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Politische Verantwortung von Multinationalen Unternehmen – Der Fall Shell in Nigeria

Seminar Theorien der Multinationalen Unternehmung

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Einleitung



Kritik an Shell in Nigeria



<http://wiwavshell.org/>

<http://www.youtube.com/watch?v=e70A9MFobvg>



<http://royaldutchshellplc.com/2012/04/28/nigeria-power-play-and-game-of-chess-between-neconde-shell-and-npdc/>



<http://www.mutanteggplant.com/agog/2008/04/21/numbers-man/>



Shell's eigene Darstellung in Nigeria

<http://www.shell.com.ng/>



<http://www.shell.com.ng/environment-society.html>





Herausforderung für Shell

“The biggest change [...] for an international corporation is this extension of responsibility [...] beyond just paying your taxes and beyond just relating effectively to communities around your factory fence.”

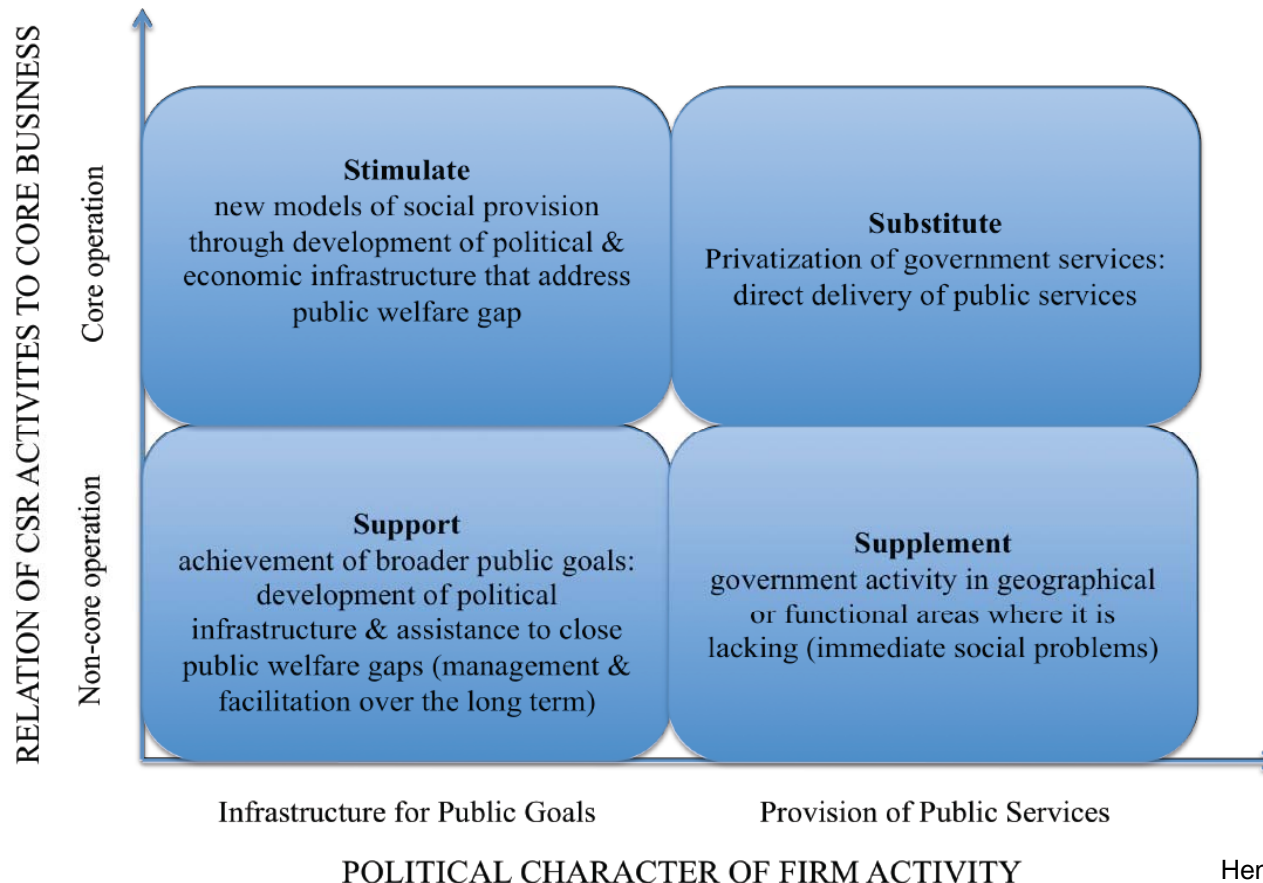
(Sir Mark Moody-Stuart in Valente and Crane, 2010, p. 62)



“We refer to public responsibility strategies as strategies that firms develop to address public problems in the absence of effective governmental infrastructure or processes“ (Valente & Crane, 2010, p. 55)

Public responsibility strategies

Public responsibility strategies matrix



Henchen, 2013, p. 35



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Case - Nigeria

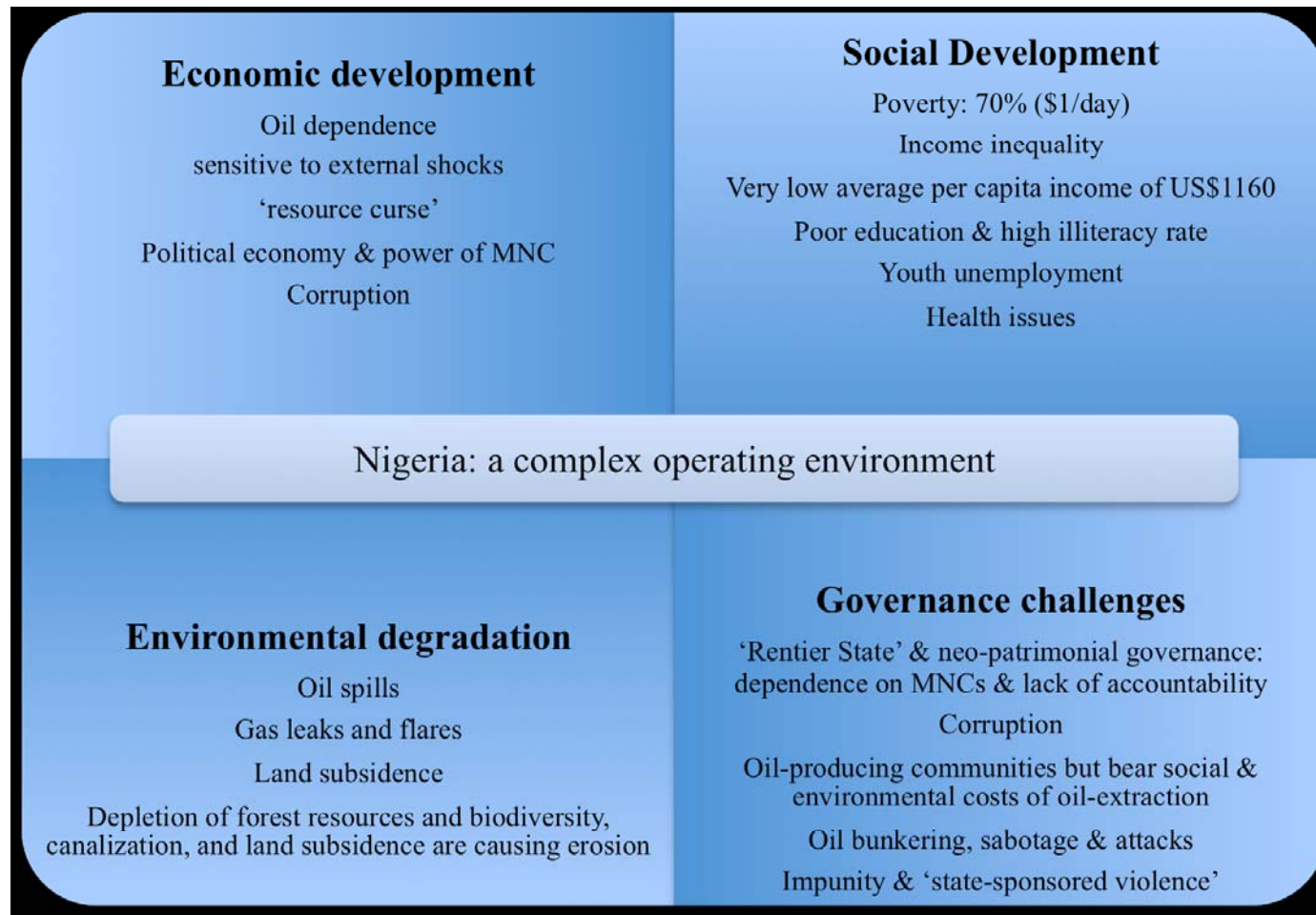


Was sind die Herausforderungen vor denen Nigeria steht?

- Ökonomische Herausforderungen
- Soziale Herausforderungen
- Ökologische Herausforderungen
- Politische Herausforderungen



Herausforderungen für Nigeria





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Case - Shell



Shell's CSR Engagement

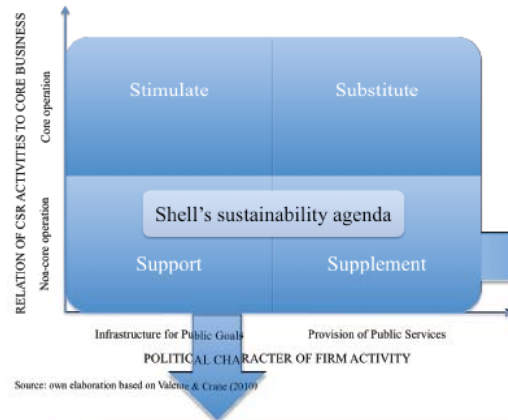
Shell's CSR Engagement:

- Was sind die zentralen CSR Aktivitäten in den Bereich Public Services und politische/ökonomische Infrastruktur?
- Unter welchen Bedingungen hat Shell die eigene Nachhaltigkeits/Sustainability-Agenda gestartet? Was war die Motivation dahinter?
- Welche Modifikationen wurden über die Zeit vorgenommen? Warum?
- Was sind die Hauptkritikpunkte an Shell's Nachhaltigkeits-Agenda?



Shell's CSR Engagement

Public responsibility strategies matrix



- Security:
 - Payments to locals for surveillance contracts
 - 'Shell police': own security force to protect facilities
- Community development: Building schools, health care facilities and physical infrastructure in cooperation with NGOs (Shell foundation, NGOs implementing the GMoU)

- Global partnerships: HIV/AIDS, GGFR, Climate Action
- Local partnerships: Cooperation with national programs: In 2010 payment of more than \$161 to the Niger Delta Development Commission (as required by law)
- Capacity building among local community governing bodies
- Application of Shell General Business Principles with contractors, suppliers and in joint ventures
- Promotion of policies and standards in the area of human rights, security and transparency
 - 1997: General Business Principles & Shell International Renewables
 - Human Rights Compliance Assessment tools
 - Training for employees (Business Principles & Code of Conduct)
 - Transparency & reporting: EITI, GRI, IPIECA, internal controls, Dow Jones Sustainability Index, FTSE4Good, Carbon Disclosure Project
 - Supporter of GC, VP's
- Technical support of government



Shell's Zukunft in Nigeria – Zentrale Herausforderungen

- Was sind die zentralen Konflikte/Dilemmata in diesem Fall?
- Was sind die grössten Herausforderungen für das Unternehmen in Nigeria?
- Wer sind Shell's Stakeholder und was sind deren Interessen?

- Was würden Sie in dieser Situation tun?
- Soll das Unternehmen bleiben oder das Land verlassen? Aus welchen Gründen würden Sie sich für die eine oder andere Option entscheiden?
- Falls Sie sich dafür entscheiden zu bleiben, wie würden Sie die öffentliche/politische Verantwortung von Shell besser managen?



Shell's Zukunft in Nigeria – Gliederungsmöglichkeiten

Responsibility strategy matrix:

- „Support“-Strategien
- „Supplement“-Strategien

Herausforderungen:

- Politische Rolle
- Nachhaltigkeit kontroverser Industriepraktiken
- Defizit öffentlicher Verantwortung und “corporate complicity”



Shell's Zukunft in Nigeria

		Public Responsibility Strategies	
		Support	Supplement
Challenges	Political role & political responsibility	<ul style="list-style-type: none"> • Reciprocal understanding • Re-evaluation of corporate role & associated responsibilities in line with public expectations and classical theories of business ethics (for ex. Kantian duty ethics claims that institutions in positions of authority never adopt a neutral stance but express moral support when they remain silent and neglect their political co-responsibility) 	<ul style="list-style-type: none"> • Tap into existing institutional and social structures to enhance embeddedness in existing routines and behaviors, draw on insights by those affected & gain greater commitment • Partnerships: Shared ownership of projects to reduce public dependence on the firm, enhance effectiveness of projects and corporate legitimacy • Improve accountability mechanisms: provide access to information
	Sustainability	<ul style="list-style-type: none"> • Support creation or reform of intermediary body with expertise in sustainable development and a long-term mandate • Focus on impact metrics (qualitative issues around the process of engagement and long-term impact on community wellbeing) rather than evaluative metrics (immediate outcome such as number of schools built) 	<ul style="list-style-type: none"> • Increased engagement in public responsibilities (CSR-related policies & initiatives) and associated communicative efforts to circumvent situations and practices that might be perceived as unsustainable or unethical • Shared ownership of projects to create conditions of mutual dependency and thus increase community empowerment and collective ownership • Focus on what the company can do best: activities related to core business expertise (reduce some root causes of conflict such as oil spills, gas flaring) • Mind the gap: align corporate words with deeds to overcome mistrust and secure community collaboration



Shell's Zukunft in Nigeria

	<p>Public responsibility deficit</p> <ul style="list-style-type: none">• Shift measures from output to impact (incl. reporting on qualitative issues)• Collaboration & pressure: company can use its position of authority to enforce targeted and effective government spending and project implementation• Creation of sustainable, legitimate, and effective bodies that take accountability for the development, operation, and maintenance of public services	<ul style="list-style-type: none">• Avoid public responsibilities and sustained costs:<ul style="list-style-type: none">- leave region: retrench onshore investment in the Niger Delta & move offshore where less community pressure- leave country (see Shell's previous decisions)
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Zusammenfassung



Auswirkungen

<http://www.youtube.com/watch?v=4gX5gnExONo>



Zadek, S. (2004)



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Der Case im Zusammenhang zu den Themen in unserem Seminar



Cases – oikos

Weitere Case Studies finden Sie auf dieser Seite:

<http://www.oikos-international.org/academic/case-collection/inspection-copies/alphabetical-list.html>

z.B. Fälle aus der Schweiz (Oxfam und Swiss Re; Migros; Mobility)



Literaturverzeichnis

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Mitchell, R. K., Agle, B. R., & Wood, D. J. 1997. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4): 853-886.

Valente & Crane (2010). Public responsibility and private enterprise in developing countries. *California Management Review*, 52, 52-78.

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Vielen Dank für Ihre Aufmerksamkeit!