



# **Politische Verantwortung von Multinationalen Unternehmen – Der Fall Shell in Nigeria**

Seminar Theorien der Multinationalen Unternehmung

Christian Vögtlin

Universität Zürich, September 2014



**Universität  
Zürich** <sup>UZH</sup>

**Institut für Betriebswirtschaftslehre**

# 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>





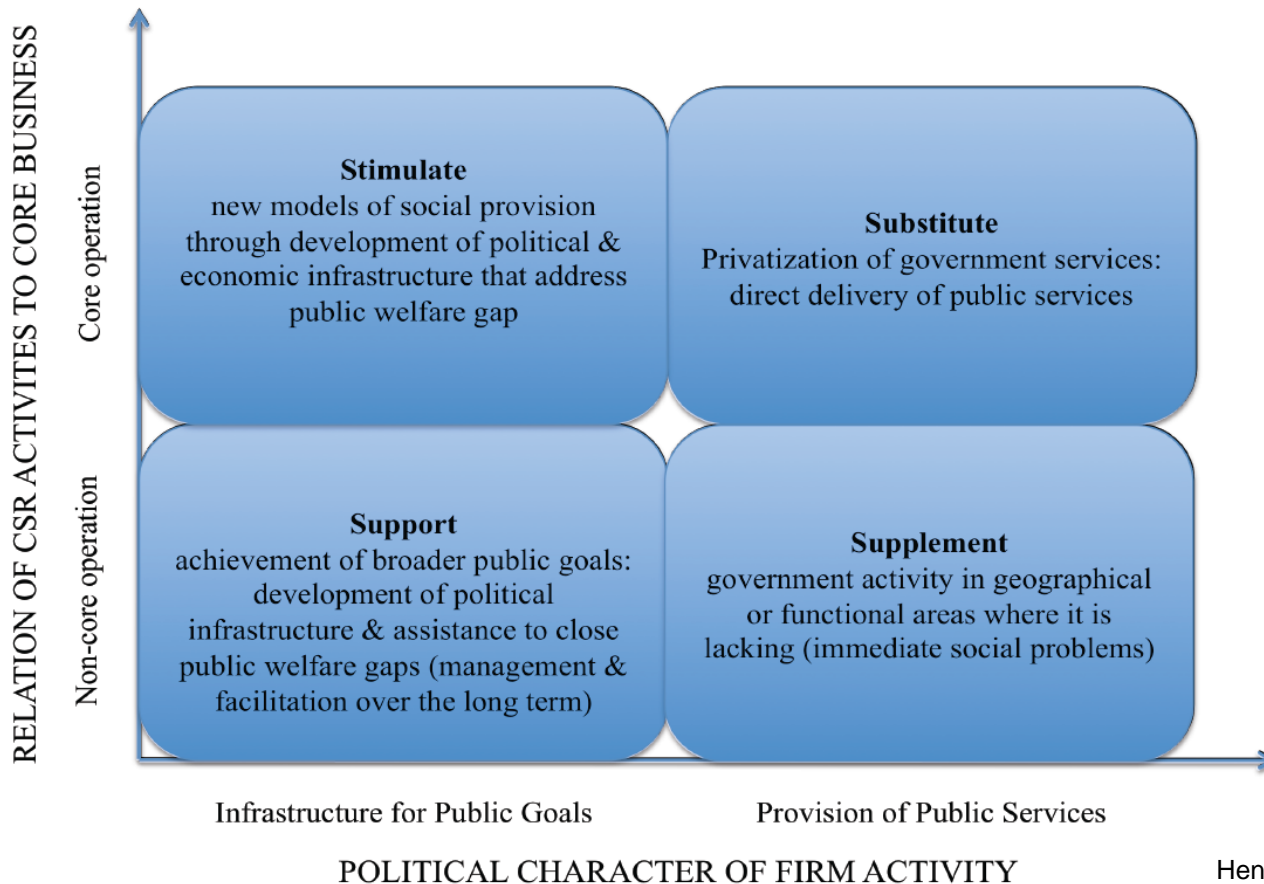
## Herausforderung für Shell

“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)

## Public responsibility strategies

Public responsibility strategies matrix





**Universität  
Zürich** <sup>UZH</sup>

**Institut für Betriebswirtschaftslehre**

# Case - Nigeria



## Was sind die Herausforderungen vor denen Nigeria steht?

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





## Herausforderungen für Nigeria





**Universität  
Zürich** <sup>UZH</sup>

**Institut für Betriebswirtschaftslehre**

# 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



Source: own elaboration based on Valencic & Crane (2010)

- 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?

**Diskutieren Sie im Team**



# **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"> <li>• Reciprocal understanding</li> <li>• Re-evaluation of corporate role &amp; 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)</li> </ul>	<ul style="list-style-type: none"> <li>• Tap into existing institutional and social structures to enhance embeddedness in existing routines and behaviors, draw on insights by those affected &amp; gain greater commitment</li> <li>• Partnerships: Shared ownership of projects to reduce public dependence on the firm, enhance effectiveness of projects and corporate legitimacy</li> <li>• Improve accountability mechanisms: provide access to information</li> </ul>
	Sustainability	<ul style="list-style-type: none"> <li>• Support creation or reform of intermediary body with expertise in sustainable development and a long-term mandate</li> <li>• 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)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement in public responsibilities (CSR-related policies &amp; initiatives) and associated communicative efforts to circumvent situations and practices that might be perceived as unsustainable or unethical</li> <li>• Shared ownership of projects to create conditions of mutual dependency and thus increase community empowerment and collective ownership</li> <li>• 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)</li> <li>• Mind the gap: align corporate words with deeds to overcome mistrust and secure community collaboration</li> </ul>



## Shell's Zukunft in Nigeria

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





**Universität  
Zürich** <sup>UZH</sup>

**Institut für Betriebswirtschaftslehre**

# Zusammenfassung

# Auswirkungen

<http://www.youtube.com/watch?v=3A-tLtqM8YU>



Zadek, S. (2004)



# 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

Hennchen, E. (2013). Public responsibility strategies: Royal Dutch Shell's inconvenient role in Nigeria, Case, ESADE Business School, Barcelona.

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.

Zadek, S. (2004). The path to corporate responsibility. *Harvard Business Review*, 82, 125-132.



**Universität  
Zürich** <sup>UZH</sup>

**Institut für Betriebswirtschaftslehre**

---

**Vielen Dank für Ihre Aufmerksamkeit!**