



# CSR and Deliberative Democracy

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## A Multiple-Case Study

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# Introduction

## Research context

- Postnational constellation: Shift of power from nation states to the corporate world but no formal framework or a global enforcement agency
- Emergence of thousands of NGOs as counterbalance

## Research questions

- What is the CSR character of the studied companies?
- What are the emerging governance structures for multinational companies?
- How may the concept of deliberative democracy help to develop strategies for corporate behavior in the new normative framework of the postnational constellation?

# Methodology

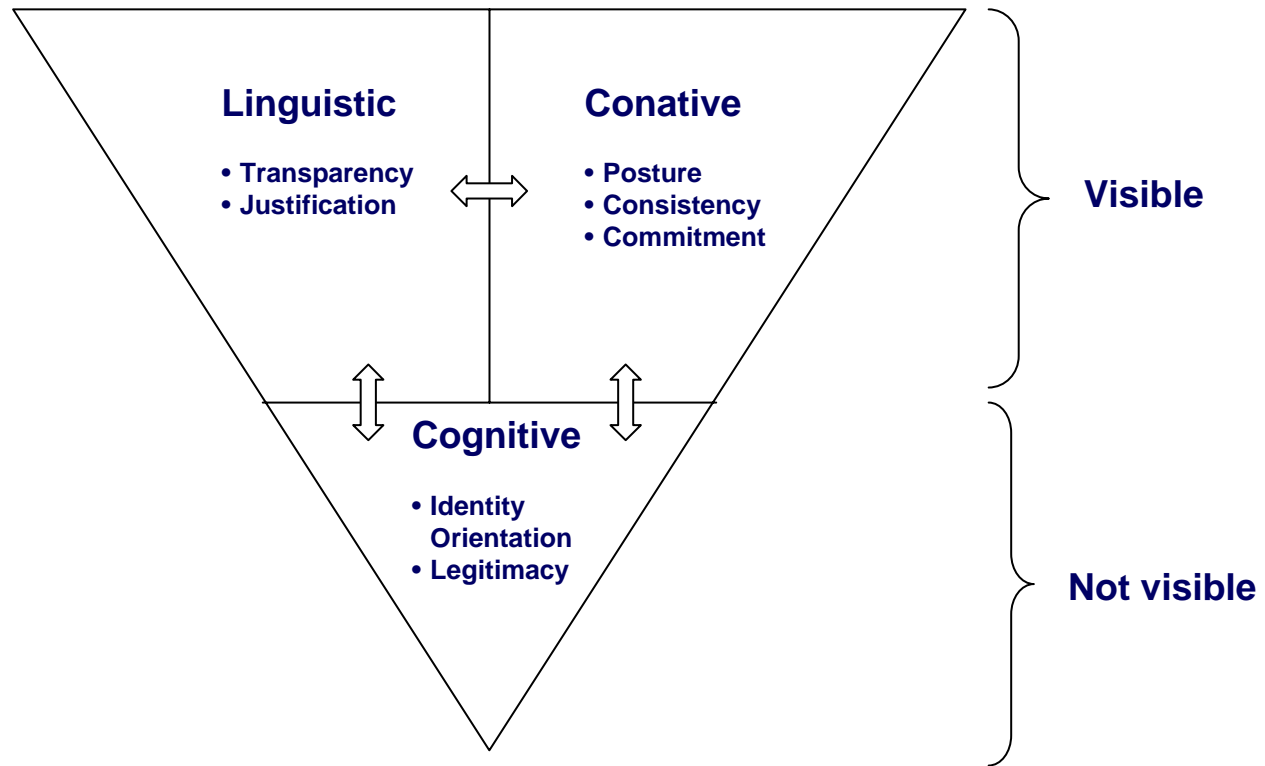
## Primary data

- Multiple case study with BAT  
Switzerland, Hewlett Packard, and Nestlé
- Respondents: upper and middle management, stakeholders
- 2 rounds of semi-structured interviews (90 in total) of 30 to 90 minutes
- Multiple Coding, data management with NVIVO
- Pilot study

## Secondary data

- Company websites
- Annual reports
- Internal reports
- Press releases
- Media
- Research institutions
- Non-governmental organizations
- Academic papers

# Dimensions of CSR Character

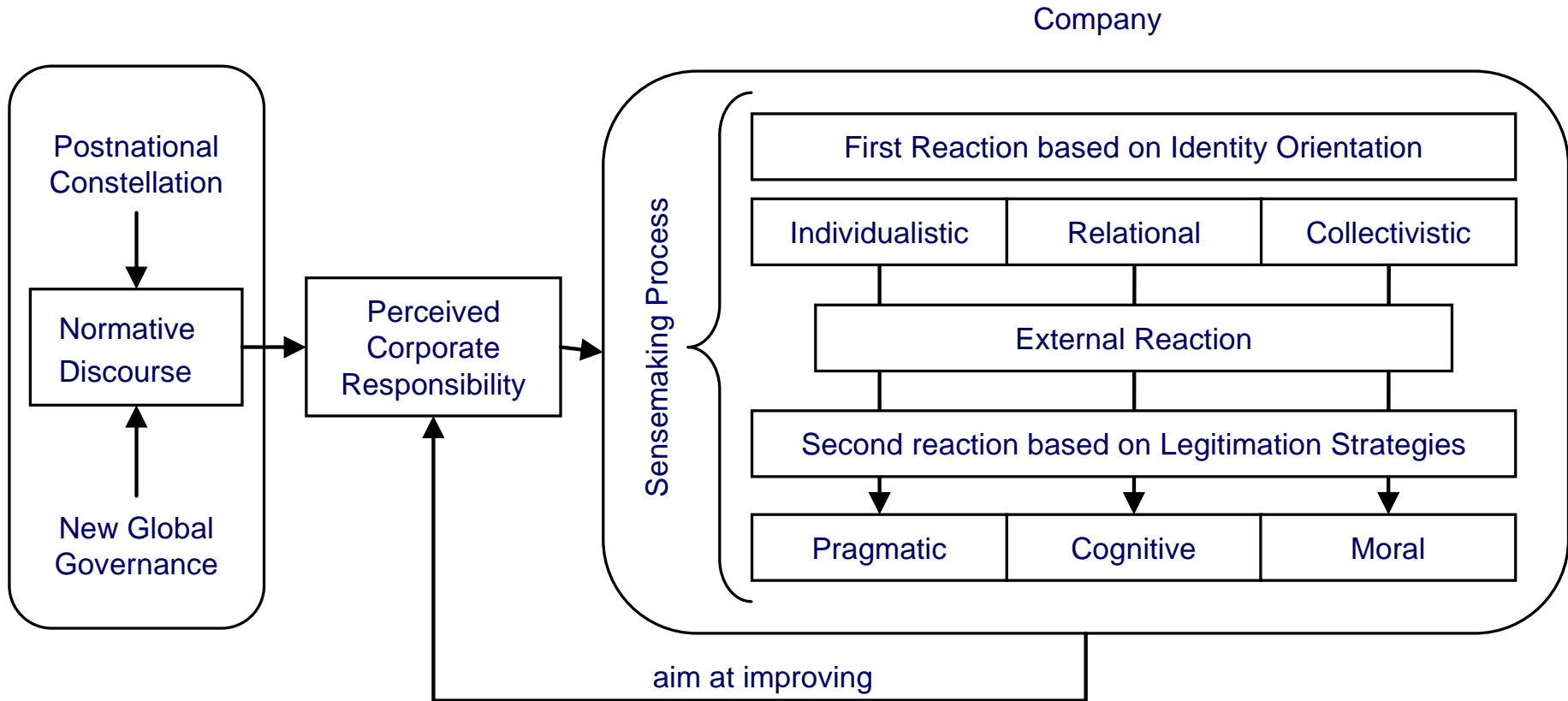


Source: Basu & Palazzo, 2007

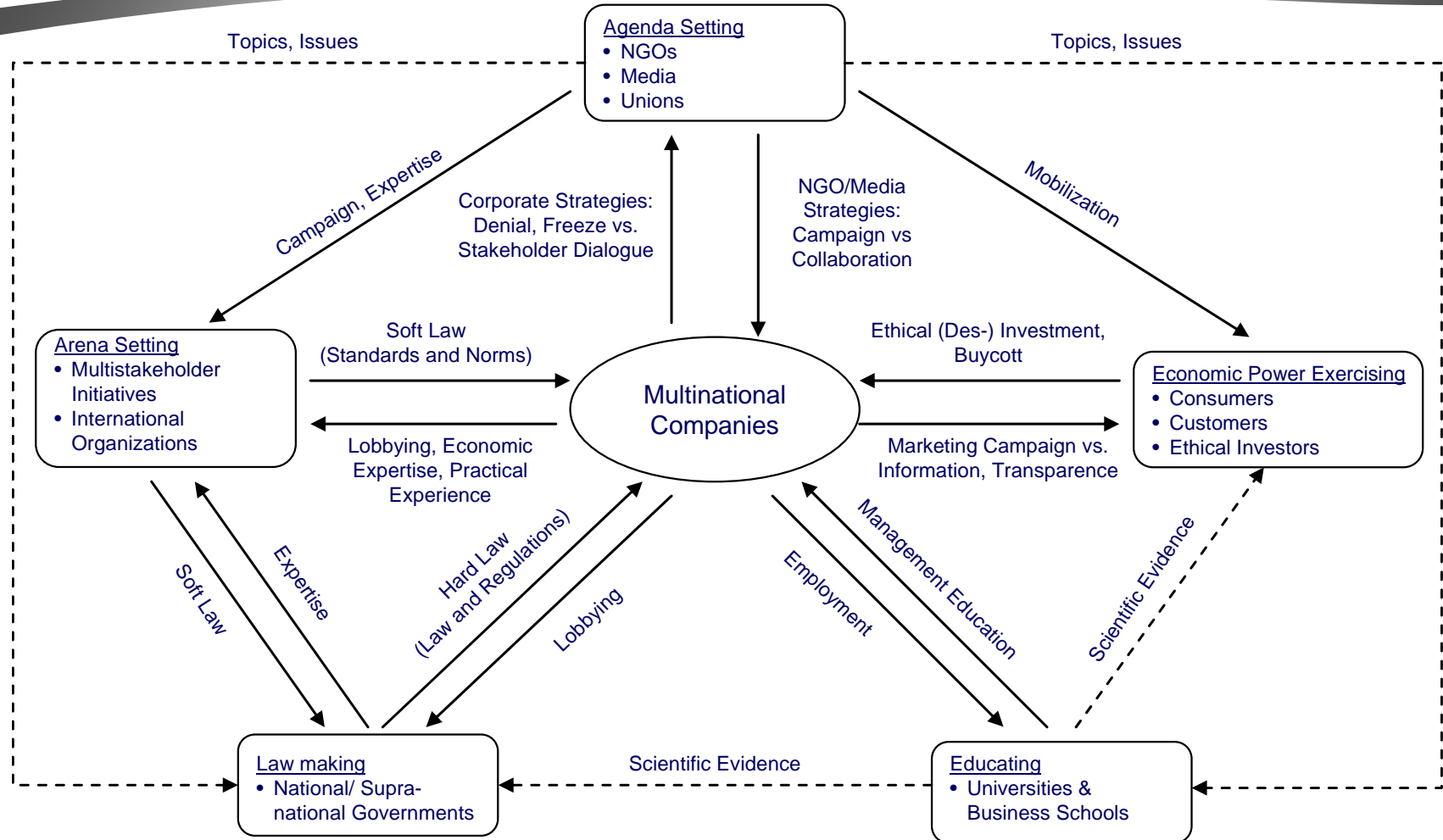
# CSR Character of studied companies

CSR Character	BAT Switzerland	Hewlett Packard	Nestlé
<b>Cognitive Dimension</b>			
Identity Orientation	Relational	Relational	Individualistic
Legitimacy	Cognitive	Cognitive/Moral	Pragmatic
<b>Linguistic</b>			
Transparency	Biased	Balanced	Biased
Justification	Economic/Legal	Economic/Ethical	Economic/Scientific
<b>Conative</b>			
Posture	Tentative	Open	Tentative/Defensive
Consistency	Strategically/Internally consistent (limited)	Strategically/internally consistent	Strategically inconsistent
Commitment	Instrumental	Instrumental/Normative	Instrumental
Overall Theme	Overcompensation	Corporate Citizen	Overconfidence

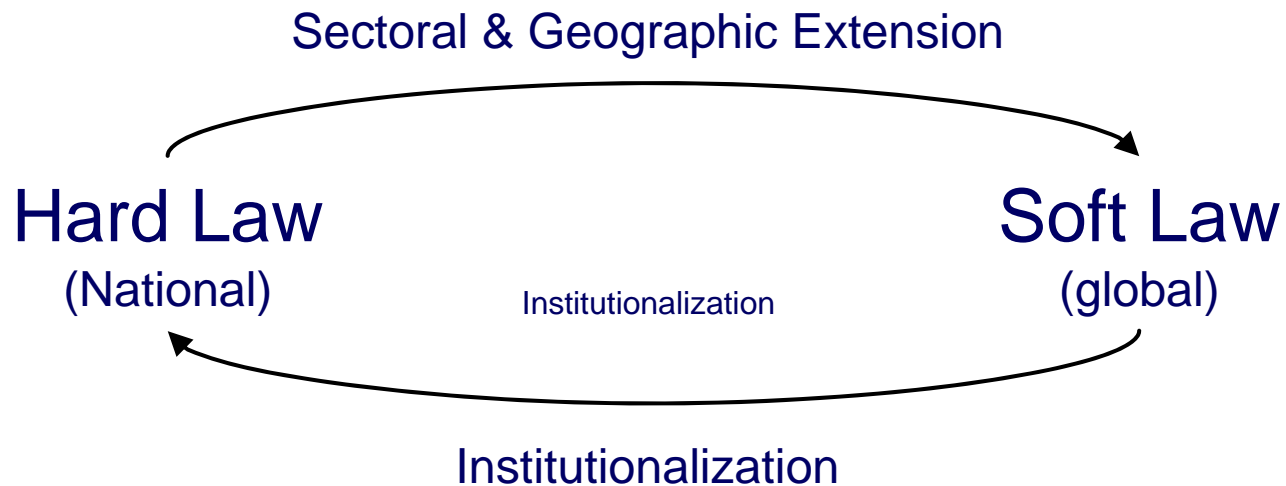
# Sensemaking Model of CSR



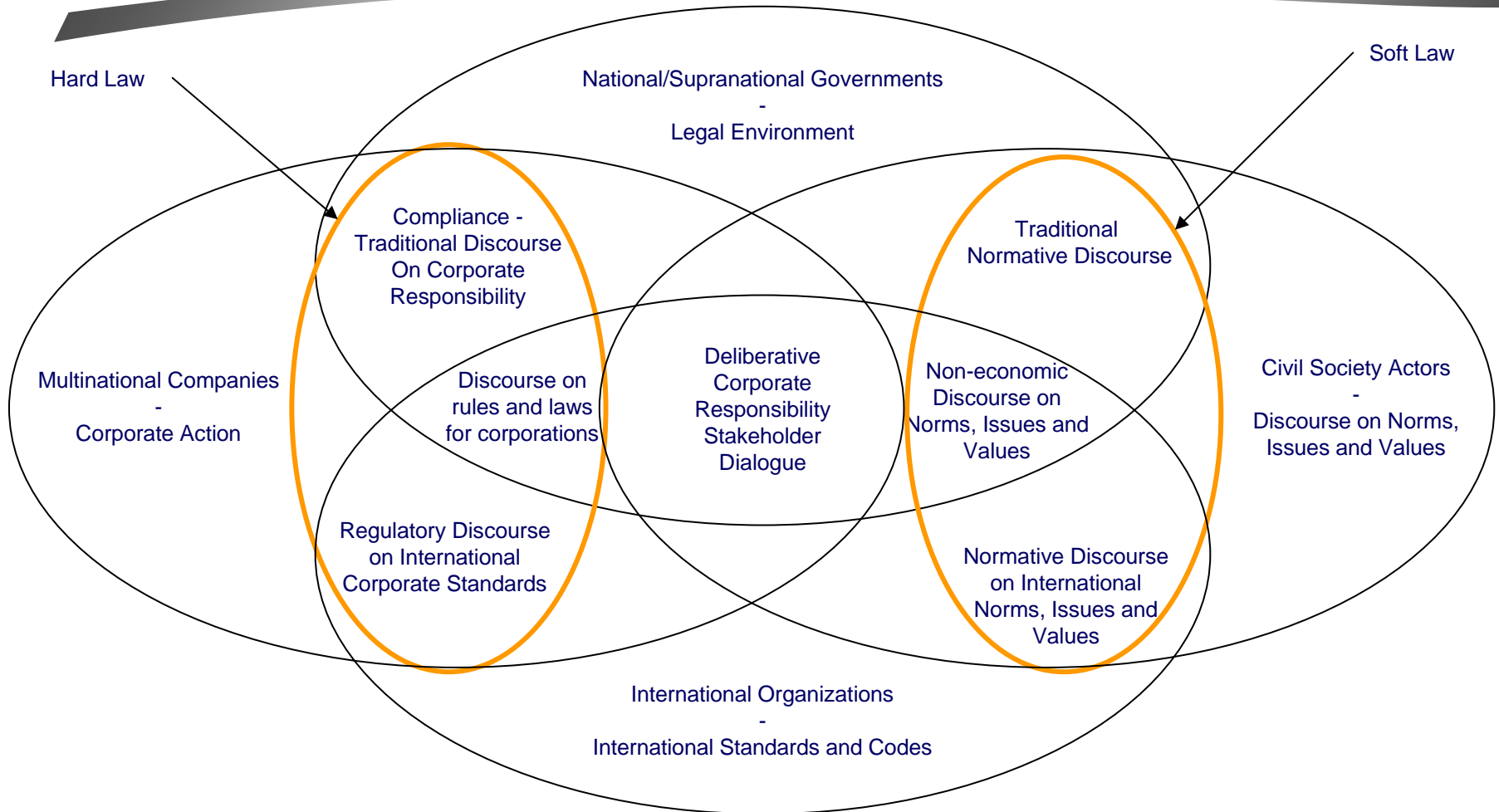
# New Global Governance Structures



# The Regulatory Discourse



# Changing Conditions of Legitimation



# Deliberative Corporate Responsibility

## Deliberative Corporate Responsibility:

- Global two-level corporate legitimation process: The institutionalized deliberation of (national) parliamentary bodies over corporate responsibility is complemented by the global normative discourse between civil society, standard setting organizations and corporations.

## Implications:

- Monitor civil society demands
- Create communities of dialogue which deliberate on common values
- Inclusion of all possibly affected stakeholders
- Guarantee rational discourse aiming at collaboration and compromise
- Willingness to establish binding regulatory frameworks including sanction mechanisms to defend common values