsibility policies?

3.1. The case study approach

This research used a qualitative case study to obtain relevant information, as it is well suited for understanding practices and behaviour of individuals, groups and organisations (Babbie, 2004). This is mainly because research on the relationship between actions made by NPEOs and CSR strategies of multinational companies is relatively new, and an in-depth approach to better understand non-profit organisations behaviour will provide a valuable contribution to the field of both stakeholder theory and the CSR literature. As I am looking at the possible modification to CSR policies because of actions undertaken by organisations I conducted an explanatory case study design, with descriptive elements, as it will provide rich and comprehensive accounts of attitudes and behaviour in the organisations (Gerring, 2007; Yin, 2009). Six Norwegian environmental organisations were identified as the most relevant NPEOs stakeholders towards Statoil. These six were chosen because they all work towards Statoil on issues of environmental CSR, but they differ in organisational structure, history and relationship to Statoil. Although the organisations differ in mandate and structure, it was exactly this difference

that was desirable to compare. Specifically the fact that the six organisations employ different tactics in their work would allow the research to evaluate the effect of the different mechanisms of influence (Figure 1).

3.2. Operationalisation and theoretic model

The goal of this dissertation is to analyse the relationship between Norwegian NPEOs and the Norwegian oil industry regarding CSR within the framework of the stakeholder theory by specifically studying strategies NPEOs use to influence CSR policies. Assessing influence can be tricky, both because CSR means different things to different actors, but also because isolating the reasons why companies decide to change or not change policies by merely the influence by NPEOs is very difficult.

The dependent variable for this research is the observed *change* in CSR policies of Statoil. Mechanisms of influence are understood as the key contributors to this change, through activity taken by the relevant NPEOs. Identifying types of activities from NPEOs was seen as essential to be able to analyse the relationship and since NPEOs lack formal decision-making, the key independent variables are the different activities the NPEOs use towards Statoil. Types of activities was categorised as different tactics employed by the NPEOs in order to influence a change in CSR strategies. These tactics can be placed in four main categories of mechanisms of influence; outsider protests/demonstrations and communication/lobbying, and insider communication and long-term dialogue (Berlin, 2005; Ehrenclou, 2006). Indirect/outsider protest and demonstration is understood as organised or

impulsive demonstrations and protests in any form - parades and gatherings in public spaces, for example. Indirect/outsider communication and lobbying mainly refers the use of media to channel the organisations views, but also contact with Statoil at conferences and official meetings. Direct/insider communication is understood as providing reports, expert advice and policy analysis. Direct/insider long-term dialogue mainly refers to partnership, permanent contacts between the organisation and Statoil, and permanent meeting places and channels of influence. With reference to Ehrenclou (2006) I have operationalised measures of change by distinguishing between process, output and outcome, as influence by all NPOs can materialise in a number of ways. Agenda setting mainly refers to the NPOs ability to influence the oil companies by setting the agenda publicly, whilst administration of CSR activity means NPOs influencing enough to start an internal debate within the company. Change of action is behavioural change as policy changes.

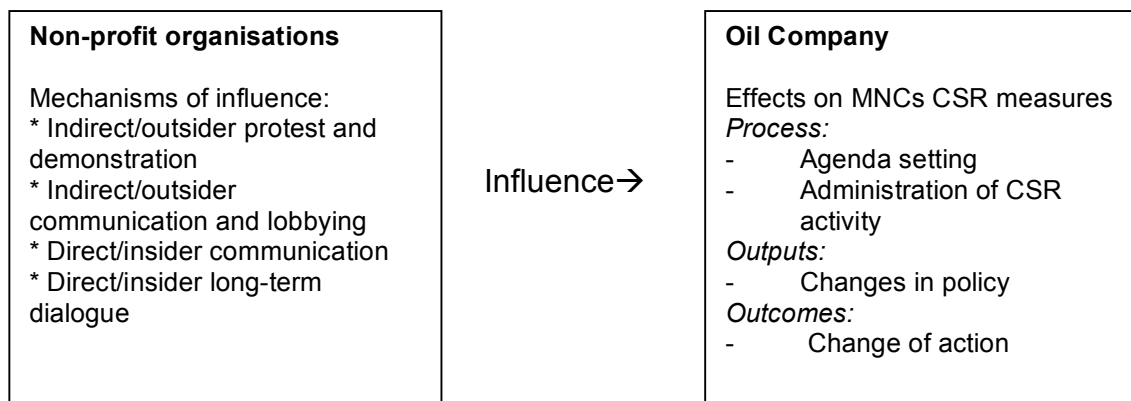


Figure 1. Model of NPO influence on MNCs CSR policies.
 Source: Ehrenclou, 2006:9.

Making this operationalisation distinction makes it possible for me to account for both direct and indirect influence that might affect the process of defining and discussing CSR within the company, and potentially change CSR output

and outcomes. As CSR as a concept is strongly normative and bound to voluntary efforts from the company, it is relevant to also look at how NPEOs challenge what MNCs see as their corporate responsibility, meaning a change in action from the company. By choosing six environmental organisations that have different kinds of *stakeholder* relationships (e.g., have or have not institutionalised a partnership) to the main oil company of interest, Statoil, I will look at how they perceive and evaluate their strategies towards Statoil, and try to assess if those strategies actually have an effect.

As Figure 1 identifies, the framework for gathering the information and analysis is based on the different relationships between the six environmental organisations as key stakeholders towards Statoil. The table below gives a quick introduction to all of the six organisations and their relationship with Statoil.

<i>Organisation</i>	<i>Relationship with Statoil</i>	<i>Online resource</i>
Natur og Ungdom – Nature and Youth (NU)	Indirect relationship. No partnership.	http://www.nu.no/
Greenpeace Norway (GPN)	Indirect relationship. No partnership.	http://www.greenpeace.org/norway/
World Wildlife Foundation Norway (WWFN)	Indirect relationship. No partnership.	http://www.wwf.no/
Bellona	Indirect and direct relationship. Partnership 2005-2008	http://bellona.no/
Zero	Indirect and direct relationship. Receives money donation from Statoil	http://zero.no/
Norges Naturvernforbund – Friends of the Earth Norway (FoEN)	Indirect and direct relationship. Partnership 2006-2009	http://naturvernforbundet.no/

Table 1. Environmental organisations.

3.3. Research proposition

The expected relationship in this research is that the NPEOs, as stakeholders, influence Statoil to change their practices when it comes to sustainable development and responsibility, when measuring activity of the NPEOs towards Statoil. As the NPEOs analysed in this research use both outsider and insider tactics, there might be a perception in the organisations that different tactics have different ways of influence, and that some are more or less successful than others. The aim of the research is to evaluate and analyse any possible changes that have happened the last five years, specifically towards Statoil's involvement in the Alberta oil sand project. This gives me the opportunity to compare the different organisations, but also to take into account possible change over time.

3.4. Data collection

Measuring how successful strategies from NPEOs are in influencing Statoil will be analysed in a combination of the NPEOs perception of their own influence and analysing documentation from both the NPEOs and Statoil.

Because of the limitation of time and space of this dissertation a survey was created online for every organisation to participate and respond. Questions in the survey revolved around the general relationship between the listed NPEOs and Statoil, and specifically on the oil sand project in Alberta, Canada, but also on the government's responsibility as the main shareholder in the company. The survey was done anonymously to secure the confidentiality of the respondents, and to give them the opportunity to answer freely. The questions had a combination of close and open ended answers, which gave

the organisations the opportunity to add onto and elaborate on the questions that were asked. This was done to strengthen the use of the responses, as it provided for a broader understanding of the organisations' perceptions and attitudes towards Statoil. Although the English knowledge of staff in Norwegian NPOs usually is fairly good, the survey was done in Norwegian to avoid misunderstandings. Appendix i show a translated version of the survey.

Together with the survey I conducted two interviews with two of the organisations, one early in the process, and one specifically on the campaign that was created against the Alberta oil project. Both interviews were semi—structured and added additional depth to the data that the survey gave the analysis. A triangulation with relevant secondary sources, like annual reports from the NPEOs and Statoil, as well as press releases and news articles, strengthened the findings in the research. A complete list of analysed documents can be found in Appendix ii.

3.5. Research limitations

As part of my operationalisation I have categorised tactics that NPOs use to influence MNCs and operationalised influence changes in process, output and outcomes in CSR activities, traceable back to those tactics. Internal validity was strengthened by using a previously constructed model, and through the development of rigid criteria of the concepts within the model. As I am looking at direct and indirect influence, it was important to compare the perception from the NPEOs on their own power to change CSR policies towards Statoil's understanding of their responsibility. Since the concept of influence and how it

is understood is subjective to the participants, an objective truth is not possible to acquire in this research. Instead, the research might identify how NPEOs and Statoil actually understand influence differently and analyse how this difference in understanding can be of importance when exploring the relationship with the company and its stakeholders.

External validity and reliability is traditionally seen as less accurate, as qualitative research involves subjective assessments from the researcher. In the interpretation and assessed meaning of the observations I made, it was crucial to be aware of this possible bias. Making the categories as accurate and easily to reproduce increased the reliability, as well as making the operational steps as transparent as possible. The use of data triangulation within the case study was seen as important to improve validity and reliability.

4. Analysis

4.1. To partner or not to partner?

As previously explained, the environmental organisations have been credited for the change in norms and awareness when it comes to environmental issues like climate change, the in last 30 years. Being at the forefront in the “fight for the environment” has increased the organisations need to be taken seriously and therefore there has been a move towards a more professional structure of the organisations. This “professionalisation” of the organisations has also influenced the organisations relationship to key companies and governments that they want to influence, and made some organisations focus more on dialogue and long-term collaboration than being in opposition and only showing their reactions and possible disagreements through boycotts, demonstrations and use of media. As one of the respondents explained:

“We consider it better for both our organisation and Statoil to be in a partnership with them and being able to except money from them for research.” (Respondent, Organisation I)

As previously described there are indirect and direct tactics of influence. The organisations that decide to partner with Statoil seems to have a nuanced view of their relationship and emphasise their opportunity to be closer to the decisions than to stand outside the company. When it comes to research and developing new technology, having a close relationship to Statoil is seen as important (Respondent, Organisation I). This is because researching on

alternative energy sources was seen as one of the most important ways in influencing Statoil to change their policies. Organisations that received money from Statoil or had an institutionalised agreement with Statoil seemed to be aware of the challenges this could pose to their legitimacy in the public sphere, and that it could create dilemmas. As the political environment in Norway is relatively transparent there is an understanding that a company cannot “buy silence”². For example, the organisations involved in partnerships with Statoil or receiving donations from the company had an outspoken voice when it came to the oil sand project (Sjølie, 2007; Bellona, 2007). Bellona even referred to their partnership agreement as a tool to demand a full review from Statoil on the project and that they would use the dialogue for continuing to inform Statoil on their own views (Langum Becker, 2007). Being in dialogue with companies along side organisations, researchers, the media and politicians is one of Bellona’s long term commitments and strategies in their work for the environment.

“Bellona acknowledges that environmental organisations can not by them selves produce the solutions for the environmental challenges the world is meeting.” (Bellona, 2010)

Bellona sees it as necessary to collaborate with different kinds of actors, specifically within business, to promote and find good environmental solutions, as they often have the ability to best implement the necessary

² Norway scored 98.29 out of 100 (only beaten by Sweden) on political environment in Newsweek’s (2010) “The World’s Best Countries Index”.

environmental measures and strategies (Bellona, 2010). The organisations that use only indirect tactics on influencing the sustainable strategies of the oil companies point out that their non-monetary relationship with Statoil gives them more legitimacy and credibility. Greenpeace and WWF, both international organisations with branches in Norway, were the most outspoken organisations against the oil sand project in 2010 and are in principle against receiving any money from oil companies. Greenpeace Norway does not receive any money from businesses or governments, stating that it gives them the necessary freedom to act however they choose (GPN, 2010a). The main source for influencing Statoil for organisations like Greenpeace Norway and WWF Norway is using the media and trying to “educate” the public on their positions through campaigns (Respondent, Organisation II).

4.2. The understanding of influence

No matter the relationship with Statoil, all organisations recognised the use of media as one of their most important channels to influence the company. The organisations also all agreed on the necessity of engaging the public opinion to best influence Statoil. The survey revealed that the indirect influence through media was the only factor that all the organisations agreed on to be one of the ideal ways to influence Statoil. This tells us how important communication through media has become in the Norwegian society and how important organisations see the public opinion as a factor for actually being able to put pressure on companies like Statoil and observe change.

Although only one organisation currently has permanent contacts in Statoil, all organisations participate in seminars and open meetings where people from Statoil also participate, more than once a year. Four out of the five organisations meet Statoil more often than every six months. It is likely to believe that arenas like this are used for dialogue between Statoil and the organisations, although the effect of these meeting places and seminars have not been measured. Statoil did previously arrange yearly dialogue meetings with the environmental movement, but it was cancelled after some time because it was not seen as real dialogue from the organisations and got a low turnout in the end (Respondent A). Respondent E noted that the organisation has invited Statoil to take part on the events it has arranged, specifically when it comes to the oil sand project, but that Statoil always declines to participate. Another organisation commented that, in the past when they had a partnership agreement with Statoil it had meetings on a regular basis (Respondent B). Apart from that, the organisations reported to only have meetings with Statoil when it was of need or less than once per year.

The current satisfaction with the relationship with Statoil was in general negative, where four out of five described it as not good enough or could be better. It was even mentioned that Statoil have become less CSR-oriented the last five years and that they should put more effort into having an open dialogue with the environmental organisations without “resorting to coercion” (Respondent B). Indeed one of the reasons why one organisation decided to end their partnership with Statoil was because of disagreement on the relationship between the environmental organisation and Statoil, describing

Statoil to want more of a consultancy relationship than a partnership (Respondent B).

Although not satisfied with the relationship today, three out of five organisations feel that they to some extent have real influence on Statoil. Unfortunately what that actually meant to the organisations was not captured by the survey, but it reveals that they don't feel that they are talking to a completely shut door when they evaluate their own efforts. Another point that was made was that there seemed to be a gap between Statoil's Public Relations team to where the actual decisions are made. For that reason it was seen as important to make use of other channels as well, which includes confronting the owners because they have the long term responsibility for the company's prioritisation (Respondent A).

4.3. The corporate view

Statoil has been portrayed as a pioneer in the oil industry when it comes to being environmentally conscious and keeping up with the standards of a Scandinavian company. Statoil has an interactive and easy-to-navigate website (www.Statoil.com) where information on environmental and social issues are easy to access. A search for key words like stakeholder (Norwegian: 130 documents, English: 34 documents), environment (Norwegian: 194 documents, English: 288) and partnership (Norwegian: 288 documents, English: 288 documents), shows extensive available articles and documents from the company. Since 2001, Statoil have produced annual sustainable reports to

“... satisfy the external demand for more information of our policies and guidelines, management structures and systems, objectives and targets, and environmental and social performance.” (Statoil, 2001:4)

In developing strategies after 2001, the “triple-bottom-line” approach has become more evident in their reports, and stakeholders have been recognised to include suppliers, customers, investors, governments, unions, humanitarian and development organizations, environmental organisations, politicians, partners and host countries and communities (Statoil, 2010).

“Through open dialogue and active engagement, we aim to inform our stakeholders about our operations and plans, as well as learn about their interests and experiences relevant to our business.” (Statoil, 2010)

The annual report of 2007 was the first time Statoil mentioned stakeholder dialogue as an important strategy for their social and environmental responsibility. Accordingly they state that in addition to a systematic and thorough review of relevant context factors, the business development of Statoil’s plans and strategies relies on extensive dialogue and the emphasis on engagement with all significant stakeholders (Statoil, 2008a). However, social and environmental investment is based on commercial considerations and aims to build self-sustainable economic activities in the host country (Statoil, 2008a). Statoil is connected to multiple alliances and partnerships

including the Global Reporting Initiative (GRI), Extractive Industries Transparency Initiative (EITI) and the UN Global Compact.

An important step in their understanding of stakeholder dialogue was to create corporate agreements with important NPOs in Norway. In 2005 they signed a three-year agreement with Bellona and in 2006 an agreement was signed with Friends of the Earth Norway (FoEN). Statoil's intention for these agreements was not only to let the organisations get a voice into the company as important stakeholders, but the dialogue was seen as a two way communication. The approaches to the two organisations were managed differently. The purpose of the agreement with Bellona was to foster meeting places and an exchange of ideas on environmental challenges, environmental policy framework and how Statoil could improve its environmental performance. Emphasis was made on Bellona as a world recognised technology and solution-oriented environmental champion that could produce alternative solutions for Statoil (Statoil, 2008b). The agreement with FoEN was mapped out differently. It also had the vision of fostering the mutual exchange of ideas and knowledge, but leaned more on improving FoENs knowledge of the petroleum industry and how it operates to “... *strengthen FoEN's capacity in dealing with the environmental dimension of the oil and gas sector...*” (Statoil, 2008c).

The historical evolution of CSR in Norwegian companies are, as explained earlier connected to the way Norway as a society likes to portray itself. It should therefore be no surprise that Statoil, with the state as the by far biggest

shareholder has taken part in this development. But this evolution comes with a certain understanding and expectations from relevant partners and stakeholders. Four out of the five respondents answered yes when asked if Statoil, as partly owned by the state, has a bigger responsibility on environmental and social issues, when compared to other companies. One respondent outlined the reason why by explaining that both Statoil and the Norwegian government have signed a number of international agreements that they have committed to comply to, and through these agreements the government is responsible for Statoil's actions, as the largest shareholder. In combination with a very ambitious and high profile internationally in CSR questions, the Norwegian government must assume roles of responsibility in companies where they can exercise direct influence (Respondent B).

Apart from mentioning how important the stakeholder dialogue is for Statoil, little is mentioned in the reports on how this dialogue is actually carried out. Although stakeholder participation is recognised as an important component of sustainable environmental decision-making (Gardner, 2005), it is hard to determine the effectiveness and measure the impact of influence from stakeholders towards Statoil, and how the expected outcome compares to end result. Statoil, as a private company, needs to be driven by the economic factor in the "triple-bottom-line" approach, but in the process of both developing new projects and evaluating old projects, they claim that they calculate the effect this has on relevant stakeholders. At the same time, the strategies are more outlined than the actual effects that come out of the stakeholder engagement and dialogue. On the contrary, when deciding to

invest in the Alberta oil sand there seems to not have been any communication with either Norwegian or Canadian stakeholders prior to the decision, and the decision to invest in the oil sand project was not made public until after the decision was made, making the decision to invest in the project purely based on profit (Respondent, organisation II). According to one respondent, Statoil did not consider their views or inform about the intention of the project beforehand (Respondent A). They just accounted for how to position themselves in relation to the future access to resource commodities (Respondent B). All the identified news articles in the period when the board of Statoil decided to invest in 2007 are reactions to the actual decision. The general coverage and interest of the decision was relatively low (Sunnanå & Sjølie, 2007; Sjølie, 2007). Comparing the hits on Norwegian Google (www.google.no) from 2007 to 2010 show the increase in attention the oil sand project has received in Norway, *after* Statoil announced their decision to invest.

<i>Google: Statoil + oil sand + Canada</i>	<i>Hits</i>
01.01.2007 – 31.12.2007	141
01.01.2008 – 31.12.2008	397
01.01.2009 – 31.12.2009	995
01.01.2010 – 15.08.2010	906

Table 2. Number of hits on Norwegian Google, per year.

The analysis hereafter will therefore look at how the environmental organisations work in persuading Statoil to change their policies after getting involved in the project.

4.4. Losing the battle – winning the war?

The organisations seem to have a clear view of what strategies that best position them to influence Statoil. The next part of the analysis will try to apply these strategies to the specific case of the oil sand project to try to capture change of CSR policy in Statoil. When asked what strategy they have used to influence Statoil on this specific case, media was mentioned by all organisations. In addition, lobbying the government and trying to engage the public was mentioned by two of the organisations. The organisations felt that Statoil had barely taken into consideration the views of key stakeholders and criticism of the lack of a public debate beforehand was highlighted. Only one organisation felt that its views were considered at all in the process.

“The strategic step to go into such a dirty oil should have been the subject of extensive debate and anchored with stakeholders before, not after, the acquisition.” (Respondent A)

None of the organisations were in favour of Statoil's investment in the oil project in the first place, and all of the organisations wanted the company to withdraw from the project as soon as possible. The main goal is not to influence Statoil to improve their environmental and social investment in Canada, but that their pressure should result in Statoil not being part of the oil project in general. These findings uncover the idea that the environmental organisations feel they can influence Statoil to change entire business strategies, and not just CSR related strategies. They are doing this with the

same mechanisms as I identified in the CSR model, but with a focus on the bigger picture.

A campaign entitled “Vi eier Statoil” (We Own Statoil), in which activities was intensified around the annual General Assembly of 2010 came up as an important tool to identify these mechanisms of influence. Throughout the campaign WWFN and GPN used different tactics to influence Statoil’s policies. But the tactics was not simply used against Statoil. The goal of the campaign was for the people to “take the power back” by creating a public “awareness campaign” that informed the Norwegian public about Statoil’s activities. This strategic change arose from the argument that Statoil is owned by the state and the state represent the public in large. Therefore the people own Statoil and are responsible for the actions that Statoil takes (Respondent, Organisation II). By engaging the public the goal was to place increased pressure on the government to force Statoil to withdraw from the project. This is a classic example on how non-state actors try to establish a norm in a society³. The norm WWFN and GPN are trying to establish a norm in the Norwegian society that this project is not something that the Norwegian people supports, and therefore the government cannot support it and should force Statoil out of the investment, with their shareholder power. By trying to create this norm, the environmental organisations are trying to be norm

³ Norms are understood as “*collective expectations for the proper behavior of actors with a given identity*” (Katzenstein, 1996:5). Norms can acquire authority within a community even if they are not written down in any formal law, and can impact both state and non-state actors (Ruggie, 2004).

entrepreneurs, like they have been recognised for being throughout the last 30 years.

One of the most influential studies on norms and how they emerge is Finnemore & Sikkink's (1998) article on norm dynamics and the norm life cycle. This cycle has three stages: norm emergence, norm "cascade" and internalisation. In the first stage, norm emergence involves the introduction and establishment of certain behaviour within a given community by norm entrepreneurs that frame (or re-frame) an issue for the relevant audience (Gillies, 2010). During this stage norm entrepreneurs define, create and manipulate grievances so that it becomes publicly accessible (Zald & McCarthy, 1979). The second stage of norm "cascade" involves major community acceptance of a norm, divided to the first stage by a "tipping point" where a critical mass of relevant actors adopt the norm (Finnemore & Sikkink, 1998). The last stage is characterised by habit, where the norm is so enmeshed into the society that no one really questions it anymore. Non-state actors, like non-profit organisations and civil society, are usually included in the norm entrepreneur group as key actors of the beginning of a norm cycle by setting the agenda to change or influence decision-makers (Mintrom & Norman, 2009).

The finding also indicates that the environmental organisations expects Norwegian companies to take on a "corporate citizenship" role, where the company in it self is a stakeholder, when it comes to sustainable development and global challenges (Schwab, 2008). The literature on corporate citizenship

often is often found in combination with the literature of CSR and seems to “muddy the water” when it comes to differentiating the two concepts⁴. Corporate citizenship is not just investing in local community education or environmental development, but the strategies should be connected to the overall strategies of the company. At this point the CSR strategies and the overall strategies of Statoil are not well enough connected, according to the NPEOs. They therefore try to influence more than just CSR strategies.

Through the “Vi eier Statoil⁵” campaign, the organisations have set the agenda and created a debate throughout the Norwegian civil society, in political parties and within Statoil’s investors. It is also believed that the increasing awareness and pressure from the civil society has created a discussion within Statoil (Respondent, Organisation II). Below is a table of identified tools of influence mechanisms that could be traced to the campaign. Note that there is currently no long-term dialogue between the campaign organisations and Statoil. Although this is a long-term campaign with a final goal of Statoil withdrawing, and some sort of long-term dialogue between the parts might take place, institutionalised partnerships is unlikely to happen, because of the structure of the campaign organisations, WWF and Greenpeace. That being said, long-term dialogue might have happened from the organisations that had institutionalised partnership (e.g. Bellona and Zero), without it being traced in this campaign.

⁴ For a further discussion on corporate citizenship see for example: Marsden (2000), Zadek (2001), Matten et al (2003) and Waddock (2004).

<i>Mechanisms</i>	<i>Tools</i>
Indirect/outsider protest and demonstration	Active use of media Press releases Demonstrations outside the annual general meeting Creating web page Using social media (e.g. Facebook) Creating a petition for the public
Indirect/outsider communication and lobbying	Lobbying against the government Creating a petition towards the Prime Minister Use publicly known/international academics to speak their case Use publicly known/international politicians to speak their case Distributing own reports Lobbying against opposition politicians
Direct/insider communication	Lobbying against investors Arranging "investor tours" to Canada Buying own shares in the company to be able to part of the annual general meeting
Direct/insider long-term dialogue	

Table 3. "Vi eier Statoil" – identified campaign strategies.

The organisations believe that through this campaign and through the work that all the organisations have done the last three years they have won the normative credibility debate about the oil sand in the Norwegian media (Respondent, Organisation II). Evidence from the hits in on Norwegian Google underpins this understanding, going from 141 in 2007 till 906 in 2010 (Table 2). One of the tools that received the most attention in the media was the decision to buy shares in Statoil to be able to speak, promote proposals and vote at the annual General Assembly. This was done for the first time in 2009 and followed up in 2010. The following proposal was put forward:

"Statoil should pull out of tar sands operations in Canada because of adverse climatic environmental and social consequences. Investment in the tar sands is not in line with the international goals that the temperature on a global basis should not increase by more than 2 grams maximum. Celsius. Extraction of tar sands is a strategic crossroads, which is not compatible with the Statoil's guidelines for sustainable development and the environment. Statoil should set a good example and withdraw from further activities in the tar sands."

(WWFN, 2010 [Own translation])

In 2010 a total of 1.38 % ended up voting in favour of, or abstaining from voting, on the proposal, compared to 0.15 % in 2009. Although this is a small percentage, it was celebrated as a victory by the organisations, since they have come along way in increasing awareness from 2007 till 2010 (Bjørheim, 2010). The organisations viewed being part of the General Assembly as a real opportunity to affect Statoil's politics. At the same time they acknowledge that as long as the state, as the biggest shareholder, does not support their proposal it will ultimately fall flat.

"This [participate at the General Assembly] is just one of several ways to highlight opposition to this project, but as long as the state owns 70% of Statoil is the state's attitude to the project and the guidelines for the composition of the Statoil's board to be affected in a more environmentally friendly direction, as it will never be no majority against

this type of project in the General Assembly without the state.”

(Respondent B)

There have been two responses from the government so far. The first, from the Ministry of Petroleum and Energy in 2007, was that the investment in oil sand was seen as a financial decision, and it is the Ministry's policy not to comment on the economic decisions (Sjølie et al, 2007). The second response came from the Prime Minister, Jens Stoltenberg, after a direct targeted campaign from the environmental organisations prior to the 2010 General Assembly (GPN, 2010b). The Prime Minister stated that it was not his responsibility to control Statoil, but to work to reduce the national and international greenhouse gases by fighting for stronger regulations when it comes to emissions. The owners of a company must be careful about controlling single cases, he added (DN, 2010). Deciding to stay passive regarding to the oil sand issue has been criticised by business academics as a lack of shareholder leadership and management (Sylte, 2010). Therefore the “vi eier Statoil” campaign will continue until next year's General Assembly with an increased effort to lobby against politicians from both the government and the opposition. WWFN aims to take politicians on tours to Alberta, as they have done with investors. Although efforts will be made to try to lobby against the Board of Statoil, there is a genuine belief that going through the government is the only viable option to change Statoil's policies (Respondent, Organisation II).

4.5. Discussing the model fit

Throughout the analysis, the mechanisms from the model have been identified as valid tools that NPEOs use to influence multinational corporations in Norway. Specifically, the NPEOs are recognised as key stakeholders that provide information and communicate a clear message to Statoil through indirect and direct strategies. The effects in Figure 1 was also recognised, as the NPEOs were said to both set the agenda in general, but also have influenced investor's and possibly creating a debate within Statoil. Changes in policy and action was to some extent observed on a general basis in Statoil since the introduction of Sustainable Reports in 2001, but no changes have been made in policy or action when it comes to the specific oil project at this point. The possible tension between stakeholders and the company when it comes to the understanding of participation in decision-making was clearly identified in the case of the oil sand project, but position of the government was also included in this equation of tension as they decided to not get involved.

By analysing a heavily debated issue in the Norwegian society, an increased general understanding of how the NPEOs work has been outlined. The organisations have used what Snow & Benford (2000) refers to as three stages of framing processes; political opportunity, cultural context and target audience. The way an issue is interpreted will be shaped by the wider political and social context in which it is situated (Snow & Benford, 2000). Political opportunity is connected to the General Assembly and putting pressure on the government. The cultural context was used to engage the people and to

encourage them to take an active stand against the oil sand project. Strategies were developed to target all relevant audiences from different angles. This leaves us with a triangular relationship between the NPEOs, the government and the company - with the Norwegian people falling in the centre.

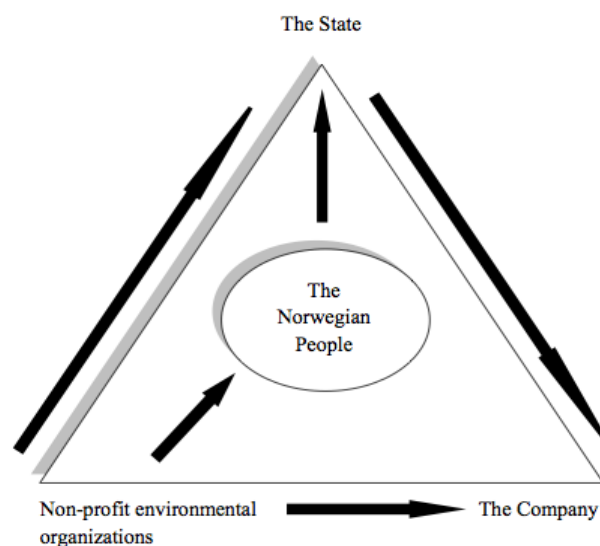


Figure 2. Relationship between non-profit environmental organisations, oil companies and the state in Norway.

As the analysis has uncovered the NPEOs use several channels to influence Statoil, and when it comes to environmental issues they are not satisfied with trying to influence CSR strategies, but they take on a broader approach and position themselves as norm entrepreneurs to change main business strategies in the oil company. As Figure 2 shows, directions of influence goes in three ways. This figure mainly provides information from the view of the

environmental organisations. There is likely to be directions of influence going from Statoil to the NPEOs through two dialogue and partnership, as the mutual relationship grows. It is also likely that the state influences the NPEOs to some extent through mutual communication. However these flows of influence was not the main importance of this research.

As the state is traditionally strong actor in Norway, this relationship might be specific to Norway. Further research should therefore look at this triangular relationship, and how this relates to businesses taking on a corporate citizenship-role, as it is understood as bigger umbrella of outcome change of action than CSR strategies. In addition to that, this research is limited to some parts of NGO influence. As the capacity of this research limited the framework to stakeholder theory, research beyond my findings might also aim to combine mechanisms of influence with civic discourses and framing debates in the society. This relates not only to general CSR strategies, but to environmental policies specifically (Simmons, 2007).

5. Conclusion

Through this research I have identified the mechanisms that NPEOs use to influence companies CSR strategies. Mechanisms of influence were identified as outsider or insider strategies, and different tools were identified as part of each strategy. All mechanisms were identified in the environmental organisations I investigated, but not all mechanisms were used by all the organisations. Therefore, measuring the effect of each individual strategy on change in CSR policies turned out to be very difficult, since all seemed to interplay when it came to the NPEOs understanding on which tactics they currently use and which would be ideal to use. On a more general note, both Statoil and the environmental organisations seem to have an understanding that the organisations influence Statoil to some degree, but how they specifically influence the company not so clear cut. Also, because outsider influence mechanisms were used by both organisations with a partnership with Statoil and organisations without partnerships, assessing which influence mechanisms that result in change of policies could not be isolated.

Because the state of Norway holds 67 % of the shares of Statoil, the environmental organisations preferred to use the public to apply pressure on the government when they want to see a change, and to claim legitimacy in the democratic processes in Norway. The case of the oil sand project evaluated these tactics. But it also questions how CSR strategies are understood within the company. The analysis revealed that, although priding themselves as pioneers in CSR work and stakeholder dialogue, Statoil did not confront or involve key stakeholders they themselves have identified before

getting involved in such a controversial case. The focused work the NGOs have done regarding the oil sand project shows how important the organisations mean engaging the people is, and how they use the media as one of the most important tools to obtain this engagement. Although they have not been successful when it comes to seeing changes in Statoil's policies on the matter, the debate surrounding the project continues and it might be a victory for the environmental organisations in the end.

This research reveals two key points about the relationship between environmental organisations and oil companies in Norway. Foremost, environmental organisations in Norway not only try to influence the oil corporations to have comprehensive CSR policies; they actually attack the entire company strategies and apply pressure to change such strategies. This is done by promoting a comprehensive "corporate citizenship" model of responsibility towards oil companies like Statoil. Secondly they mainly do this through challenging the government as the biggest shareholder in the company, by lobbying towards politicians and creating awareness campaigns directed towards the public, establishing them selves as norm entrepreneurs in the Norwegian society.

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Appendix i

Survey in English

1. Which, according to your organisation, stakeholders does Statoil have?
Multiple answers allowed.

The Norwegian people
The Government/State
The civil society
Shareholders
Other oil companies
Local community where Statoil operates
Companies in the local community where Statoil operates
The eco-system and environment
Norwegian environmental organisations

2. Are you of the opinion that Statoil has a clear relationship to their stakeholders?
Yes
No
Don't know

3. If yes, could you explain why?

4. The State owns almost 70 % of the shares in Statoil. Does that mean that Statoil have a specific responsibility when it comes to being environmental and social responsible (CSR), compared to other companies?
Yes
No
Don't know

5. If yes, could you explain why?

6. How often does your organisation have official meetings with Statoil?
More than once a month
More than once every six months
More than once a year
Less than once a year
When needed
Never
Don't know
Other option

7. Does your organisation have one or more permanent contacts in Statoil?
Yes
No
Don't know

8. Does your organisation participate in seminars and meeting places where Statoil participates too?
Yes, more than once a month
Yes, more than once every six months
Yes, more than once a year
Yes, but less than once a year
No
Don't know
Other option

9. How do you mean that your organisation best influences Statoil? Multiple answers allowed.
Through media
Through demonstrations

Through contacts in Statoil
Through producing independent reports
Through publishing other peoples'/organisations' research
Through engaging the public
Arrange meeting places and seminars
Making own research public
Other alternatives

10. How would you describe your organisations relationship to Statoil today?

Indirectly through media
Indirectly through demonstrations
Indirectly through lobbying towards the government
Directly through long-term communication with Statoil
Directly through contact when needed
Other

11. How would the ideal why for your organisation to influence Statoil?

Indirectly through media
Indirectly through demonstrations
Indirectly through lobbying towards the government
Directly through long-term communication with Statoil
Directly through contact when needed
Other

12. Is your organisation in general happy with the relationship you have with Statoil?

Yes
No
Satisfactory
Could be better
Don't know
Other

13. If yes, why? If no, why not? What could possibly work better or improve?

14. In general, do you feel that your organisation have a real influence on Statoil's environmental policies?

Not at all
In a little extent
Neither
In some extent
In a large extent
Other

The remaining questions are concretely on the oil sand project Statoil is engaged in, in Alberta, Canada.

15. Was your organisation positive to Statoil investing in the oil sand project?

Yes
No
Don't know

16. How has your organisation worked to get your views in with Statoil on this concrete project?

Through media
Through organised demonstrations
Through spontaneous demonstrations/protests
Through lobbying towards contacts in Statoil
Through lobbying towards the government
Through engaging the public
Through publishing reports

Through passing on alternative research
Other alternatives

17. Did you feel that Statoil listened to your views?

Yes

No

Don't know

18. Have Statoil taken in to consideration it's stakeholders in this specific project?

Not at all

In a little extent

Neither

In some extent

In a large extent

Don't know

19. How could Statoil have dealt with the relationship towards it's stakeholders in this case?

20. In the spring of 2010 Greenpeace and WWF, as shareholders in Statoil, presented an suggestion at the annual general meeting that Statoil must withdraw from the Canadian oil sand project, as part of their campaign "vi eier Statoil". Have your organisation evaluated this type of influencing in the aftermath of the general meeting?

Appendix ii Analysed documents

<i>Analysis documents</i>					
	News articles	Press releases	Articles from NPEOs	Reports	Other
News articles 2007	IIII II 7	I 1	I 1		I 1
News articles 2008	IIII 4	I 1		II 2	I 1
News articles 2009	IIII IIIII IIIII III 18		I 1		II 2
News articles 2010	IIII IIIII IIIII IIIII IIIII I 26	IIII 4	I 1	III 3	IIII I 6

<i>Document name</i>	<i>Type</i>	<i>Link</i>	<i>Org or media</i>	<i>Date</i>
Tar sand and climate change GP	Press release	http://www.greenpeace.org/raw/content/norway/press/reports/tar-sands-and-climate-change.pdf	GP N	04.2010
Mens vi venter pa klimatiltakene	Press release	http://www.cicero.uio.no/webnews/index.aspx?id=10929&lang=no	Cicero	01.2008
Nar etikk blir butikk	Comment	http://www.cicero.uio.no/fulltext/index.aspx?id=2911&lang=no	Cicero	09.2004
Towards a sustainable energy system	Report	http://www.cicero.uio.no/publications/detail.aspx?id=97&lang=en	Cicero/OED	01.2006
En karbonfattig energiforsyning	Comment	http://www.cicero.uio.no/fulltext/index_e.aspx?id=2479	Cicero	12.2003
Prime Minister Jens Stoltenberg: Stand tall - Pull Statoil out of tar sands!	Press release	http://www.greenpeace.org/norway/press/reports/prime-minister-jens-stoltenber	GP N	05.2010
Tar Sand and Boreal Forest	Report	http://www.greenpeace.org/raw/content/norway/press/reports/tar-sands-and-boreal-forest-fa.pdf	GP N	04.2010
Dobbelt kommunikasjon fra StatoilHydro	Article	http://www.bellona.no/nyheter/nyheter_2009/Dobbeltkommunikasjon_fra_statoil_hydro	Bellona	09.2009
Vil stoppe oljesandsprosjekt	Article	http://www.bellona.no/nyheter/nyheter_2007/Vil_stoppe_oljesandprosjekt	Bellona	10.2007
Members of Parliament	Proposal	http://www.greenpeace.org/raw/content/norway/press/reports/representantforslag-fra-krf.pdf	Bellona	11.2009
- Svineri fra Statoil	News article	http://e24.no/boers-og-finans/article1759476.ece	E24	04.2007
Mer klimagasser enn alle norske biler	News article	http://e24.no/boers-og-finans/article1760398.ece	E24	04.2007
Statoil kjøper miljøversting	News article	http://e24.no/boers-og-finans/article1759266.ece	E24	04.2007
Vi eier Statoil	Campaign	http://www.u7516469.fsddata.se/hjelp/	GP N & WWF N	2010
Skuffet over Statoils oljesand	News article	http://www.tu.no/energi/article217342.ece	Teknisk Ukeblad	07.2009
Dropper CO ₂ -rensing i Canada	News article	http://www.tu.no/energi/article208462.ece	Teknisk ukeblad	04.2009
Statoil fortsetter med oljesand	News article	http://www.vg.no/nyheter/innenriks/artikkel.php?artid=10006824	VG	05.2010
Voksende motstand mot oljesand	News article	http://www.vg.no/nyheter/utenriks/artikkel.php?artid=10006570	VG	05.2010

Ber Norge si nei til oljesand	News article	http://www.vg.no/nyheter/innenriks/artikkel.php?artid=10006800	VG	05.2010
Statoil fortsetter med oljesand	News article	http://www.dn.no/energi/article1901789.ece	DN	05.2010
Annual report	Report	http://www.bellona.no/filearchive/fil_Arsrapport-bellona-2009.pdf	Bellona	2010
Vi kan bli en klimanasjon	Commentary	http://www.bt.no/meninger/kronikk/Vi-kan-bli-en-klimanasjon-1125840.html?xtor=AD-13	BT.no	07.2010
Tjæresandprosjektet gjør Norge til klimaskurk	Commentary	http://www.bt.no/meninger/kronikk/Tjaeresand-prosjektet-gjoer-Norge-til-klimaskurk-1124734.html?xtor=AD-13	BT.no	07.2010
Rethink Alberta	Campaign	http://rethinkalberta.org/main.php		
Dirty oilsand	Campaign	http://dirtyoilsands.org/action		
Refser Norge for CO2-utslipp	News article	http://www.dagsavisen.no/innenriks/article491496.ece	Dagsavisen	06.2010
SAND I MASKINERIE!	Press release	http://www.senterungdommen.no/article65677.html	Senterungdommen	06.2010
Nektes adgang av StatoilHydro	News article	http://www.na24.no/article2125299.ece	Nettavisen	08.2008
Tar sands oil extraction spreading rapidly, report warns	News article	http://www.guardian.co.uk/business/2010/may/17/tar-sands-extraction-friends-earth	The Guardian	05.2010
Kinderegg fra helvete	Commentary	http://www.dagsavisen.no/meninger/article486500.ece	Dagsavisen	05.2010
Tredobbelt utslipp - selv med 40 % reduksjon	News article	http://www.petro.no/modules/module_123/proxy.asp?D=2&C=27&I=13858&mid=79	Petro.no	04.2010
Advarer mot Statoil-skandale	News article	http://www.dn.no/energi/article1080471.ece	DN	04.2005
- Statoil går i feil retning	News article	http://www.dn.no/energi/article1085379.ece	DN	04.2007
Årsrapporter og årsberetninger	Annual reports	http://naturvernforbundet.no/aarsrapporter-og-aarsberetninger/category1298.html	FoEN	2005-2010
Trekk Norge ut av tjæresanden!	Press release	http://www.forumfor.no/Artikler/5858.html	Forum for utvikling og miljø	05.2010
Kirkefond ber Statoil kutte ut oljesand	News article	http://www.vl.no/samfunn/article22887.zrm	Vårt Land	05.2010

Canadisk aksjon mot oljesand-prosjekter, StatoilHydro en av verstingene	Press release	http://www.greenpeace.org/norway/press/releases/canadisk-aksjon-mot-oljesand-p	GP N	11.2007
Indianerhøvdning demonstrerte mot Statoils oljesand-utvinning	News article	http://www.nrk.no/nyheter/distrikt/rogaland/nord-jaeren/1.7131086	NRK	05.2010
Klimaforsker James E. Hansen gjentok kritikken av norsk miljøpolitikk da han mottok Sofieprisen	Article	http://www.zero.no/klima/klimaforsker-james-e.-hansen-gjentok-kritikken-av-norsk-miljoepolitikk-da-han-mottok-sofieprisen	ZERO	06.2010
Lobbyerer mot oljesand	News article	http://www.tu.no/olje-gass/article208162.ece	Teknisk ukeblad	04.2009
STOP - Stop the Tar sands Operations Permanently	Blog	http://stoptarsands.wordpress.com/	GP N	
Statens energiparadoks	Article	http://www.sissener.no/aktuelt/statens-energi-paradoks/	Sissener Investment	11.2007
Göran Persson om oljesand: - Hadde aldri trodd det skulle skje	News article	http://www.dagbladet.no/2009/09/28/nyheter/miljo/innenriks/klima/helge_lund/8333048/	Dagbladet	09.2009
Oljefondet er tungt inne i oljesand	News article	http://e24.no/makro-og-politikk/article3254480.ece	E24	09.2009
- Oljebrems kan gi mer oljesand	News article	http://www.oilinfo.no/index.cfm?event=doLink&famID=122367	Oilinfo	
- Oljefondet må ut av oljesand	News article	http://www.tu.no/politikk/article221713.ece	Teknisk Ukeblad	09.2009
Vil stenge oljekranene	News article	http://www.dagsavisen.no/innenriks/article416448.ece	Dagsavisen	05.2009
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Opprop: Statoil ut av tjæresand!	Petition	http://www.wwf.no/dette_jobber_med/klima/tjaresand/opprop__statoil_ut_av_tjaresand/	GP N et al	2010
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Statoil

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Social responsibility plan	Article online	http://www.statoil.com/en/environment/society/livingourvalues/pages/countrycsrplans.aspx	Statoil	
Statoil and oilsand	Article online	http://www.statoil.com/en/NewsAndMedia/Multimedia/features/Pages/chronicleOilSandCanada.aspx	Statoil	2009
Sustainable development in the Canadian wilderness	Article online	http://www.statoil.com/en/environment/society/relevanttopics/oilsandincanada/pages/default.aspx	Statoil	
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Water constraints in Alberta, Canada	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/Sustainability/Environment/Pages/5-3-1-6_WaterConstraintsInAlberta.Canada.aspx	Statoil	2009
Helping communities to adapt to change	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/Sustainability/ResponsibleOperations/Pages/5-1-3-2_HelpingCommunitiesAdaptToChange.aspx	Statoil	2009
Defining the content of the report	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/AboutThisReport/Pages/13_DefiningTheContentOfTheReporting.aspx	Statoil	2009
Ethics and values	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/BusinessOverview/Pages/1-5_EthicsAndValues.aspx	Statoil	2009
Measures and results	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/Sustainability/Society/Pages/5-6-4_MeasuresAndResults.aspx	Statoil	2009
Managing our impact	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/Sustainability/ResponsibleOperations/Pages/5-1_ManagingOurImpacts.aspx	Statoil	2009
Stakeholder dialogue and engagement	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/Sustainability/ResponsibleOperations/Pages/5-1-3_StakeholderDialogueAndEngagement.aspx	Statoil	2009
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Facing the challenges	Sustainability report 2008	http://www.statoil.com/AnnualReport2008/en/Sustainability/Society/Pages/5-6_Society.aspx	Statoil	2009
Stakeholder dialogue	Sustainability report 2007	http://www.statoil.com/en/environment/society/sustainability/2007/stakeholderdialogue/pages/default.aspx	Statoil	2008
Environmental monitoring	Sustainability report 2007	http://www.statoil.com/en/EnvironmentSociety/Sustainability/2007/Environment/Environment/Canada/Pages/Monitoring.aspx	Statoil	2008
Developments in 2007	Sustainability report 2007	http://www.statoil.com/en/EnvironmentSociety/Sustainability/2007/AboutReport/Pages/Development2007.aspx	Statoil	2008
Annual report	Report	http://www.statoil.com/en/InvestorCentre/AnnualReport/Download	Statoil	2007

2006		ds/2006_20F_USGAAP.pdf		
CSR commitment	Sustainability report 2006	http://www.statoil.com/en/EnvironmentSociety/Sustainability/Downloads/Sustainability_report_2006.pdf	Statoil	2007
Engaging our stakeholders	Sustainability report 2007	http://www.statoil.com/en/EnvironmentSociety/Sustainability/2007/StakeholderDialogue/Pages/EngagingOurStakeholders.aspx	Statoil	2008
Sustainability performance	Sustainability report 2007	http://www.statoil.com/en/EnvironmentSociety/Environment/Pages/ExternalRecognitions.aspx	Statoil	2008
What have we achieved?	Sustainability report 2007	http://www.statoil.com/en/EnvironmentSociety/Sustainability/2007/Society/PoliciesAndPrinciples/Pages/Results.aspx	Statoil	2008
Working in collaboration	Sustainability report 2009	http://www.statoil.com/AnnualReport2009/en/Sustainability/ManagingOurRisksAndImpacts/Pages/WorkingInCollaboration.aspx	Statoil	2009
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Sustainability report 2001	Report	http://www.statoil.com/en/EnvironmentSociety/Sustainability/Pages/SustainabilityReport2001.aspx	Statoil	2002
Measures and results	Sustainability report 2007	http://www.statoil.com/en/EnvironmentSociety/Sustainability/2007/Society/Pages/MeasuresAndResults.aspx	Statoil	2008
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Appendix iii
Data gathering and respondents

List over the different respondents in the dissertation, and means of data gathering that was used.

<i>Respondents</i>	<i>Data gathering</i>
Respondent A	Survey
Respondent B	Survey
Respondent C	Survey
Respondent D	Survey
Respondent E	Survey
Respondent, organisation I	Interview
Respondent, organisation II	Interview

Appendix iv Survey results

Close end question responses – survey

Question	Respondent A (269915)	Respondent B (269257)	Respondent C (259551)	Respondent D (258349)	Respondent E (269255)
1. Which, according to your organisation, stakeholders does Statoil have?	-	-	-	-	-
The Norwegian people	X	X	X		X
The Government/State	X	X	X		X
The civil society	X		X		X
Shareholders	X	X	X		X
Other oil companies	X	X	X		X
Local community where Statoil operates	X		X		X
Companies in the local community where Statoil operates	X		X		X
The eco-system and environment	X	X	X		X
Norwegian environmental organisations	X	X	X	X	X
2. Are you of the opinion that Statoil has a clear relationship to their stakeholders?	-	-	-	-	-
Yes			X	X	
No	X	X			X
4. Government ownership responsibility.	-	-	-	-	-
Yes	X	X	X		X
No				X	
6. How often does your organisation have official meetings with Statoil?	-	-	-	-	-
More than once a month					
More than once every six months					
More than once a year					
Less than once a year	X	X			

When needed	X			X	X
Never			X		
Don't know					
Other option					
7. Does your organisation have one or more permanent contacts in Statoil?	-	-	-	-	-
Yes	X				
No		X	X	X	X
Don't know					
8. Does your organisation participate in seminars and meeting places where Statoil participates too?	-	-	-	-	-
Yes, more than once a month					
Yes, more than once every six months		X	X	X	X
Yes, more than once a year	X				
Yes, but less than once a year					
No					
9. How do you mean that your organisation best influences Statoil.	-	-	-	-	-
Through media	X	X	X	X	X
Through demonstrations			X	X	
Through contacts in Statoil	X			X	X
Through producing independent reports		X		X	
Through publishing other peoples'/organisations' research				X	X
Through engaging the public	X	X	X	X	X
Arrange meeting places and seminars		X			
10. How would you describe your organisations relationship to Statoil today?	-	-	-	-	-

Indirectly through media	X	X	X	X	X
Indirectly through demonstrations	X			X	
Indirectly through lobbying towards the government	X	X		X	X
Directly through long-term communication with Statoil				X	
Directly through contact when needed	X			X	
11. How would the ideal why for your organisation to influence Statoil?	-	-	-	-	-
Indirectly through media	a	X	X	X	X
Indirectly through demonstrations	a		X	X	
Indirectly through lobbying towards the government	a	X		X	X
Directly through long-term communication with Statoil	a			X	
Directly through contact when needed	a			X	X
Other	X – comb of the above				
12. Is your organisation in general happy with the relationship you have with Statoil?	-	-	-	-	-
Yes			X		
No		X		X	
Satisfactory					
Could be better	X			X	X
14. In general, do you feel that your organisation have a real influence on Statoil's environmental policies?	-	-	-	-	-
Not at all					
In a little extent			X	X	
Neither					
In some extent	X	X			X

In a large extent					
15. Was your organisation positive to Statoil investing in the oil sand project?	-	-	-	-	-
Yes					
No	X	X	X	X	X
16. How has your organisation worked to get your views in with Statoil on this concrete project?	-	-	-	-	-
Through media	X	X	X	X	X
Through organised demonstrations					
Through spontaneous demonstrations/protests					
Through lobbying towards contacts in Statoil					
Through lobbying towards the government		X			X
Through engaging the civil society		X			X
Through publishing reports					X
Through passing on alternative research					X
Other alternatives					
17. Did you feel that Statoil listened to your views?	-	-	-	-	-
Yes					X
No	X	X	X	X	
18. Have Statoil taken in to consideration it's stakeholders in this specific project?	-	-	-	-	-
Not at all					
In a little extent	X	X		X	X
Neither					
In some extent					
In a large extent					

Don't know			X		
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