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## Abbreviations

CAB	County Administrative Board (Länsstyrelsen)
CC	Climate Council of Jönköping (Klimatrådet)
CSP	Cross-Sector Partnership
CSSP	Cross-Sector Social Partnership
MNC	Multinational Corporation
TBL	Triple Bottom Line
UN	United Nations

*”Building sustainable cities – and a sustainable future – will need open dialogue among all branches of national, regional and local government. And it will need the engagement of all stakeholders – including the private sector and civil society [...]. Let us work together for sustainable cities and a sustainable future for all.”*

Ban Ki-moon (2013)  
Former Secretary-General of the United Nations

# 1. Introduction

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*This chapter starts by introducing the societal and theoretical trend of cross-sector social partnership (CSSP) and its elements, as well as the Climate Council of Jönköping (CC). The introduction continues by presenting problem formulation, research purpose and delimitations of the study. In the final section of the chapter, important concepts for the thesis are defined.*

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## 1.1 Background

Cross-sector social partnership (CSSP) is a joint effort that utilizes capabilities from different sectors to achieve social solutions, that benefit themselves and the society. The collaboration between state and non-state actors is a requirement when executing climate change policies (Forsyth, 2010) and with extended resources gained from different sectors, the outcome of the CSSP is greater than if the actors are handling the issues by themselves, or within their own sector (Brinkerhoff, 2002).

### 1.1.1 Cross-Sector Social Partnership

To believe that an organization is like an island, without any interplay with other actors, is in today's business climate unrealistic. According to Parmigiani and Rivera-Santos (2011), partnerships are a necessity for organizations to grow and survive. Since early 21th century, partnerships between different sectors have increased exponentially to tackle sustainability issues (Grey & Stites, 2013). Cross-sector social partnership is a form of partnership which appears if there is a collaboration between actors from at least two of the organizational categories of public-, private-, and third sector, solving social issues such as poverty, pandemics and environmental degradation (Maon, Lindgreen, & Vanhamme, 2009). The importance of such partnerships has been emphasized by organizations such as the United Nations (UN) and the World Bank Group (Glasbergen, Birman & Mol, 2007). By collaborating and using different sectors' strengths, weaknesses can be eliminated (Bryson, Crosby & Stone, 2015), as other actors might possess complementary resources such as technology, relationships and expertise (Demirag, Khadaroo, Stapleton & Stevenson, 2012).

The cross-sector social partnership literature builds on many different academic fields, such as public- and business administration, as well as theories in strategy, communication, environmental issues, and more (Bryson et al., 2015). The subject's diversity is no surprise, because CSSP practice is interdisciplinary by definition. Bryson et al. (2015) describe the subject's complexity of various relevant theories as a challenge for scholars, having to take diverse aspects into account. On the same token, actors involved in CSSPs also experience the issue of having to understand multiple areas of for instance different sectors' ways of reasoning. To achieve favorable results and decrease the risk of failure, it is vital for actors in collaborations to understand CSSP (Bryson et al., 2015). Actors today participate in CSSPs to meet objectives they would not be able to reach on their own. However, successful CSSPs are not carried out without effort (Bryson et al., 2015). For instance, involved actors risk to experience a hardship of achieving results in a CSSP and the frustrating slowness in rate of output (Huxham & Vangen, 2005). Moreover, as an organizational system, CSSPs are vulnerable to disputes among actors, hence, it is important to comprehend favorable integration

mechanisms (Ritvala, Salmi, & Andersson, 2014). Hahn and Pinkse (2014) conclude in their study about global environmental issues, that only CSSP initiatives where the collaboration design is well-reasoned will be beneficial to the society.

According to the UN (2017a), the environmental tipping point of global warming is soon reached, and to avoid this irreversible situation, world leaders have committed to UN's Sustainable Development Goals (UN, 2015). These goals encompass both challenges and processes needed for a brighter future, and goal number 17 specifically stresses the strengths of partnerships, where public-private collaborations are encouraged to increase experience and resource sharing (UN, 2017b). The targets are part of Agenda 2030 (UN, 2015), and in Sweden various authorities, including the County Administrative Boards (CAB - Länsstyrelsen), are implementing strategies for sustainable development which are in connection to those described in Agenda 2030 (Finansdepartementet, 2016).

### **1.1.2 Climate Council of Jönköping**

In Sweden, CAB of Jönköping was one of the first counties to create a CSSP, and it was titled the Climate Council of Jönköping (CC - Klimatrådet). Its sustainability goal is higher than that of the Government of Sweden (A. Olsson, personal communication, February 9, 2017). CC was formed by the CAB of Jönköping and consists of over 50 actors, from public-, private-, and third sector. Based on sustainability goals set by the Government and CAB of Jönköping, CC's role is to organize and plan regional climate operations by identifying and executing actions which mitigate climate effects. The vision is to increase the renewable energy use by year 2050 and not only be a renewable energy self-sufficient county, but also have an energy abundance, due to less consumed energy than produced. This will be achieved through supporting and empowering organizations and individuals which today face environmental challenges and complex effects of climate change (Olsson, 2016). Among other tasks, CAB of Jönköping is responsible for the marketing and distribution of governmental funds of solar cell for households. Recent statistics show that, among Sweden's 21 counties, the Jönköping region has the second highest appropriations per citizen (Swedish Energy Agency, 2017a).

According to a recent assessment, together with two other Swedish regions, CAB of Jönköping's climate and energy operations are ranked the highest in the country, regarding how well the responsibilities are met (Swedish Energy Agency, 2017b). Due to the uniqueness of CC, five to ten Swedish counties have expressed their interest to gain further knowledge and understanding about their operations (A. Olsson, personal communication, March 2, 2017). Hence, because of CC's ambitious visions, the high ranking of CAB of Jönköping's operations, and communicated interest from other Swedish counties, one can argue that CC might be perceived as a role model to other CABs. Moreover, as the Government of Sweden investigates the possibilities of forming a national climate council, to reach the environmental targets set in the Paris Climate Change Conference (Miljömålsberedningen, 2016), it is implied that CC was in the forefront as it was established in 2011.

### 1.1.3 Problem

The problem area of this thesis is within the research field of cross-sector social partnership, where literature gaps have been found and these are investigated within the context of CC. The problem is how MNCs can contribute to communities' efforts to mitigate climate change. According to UN (2017a), climate change is a rising issue for the society, which needs to be addressed. Traditionally, environmental issues were addressed on an international level and experienced on a local level (Ostrom, 2012). Today, there is an increased focus on applying environmental policies that seek to tackle sustainability challenges on a local level through collaborating over different sectors of the society (UN, 2017b). MNCs have a special responsibility, because they are powerful institutions and large contributors to climate change (Averchenkova, Crick, Kocornik-Mina, Leck, Surminski, 2016). MNCs can therefore contribute significantly to communities' attempts to deal with sustainability issues, through contributing to CSSPs such as CC. In addition to the rapid growth and increased interest in the CSSP subject, the topic has become increasingly researched during the last decade, however, research is still needed (Bryson et al., 2015). To start with, Seitanidi and Crane (2009) claim that there is a lack of studies with a focus on CSSPs on a micro level, and Rein and Scott (2009) highlight the need for more research that seek to understand CSSPs' contextual reality. Moreover, Forsyth (2010) states that there are insufficient theories that analyze non-state actors' roles in partnerships, and in connection to this, Hahn and Pinkse (2014) argue that there is a need for research focusing on the active commitments and contributions of corporations within partnerships. Investigating these CSSP gaps through the practical example of the local CSSP, CC, is relevant because, CSSP practices are normally ahead of academia. Further studies regarding an actual CSSP could offer guidance for other CSSP practitioners (Popp, Milward, MacKean, Casebeer, & Lindstrom, 2014).

CSSP is an interdisciplinary scientific field that includes a variety of perspectives, which makes it a complex topic for both scholars and actors. CSSPs combine and utilize different capabilities from its actors (Demirag et al., 2012) and through joining forces, organizations can solve economic and social issues (Maon, et al., 2009). Hence, government-led climate policies that are implemented in CSSPs can overcome issues that individual actors normally find challenging (Forsyth, 2010). For organizations, it has become a recognized method to solve sustainability issues, which is something CAB of Jönköping acknowledged and in year 2011 the government authority established CC. However, to fully utilize the potential of CSSPs, it is of great importance to have a proper understanding of its dynamics (Bryson et al., 2015). Van Tulder, Seitanidi, Crane and Brammer (2016, p. 2) state, "The question facing many actors in society has shifted from one of *whether* partnerships with actors from other sectors of society are relevant, to one of *how* they should be formed, organized, governed, intensified, and/or extended." If the society should benefit from environmental CSSP initiatives, an accurate design and execution is crucial (Hahn & Pinkse, 2014). In summary, within CSSP literature, further research of corporations' roles in CSSPs has been suggested (Forsyth, 2010; Hahn & Pinkse, 2014). Furthermore, there is a literature gap of CSSPs on a local level (Seitanidi & Crane, 2009) and their contextual reality (Rein & Scott, 2009). There is a growing trend of CSSPs that strive to mitigate climate change (Bryson et al., 2015), and CC is a practical example of this phenomenon.

## 1.2 Purpose

Considering the increased focus on partnership practices, along with the research gaps and the complex CSSP elements discussed above, the purpose of this thesis is to investigate how multinational corporations contribute to the cross-sector social partnership, the Climate Council of Jönköping. Hence, the research question is:

**RQ:** *How do the multinational corporations contribute to the cross-sector social partnership, the Climate Council of Jönköping?*

The perspective of the thesis is on multinational corporations' contributions to a CSSP, to enable other scholars, corporations, and CABs, to gain knowledge about the topic and utilize it in their environmental endeavors.

**Key Issues:** Climate Council of Jönköping (CC - Klimatrådet); Cross-Sector Social Partnership (CSSP); Multinational Corporation (MNC); Sustainability; Triple Bottom Line (TBL).

## 1.3 Delimitations

Because of constraints in terms of time, space and resources, this thesis has various delimitations. For instance, having more time, this study could have covered a more extensive empirical study to gain an enhanced comprehension of the subject. Also, this thesis investigates the multinational corporations (MNCs) of CC, which are the five largest corporations within the CSSP, which equals delimitating investigations to corporations operating in the Jönköping region, and that the outcomes may not be applicable on organizations of all shapes and sizes. Furthermore, the study is conducted through a descriptive point of view, and therefore solely investigates *how* the five MNCs operate and contribute to CC, and not *how successful* their work is. This is due to the hardship of defining and measuring success. Moreover, 21 CABs operate in Sweden and have the same task and responsibility of coordinating climate collaborations between regional actors. However, because of practical constraints and the uniqueness of CC, this thesis focuses on the specific case of CC which is an imitative of CAB of Jönköping. Finally, being aware of that CSSP is a multidisciplinary scientific field, this study has a business administration perspective.



## 1.4 Definitions

Considering the vast number of terms and definitions used by researchers, concepts central in this thesis are defined to create a clear and coherent whole.

### *Corporation*

This study is utilizing the word *corporation* interchangeably of the literature's terminology of for instance, company, firm, and enterprise.

### *Multinational corporation (MNC)*

The term *multinational corporation (MNC)* is used for corporations that operate across national borders.

### *Third sector organization*

Non-profit organizations are referred to as *third sector organizations*.

### *Organization*

The word *organization* is used as a generic term when addressing varying entities such as corporations and foundations.

### *Actor*

An organization participating in a partnership is titled *actor*. This is regardless type of organization, such as private corporation or public entity, and replaces words such as, practitioner, participant, and member.

### *Cross-sector partnership (CSP)*

For the convenience of the reader, *cross-sector partnership (CSP)* is used to describe collaborations with actors from at least two sectors, such as private- and public sector.

### *Cross-sector social partnership (CSSP)*

The term *Cross-sector social partnership (CSSP)* is used for CSPs focusing on social challenges such as poverty, pandemics and environmental degradation. To enhance the study's accessibility, both the full name *cross-sector social partnership* and the acronym *CSSP* are used.

## 2. Literature Review

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*The first part of this chapter discusses the existing research on sustainability and the Triple Bottom Line (TBL), as well as partnership in general and cross-sector social partnership (CSSP) in particular. This is followed by a description of a CSSP framework, developed by Bryson, Crosby and Stone (2015). In the second part, Sustainability goals of the United Nations (UN), the Government of Sweden, the County Administrative Board (CAB) of Jönköping are outlined. This is followed by a description of the Climate Council of Jönköping (CC) and a summary of the MNCs.*

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### 2.1 Sustainability

Sustainability, as a concept, originates from the conservatism and preservation movement during the 19th century, and then evolved further during the 20th century through an environmental movement (Thiele, 2013). The term sustainability was first presented 1972 in “Blueprint for Survival” published in the United Kingdom, where the future of mankind was discussed (Kidd, 1992). The same year, in Stockholm, UN held their first conference on sustainable development “UN Conference on the Human Environment” (UN, 2017c). Kidd (1992) states in his book “The Evolution of Sustainability”, the term has its roots in many equally valid strains, that are diverse and incompatible, and therefore there should not be only one interpretation. On the contrary, Giovannoni and Fabietti (2014) emphasize that a clear definition is key for the concept to be useful.

The most popular definition can be found in the Brundtland Report that was composed 1987 by the World Commission on Environment and Development: “Development is considered sustainable if it meets the needs of the present without compromising the ability of future.” (Drexhage & Murphy, 2010, p. 2). Another frequently used definition is derived from the Triple Bottom Line (TBL), where three aspects are taken into consideration; environmental quality, social justice and economy prosperity, which all are considered as equally important and the three most common parts of sustainability (Elkington, 1997).

Goodland (1995, p. 10), defines environmental sustainability as the “maintenance of natural capital”, where the importance of unimpaired energy and waste are emphasized. In 1992, UN Conference on Environment and Development was held in Rio and had a special focus on sustainable development. During the conference the member states started a process where sustainable development goals would be set. Among them were 27 principles established of which the majority was addressing environmental concerns (UN, 2017c). During the conference, the importance of the environmental aspects such as ecological management was highlighted (Kidd, 1992).

Another category of sustainability is the social aspect, where for instance the World Commission and Environmental Development focuses on social equity, which include social justice, distributive justice and equality of conditions (Dempsey, Bramely, Power & Brown, 2011). There are different angles to view the social aspect from, and Bowen (1953) defines the social responsibility of businessmen as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action, which are desirable in terms of the objectives and values of our society” (p. 6). While Frederick (1994) in a paper from 1978,

instead argues for social responsibility and claims that it implies a public perspective on society's economic and human resources, where they are used for the broad social need and not only owned by private persons and corporations.

Sustainability within the business field gained attention when studies supported that it is feasible to grow financially, without hurting people or the planet (Thiele, 2013). A quote of Doane and MacGillivray (2001) explains the core of business sustainability, "Business of staying in business" (p. 1). This refers to the capability of corporations to be profitable, productive and financially stable, while managing environmental and social assets that compose its capital (Goodland, 1995).

Giovannoni and Fabietti (2014) among others, have recognized a need of convergence between the three dimensions that TBL covers. Drexhage and Murphy (2010) state what they think is needed is, "taking sustainable development out of the environment 'box' and considering wider social, economic, and geopolitical agendas" (p. 20). The multidimensionality of sustainability was also emphasized in 2015, when world leaders from the UN's 193 member states agreed on the 17 Sustainable Development Goals. If the goals are reached, it would result in an end to inequality, poverty and climate change (UN, 2017d). Elkington (1997) stresses the importance of the integration of the three dimensions and addresses the "share zones". When driving corporations towards sustainability, the challenge does not lie within the three areas but between them. Through the "share zones", items such as eco-efficiency, environmental justice, and business reforms are discussed and ideas around them are developed (Elkington, 1997).

## **2.2 Partnership**

Partnership has become a common answer to public problems (Brinkerhoff, 2002). According to Brinkerhoff (2002), partnership is a vigorous relationship between various actors, which is based on shared goals and an understanding of comparative competencies. A partnership involves respect, participation in decision-making, and accountability from all actors. Partnerships are favored as it is a solution to act efficiently, and effectively reach goals (Brinkerhoff, 2002). What is considered a driver for partnership is the possibility to complement each other's strengths and weaknesses by accessing other's resources and capabilities. Therefore, it is important to choose a partner whose resources are necessary to reach the objective (Dahan, Doh, Oetzel & Yaziji, 2010). Hence, the attributes each organization brings into the partnership creates the added value (Brinkerhoff, 2002).

Partnerships can take many forms and include a wide range of actors, all from governmental authorities to small rural farmers, and the reasons for entering a partnership are many and vary among the actors. Focusing on sustainability, a reason for corporations to engage in a partnership can be to enhance the corporate social responsibility activities, increase reputation, and reduce the carbon footprint. For governments, partnerships can be seen as the future structure for management of sustainability challenges (Gray & Stites, 2012). Partnerships are constantly changing with time. In newly created partnerships, the tasks might be specifically divided and clear to minimize mutual dependence, to subsequently move on to a more complex stage where there is an interdependency due to the shared understanding and trust (Brinkerhoff, 2002). Hence, partnerships are likely to become increasingly favorable with time and experience. Moreover, partnerships might not be able to solve all social problems, but if executed right, they can create sustainable solutions (Gray & Stites, 2012).

## 2.3 Cross-Sector Social Partnership

According to a range of scholars, cross-sector social partnership is a growing phenomenon both within literature and in practice (Bryson, et al., 2015). The term has arisen from cross-sector partnership (CSP), which Bryson, Crosby and Stone (2006) define as “the linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately” (p. 44). Selsky and Parker (2005) further argue that CSSP is CSP addressing social issues such as environmental problems, poverty and education.

Today CSSP is a vital and favourable strategy within the organizational setting (Koschmann, Khun & Pfarrer, 2012). Hence, there is an interest in the potential development, which can be created through CSSPs (Selsky & Parker, 2005). Forsyth (2010) states that climate change cannot be solved without involving actors from all corners of society and in many urgent situations CSSPs might be the only solution. Traditionally, policies regarding global climate issues are often addressed on international and federal level, but expected to be experienced and most efficient tackled on a local level (Ostrom, 2012). What makes CSSP so striking in this question, is that it covers the policy changes and implementations which need to be made, and promote participation from actors from different levels to encourage local citizens (Forsyth, 2010). Reasons for joining CSSPs are often to share technology and finances (Arts, 2002), and by creating a CSSP with various resources and capabilities, collective benefits and shared value can be generated (Glasbergen, 2010). It is also seen as a favourable strategy as actors from different sectors most often use different approaches to tackle issues, have different mind-sets, and are motivated by different goals (Selsky & Parker, 2005). Bryson et al. (2015) argue, that as values, culture and goals vary among different stakeholders, both outside and inside the CSSP, communication and understanding are essential to reach beneficial situations. When resources and capabilities are exchanged, both society and CSSP will benefit (Hult, 2011).

Problems tackled by CSSPs involve a broad spectrum of aspects where the cause and effect relationships are either unknown or undefined, and where multiple stakeholders with different values are involved (Weber & Khademian, 2008). Therefore, the problems demand a solution that require more than one actor’s resources and capabilities (Dentoni, Bitzer & Pascucci, 2015). According to Gray, actors need to adopt skills of how to predict, perform and harmonize in regard to a struggling group of stakeholders (as cited in Dentoni et al., 2015). Moreover, Bryson, Crosby, Stone and Saunoi-Sandgren (2009) argue that CSSPs often experience unequal power between actors and different perceptions of goals. Hence, even though CSSPs are in many cases a good solution for social issues, they are also complex and demand well thought out plans, execution and evaluations.

The complex problems faced by today’s society also require complex solutions. With its interdisciplinary approach, CSSP covers different research fields and that literature is based on different areas, such as communication, strategic management and environmental management (Bryson et al., 2015). What makes this complex, is that researchers from different areas use different theories and investigation methods (Selsky & Parker, 2005). Another factor contributing to the difficulty is that CSSP is a dynamic system which requires researches to be able to analyse different parts in constant change, and at the same time develop CSSP research (Selsky & Parker, 2005). This creates a need for scholars to understand different theories, assumptions, strengths and weaknesses, to avoid facing conflicts and instead use these jointly, and take advantage of the broad base (Bryson et al., 2015). A consolidation of the different

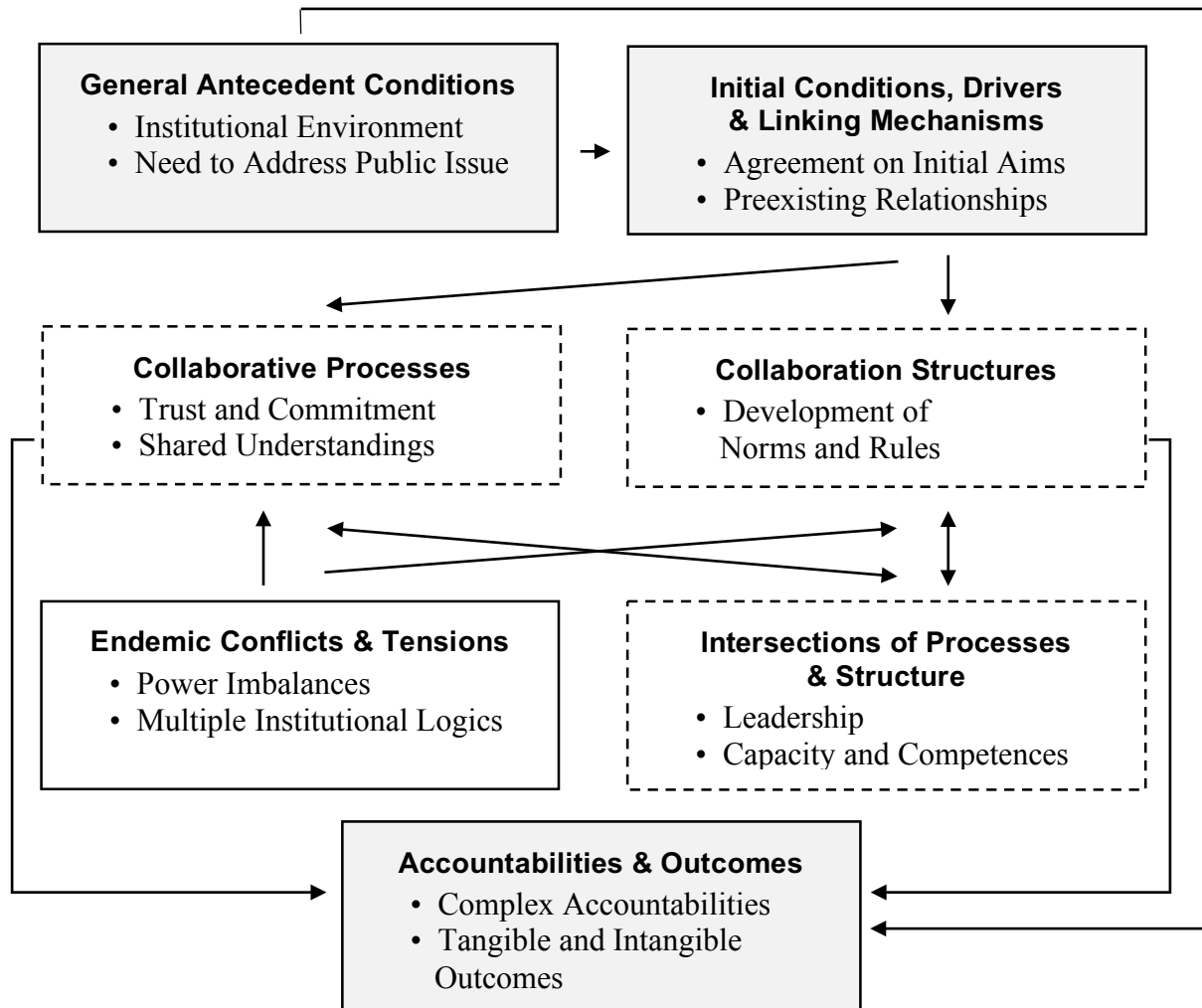
fields of literature could therefore help management research to extend the research within the organizational studies (Selsky & Parker, 2005).

According to Bryson et al. (2015), a CSSP is as mentioned a dynamic system which needs to include an understanding of, for example, the interaction between directorial actions, processes over time and the effects of hierarchical structures (Bryson et al., 2015). Furthermore, the literature highlights the complexity and risk of failure for actors when CSSPs are not executed in a proper manner (Selsky & Parker, 2005). Examples of this can be: if actors do not adjust to the factors which arise along the process; actors need to hold on to their own view as well as the one of the CSSP when making decisions; and actors who were opponents before, now need to cooperate and build trust among each other (Gray & Stites, 2012). With changed perspective and increased CSSP practices, the prior questions of *whether* to join forces together with other sectors has transformed to *how* to structure the organization and execution of CSSPs (Van Tulder et al., 2016). What can be concluded is that CSSP is a complex answer to complex questions, which today might be needed more than ever (Bryson, et al., 2015).

## 2.4 Cross-Sector Social Partnership Framework

About a decade ago, Bryson et al. (2006) conducted research on current cross-sector social partnership theories, which was part of an initial phase of what was going to be a rapid growth and recognition of the topic, within both theory and practice (Bryson et al., 2015). The article has been highly cited by other scholars, and to update their own framework with the latest research, in 2015 the researchers again investigated scholars theoretical- and empirical findings. By reviewing the CSSP literature from the previous decade, and combining it with the 2006 findings, the authors presented a new and refined CSSP framework.

To create the framework, the authors reviewed 196 articles and three books published between 2007 and 2015, which included keywords with a focus on cross-sector collaboration and partnership. The objective of the framework is to help public managers, as well as integrative leaders from any sector, to design an efficient and successful CSSP. The CSSP framework (Figure 1) consists of seven major categories which in the sections below are described in consecutive order, starting with general antecedent conditions, and ending with accountabilities and outcomes (Bryson et al., 2015). In the figure, the two grey boxes at the top represent prior- and early conditions of the CSSP, whereas the grey box at the bottom describes its outcomes. The white boxes in between stand for the CSSP's processes and structures, as well as its inherent conflicts between actors. The dashed lines highlight that three boxes' contents are connected, and the arrows throughout the framework explain the interactions between different theories collected by Bryson et al. (2015).



**Figure 1** – *CSSP framework, developed by Bryson, Crosby and Stone (2015)*

### 2.4.1 General Antecedent Conditions

The first part of the CSSP framework concerns antecedent conditions, which is referred to the institutional settings and why actors are focusing on public issues such as mitigating climate change. Studies highlight the importance of understanding institutional settings in cross-sector social partnerships, as they are complex systems with connections between actors from different sectors. Various types of CSSPs are discussed, where some are mandated for the actors and others are voluntary. In some cases, CSSPs are the result of the current political environment or public managers that seek public funds. Furthermore, regarding why addressing public issues through CSSP, public managers', policy makers', and actors, have recognized governments' hardship of acting alone. Through collaboration over sectors, non-governmental actors can provide experience, technology, and a relevant network to the CSSP. This limits the risk on individual organizations and might improve the chance of reaching efficient solutions (Bryson et al., 2015).

### **2.4.2 Initial Conditions, Drivers and Linking Mechanisms**

The second category of the CSSP framework covers initial aims and relationships. Although the formation of a CSSP is decided by the surrounding circumstances, it often needs more particular drivers and initial circumstances to be able to reach the desired outcomes. For example, it is crucial to have committed leaders from different areas with a willingness to collaborate and an ability to transfer information in a clear and relevant way. Also, formal initial- and general agreements on problem definitions is vital for the CSSP's outcome. However, if the number of actors within a CSSP changes, the agreements should be altered (Bryson et al., 2015).

### **2.4.3 Collaborative Processes**

According to Bryson et al. (2015), the collaborative processes unite organizations and makes it possible for actors to establish comprehensive structures, a shared vision, and to handle power imbalances. Structures make it possible to ease governance of the cross-sector social partnership and implement partners' agreements. Trust, is one of the main components of the collaborative process and is often described as the core of CSSPs. Within a CSSP, trust is built by sharing resources such as information and competences as well as showing commitment and good intentions. It is also something which needs to be constantly maintained. The authors also highlight the importance of communication between CSSP actors, and that negotiations and constructions are vital for its existence. Hence, it is communication which makes the rise and survival of CSSP possible. Another important component of the collaborative processes is legitimacy, and in a CSSP, it refers to the degree of engagement of actors. For example, if all voices are heard in decision-making situations, if there is a mutual understanding among the actors, and if there is an acknowledgement of interdependence.

Bryson et al. (2015) also highlight collaborative planning. This involves factors such as carefully structured missions and objectives, responsibilities, and steps of the process. These factors emerge over time as when a need for solving problems occur. To address collaborative planning issues within the CSSP, it is important to give all actors attention and having a profound understanding of the CSSP's goals (Bryson et al., 2015).

### **2.4.4 Collaboration Structures**

Bryson et al. (2015) argue that the structure of a cross-sector social partnership is affected by various external factors such as public policies, environmental complexity and policy fields. Research shows that the initial collaborative governance structures create constraints for additional development, however, these are often flexible and possible to change. There are several internal aspects, such as previous knowledge, norms and rules and engagement, which affect the structure of the CSSP. With all the different aspects and its influences, the structure becomes a dynamic and complex web with ambiguous participation, confusing goals, and overlapping collaborations. Therefore, structures are formulated and reformulated with time. Bryson et al., (2015) emphasize the importance of adequately manage tensions between opposites, such as stability and change, formal and informal networks, and existing forums and new forums, which no earlier literature has highlighted. Executing this often involves separating the different parts of the tension, which is managed by keeping parts not involved in the CSSP stable, while changing those who are. The strategy formulation process can also be constructed dependent on side-relationships, power sharing and informal networks (Bryson et al., 2015).

#### **2.4.5 Intersections of Processes and Structure**

It is difficult to separate processes and structure in the circumstance of CSSP, therefore, this section covers areas where these two intersect. One of the intersections are leadership, which has become a well-discussed area within CSSP. For a CSSP to blossom, formal and informal leaders need to contribute to a unifying identity of the CSSP, and at the same time address each actors' uniqueness. Moreover, to reach an efficient CSSP, it is essential for actors to practice leadership, to keep the vision clear, and ensure and ease collaboration. Many authors emphasize that integrative leadership leads to effective CSSPs, hence, leadership leads to the possibility for CSSPs to achieve outcomes without hierarchy and power regulator (Bryson et al., 2015).

Another intersection is the governance structure, where circumstantial factors are important for the design of the CSSP governance. External factors cover for example government policies, mandates and already existing relationships. Governance structures of hierarchy can lead to more powerful actors ignoring others, which might be considered as negative for the CSSP. Moreover, the governance structure is affected by factors such as the CSSP's size, objectives and trust among actors. Furthermore, collaborative capacity and competences play a crucial role in the intersection of processes and structures. Studies have shown that when individuals and organizations have certain attitudes, competences and capabilities, they can be considered as more reliable and productive partners. For CSSPs, an understanding of public value, openness to collaborate and empathy, is considered as vital individual characteristics. On both an individual and organizational level, characteristics such as being able to engage by involving stakeholders, planning and work over sector borders, are essential to a reliable and efficient actor within the CSSP. Hence, leadership and its different features has a crucial influence on the outcome of CSSPs (Bryson et al., 2015).

#### **2.4.6 Endemic Conflicts and Tensions**

Clashes between CSSP actors that influence internal operations are to be expected (Bryson et al., 2015). This is when actors experience power imbalances and plurality of institutional logics, as well as tensions between inclusivity and efficiency, unity and diversity, and more. Clashes between organizations could also appear when there is a conflict between actors' self-interests versus collective interest. Reasons for potential conflicts are many, such as differing aims and expectations among actors, responsibility to home organizations versus the CSSP, and viewing tactics and strategies differently. It is vital for a CSSP to be able to mitigate power imbalances between actors, which is often apparent in CSSPs. Bryson et al. (2015) states that authority among actors derives from various aspects, for instance, those connected to the government gain power by representing the public, and an actor from the private sector might have authority within the CSSP by having specific information or technology. Some actors deliberately limit their contributions to the CSSP, because of fear of being exploited. Moreover, as new actors might join and others leave, it is essential for the CSSP to have a strategic planning and flexible governance, for continued development. Actors' legitimacy and trust to others, as well as the ability to manage conflicts, are all parts that contribute to CSSP's complexity. Actors are most likely acting and behaving differently, which is according to their home organizations and sectors (Bryson et al., 2015).

#### **2.4.7 Accountabilities and Outcomes**

Accountability is often a complex issue within cross-sector social partnerships, as actors might be confused about to whom they are accountable to and for what. According to Bryson et al. (2015), accountabilities in CSSPs are ranging from actors' processes, inputs, and outputs. The



connection between home organization and the CSSP might be difficult to handle for the actors, and there might be varying opinions on how to define results.

Public value is one of the most preferred outcomes of CSSPs, and most likely to be created when each sector's strengths overcome weaknesses of others, which is something that cannot be achieved by a single organization (Bryson et al., 2015). Research on CSSP divide its outcomes between immediate, intermediate and long-term effects. Immediate effects are direct results, such as creation of social capital and new strategies. Intermediate effects are those, which arise after some time, such as networking between actors, and altered perspectives and operations in home organizations. Lastly, long-term effects regard issues, which take longer time to become evident than the previous mentioned. Examples are less tension and the coevolution of actors in the CSSP, and institutions, which build on new norms and heuristics for public issues efforts. Bryson et al. (2015) emphasize that constant learning is an essential factor for prosperous CSSPs. It is even more important in cases where objectives and performance cannot be foreseen, where constant learning becomes a clue for its success (Bryson et al., 2015).

## 2.5 Sustainability Goals

The UN, the Government of Sweden, CABs and CC have defined sustainability goals and ways of operating, which are interlinked with each other (Figure 2). Strategies of sustainable development is decided upon in UN, and affect how member states of UN, authorities, and organizations around the world, operate with environmental issues and more. Regarding CAB of Jönköping, to address their responsibilities and sustainability objectives which stem from the Swedish Government, the government authority decided to create CC where this study's MNCs are involved.



**Figure 2** – *Sustainability Goals*

### 2.5.1 The United Nations

To improve people's lives around the world, the UN is encouraging sustainable development, which the organization defines as “development that promotes prosperity and economic opportunity, greater social well-being, and protection of the environment” (UN, 2017a). The UN warns for a growing threat of environmental challenges and stresses the importance of finding solutions to climate issues before it is too late (UN, 2017a). Within the Sustainable Development Goals, target number 17 specifically, stresses the importance of partnership for sustainable development. This refers to collaborative efforts between government, private sector and civil society, on a global, regional, national, and local level. The UN urges a mobilization of sustainability initiatives and successful collaborations are described as having a mutual target, focusing on both people and the planet, and sharing experience and resources (UN, 2017b).

In 2015, a universal agreement was reached at the Paris Climate Change Conference. In contrast to previous commitments, such as UN's Millennium Development Goals, this is the first time the member states settled on how to mitigate climate effects and adapt to environmental change in all countries of the world. It is described as a new direction in global climate policies and the main target during the century is to limit temperature rise to under 2 degrees Celsius and aim to keep the temperature rise to no more than 1.5 degrees Celsius. To a larger extent than before, the Paris Climate Change Conference highlighted the importance of climate efforts made by third- and private sector, as well as sub-national authorities (UNFCCC, 2017). According to a recent study made by Carbon Market Watch (2017), Sweden is the country within European Union that has come the furthest to reach the targets of the Paris Agreement. It is stated that one reason Sweden scores high is because domestic emission reductions plans are exceeding the levels agreed upon at the climate conference.

### **2.5.2 The Government of Sweden**

The overall aim of the Swedish environmental policy is to provide future generations with a society where today's main environmental issues has been solved. The Government has agreed on environmental objectives, which shall be accomplished by year 2020 and limit climate effects to 2050. These includes the Generation Goal, the Environmental Quality Objectives, and the Milestone Targets (Swedish Environmental Protection Agency, 2016). The administrative authorities, CABs, municipalities, and businesses, together play an important role to make sure the objectives are reached (Ministry of the Environment and Energy, 2015). The Government and Parliament are in charge of creating policies, government bills and strategies to make sure the country moves forward and that objectives can be reached. On a regional and local level, it is up to the CABs to implement strategies of how to work with the goals (Swedish Environmental Protection Agency, 2016).

### **2.5.3 County Administrative Board of Jönköping**

Sweden consists of 21 counties, where each one has a CAB serving as a link between the people and municipalities, and the Government and central authorities (Länsstyrelserna, 2010). The CABs' responsibility areas are broad and cover many different aspects, and encounters cross-sector problems on a regular basis (Regeringskansliet, 2015). In Jönköping, under the governance of the County Governor Håkan Sörman, and the board (Länsstyrelsen i Jönköpings län, 2017a), the role of CAB is to work for sustainable development within the region. The goal is to find a balance where economical, social and environmental issues come together and create a society which is sustainable in the long-run (Länsstyrelserna, 2010).

The role of CAB, as a regional climate goal authority, is to coordinate collaborations between authorities, municipalities, businesses and organizations, and to enable reaching environmental goals. Not only is CAB's responsibility to substantiate the climate and energy goals into strategies to execute the acts, it is also CAB's role to support the businesses and municipalities own environmental actions (Länsstyrelsen i Jönköpings län, 2014a). To effectively work with the Swedish Government goals, the CAB has divided the targets into four action programs: the Water Environmental Goals; the Animals and Plants Environmental Goals; the Health Environmental Goals; and Reduced Climate Effect. Moreover, Jönköping County strive for zero net emissions and to create an abundance of renewable energy, which will be sold as a contribution to decrease energy production in other counties and countries (Länsstyrelsen i Jönköpings län, 2014a). To get a long-term commitment and consistent work regarding these

issues, the CAB 2011 created CC to involve different actors from all parts of society (Länsstyrelsen i Jönköpings län, 2010) where the CAB and the municipalities have most responsibility (Länsstyrelsen i Jönköpings län, 2014a).

#### **2.5.4 Climate Council of Jönköping**

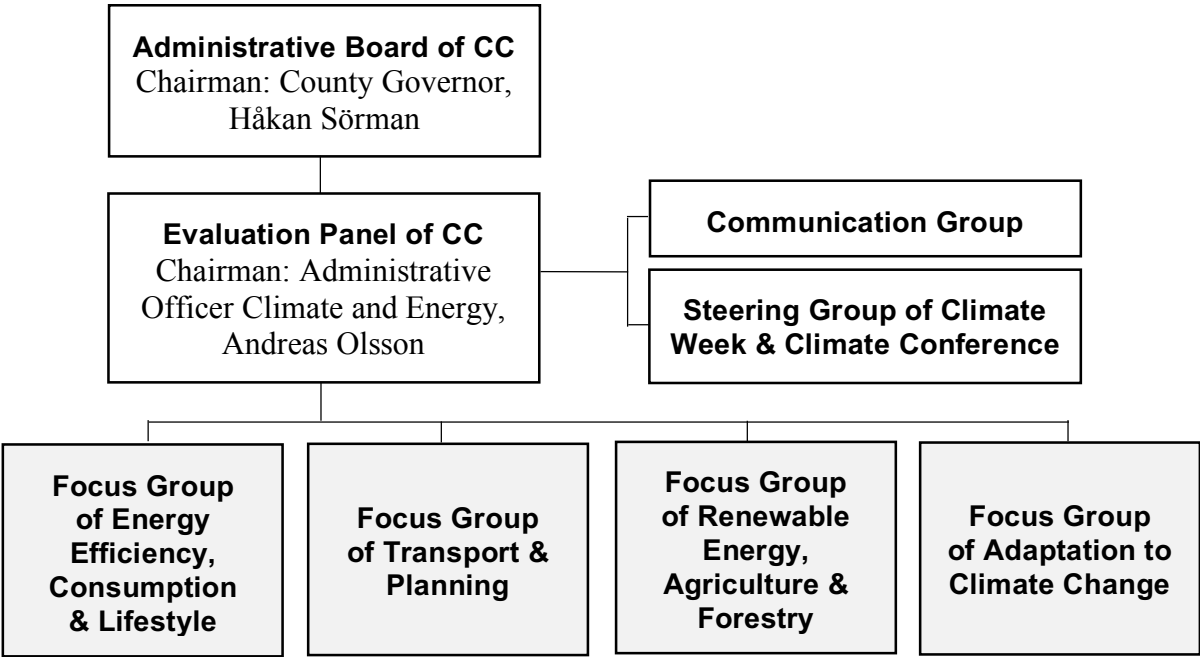
The Climate Council of Jönköping is a cross-sector social partnership (Coop Energy, n.d). With the Government's environmental objectives as a base, the CAB developed a vision that now CC executes, which is to become a renewable energy abundance county, in year 2050 the latest (Länsstyrelsen i Jönköpings Län, 2014b). The vision is also treated as a goal, and obtained through operations and action plans that support and empower organizations and individuals that face challenges connected to the environment (Olsson, 2016). The Swedish Energy Agency (2017b) makes an annual assessment that investigates the climate and energy operations of the 21 CABs of Sweden. In this year's report, Jönköping was ranked among the three foremost CABs of Sweden, with three out of five criteria that exceed the environmental objectives of the Government, where CC is highlighted as a favorable factor to this ranking (Swedish Energy Agency, 2017b).

When establishing CC, the CAB of Jönköping identified a need for clear visions, strategies, and innovative solutions, to be able to take on challenges connected to climate issues (Länsstyrelsen, 2010). In CC, more than 100 people participate, from more than 50 organizations with a diverse selection, from the public-, private-, and third sector. As the founder, the CAB is the core of CC, and the County Governor is chairman of the council. Other partners from the public sector are all the municipalities in the County of Jönköping, Region Jönköping, and agencies from the Armed Forces, the Federation of Swedish Farmers, and the Swedish Forest Agency. From the private sector, a wide range of corporations are involved. Both corporations who operates on the local domestic market, such as Jönköping Energi, and the five MNCs this study regards. Third sector organizations are also represented, by Friskis & Svettis, the Foundation Träcentrum Nässjö and the Church of Sweden (Coop Energy, n.d).

CC is structured as a functional organization of eight work groups (Figure 3): Administrative Board of CC; Evaluation Panel of CC; Communication Group; Steering Group; and four focus groups. The Administrative Board of CC consists of 32 board members, including the five studied MNCs (Appendix B), where all the individuals hold leading managerial positions to be able to have legitimacy and make decisions. The Board has four meetings a year where an update of the consisting work is presented as well as discussion about upcoming events (Coop Energy, n.d).

The focus groups are divided into different areas of concentration and the actors assigned to the different groups are matched with their industry. The task of the focus groups is to identify and suggest priorities and measures for the period 2015-2020, and to implement the county's climate and energy strategy (Coop Energy, n.d). When a focus group has developed a new objective, it goes to the Evaluation Panel of CC that then presents it to the Administrative Board of CC (Länsstyrelsen i Jönköpings Län, 2014b). Then the actors of the Administrative Board of CC take the suggestions back to their corporations to assess if they are feasible and interesting for the actors. Actions that have been developed are for example "benefit bicycles" for employees of actors within CC, where the employees can rent bikes from their employer with a tax reduction (A. Olsson, personal communication, February 9, 2017). Another example is a newly started project about solar power. It is called the "Solar Power Challenge", and is a challenge connected to the inhabitants of Jönköping. The challenge proposes that for every

installed solar panel in Jönköping over twelve months starting from September 2017, CC install 1 kW solar power (Länsstyrelsen, 2017c).



**Figure 3** – *Organizational Structure of the Climate Council of Jönköping*

The role of the Evaluation Panel of CC is to work as a bridge between the Administrative Board of CC and the focus groups. Prior to the Administrative Board of CC meetings, the Evaluation Panel of CC goes through the material of the focus groups and sets the agenda for the upcoming sessions. After the meetings, the Evaluation Panel of CC makes follow-ups, reassures support and examines results and effects of the actions. The Evaluation Panel of CC is also in charge of the financial part of CC (Länsstyrelsen i Jönköpings Län, 2017b). CC is financed through payments from the actors of the council. Every actor from the private and third sector is paying an amount which accumulated accounts for 25 percent of the total income of CC. When it comes to the public sector, Jönköping Region accounts for another 25 percent and the County Council for 32 percent. Every municipality is paying a different amount, based on population, but together they account for 18 percent of the income (A. Olsson, personal communication, March 29, 2017).

Within CC, the Steering Group oversees the annual Climate Week and Climate Conference. The Climate Week’s purpose is to work as a platform where knowledge and inspiration are spread, as well as possible opportunities (Länsstyrelsen i Jönköpings Län, 2014b). Another work group is the Communication Group. Its purpose is to communicate and market CC’s efforts and environmental challenges, and to enhance awareness about CC. The Communication Group is using different channels such as: their magazine + E; the Climate Change Conference; and the Climate Week, including the Climate Award (Coop Energy, n.d).

## 2.5.5 The Multinational Corporations of the Climate Council of Jönköping

This thesis focuses on the five MNCs of CC (Table 1), who, in terms of turnover, are the largest corporations within the cross-sector social partnership. These actors represent different industries where they all are among the market leading actors. Beyond conducting business operations in the Jönköping region and being actors of CC, they also have a few other things in common. For instance, they all reported an annual turnover of more than SEK 80 million during at least the last two financial years, which categorizes them as large corporations, according to the Swedish Companies Registration Office (2015). All of the corporations operate in at least one more country than their home country of Sweden, which defines them as MNCs (Moles & Terry, 2005). All the MNCs incorporate varying types of sustainability practices in their business operations, and these activities and more, are further described in Appendix C.

Multinational Corporation	Industry	Participation in Administrative Board of CC since
Castellum AB	Real-estate development	2011*
GARO AB	Electrical installations	2017**
Husqvarna Group	Consumer durables	2014
IKEA Jönköping	Retail	2012
Skanska Sverige AB	Construction	2011

(A. Olsson, personal communication, March 29, 2017).

**Table 1** – *MNCs of the Climate Council of Jönköping*

*\*Castellum acquired the real-estate corporation Norrporten in 2016, which has been an actor within CC since its establishment in 2011.*

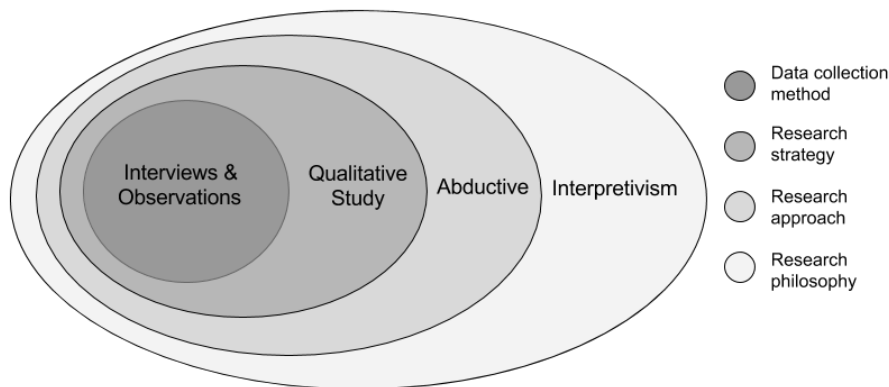
*\*\*GARO has been participating in the Focus Group of Transport and Planning since 2015 and is represented in the Administrative Board of CC and Evaluation Panel of CC since 2017.*

## 3. Methodology & Method

*This chapter starts by examining methodology, being research purpose, philosophy, approach and strategy. Subsequently, the method is outlined, which includes the topics secondary data, as well as primary data, which is explained through the observation criteria and interview design. Ultimately, in the final section, the method of data analysis is discussed.*

### 3.1 Methodology

By building on previous theory, this qualitative study is a descriptive research with a research philosophy of interpretivism, which describes MNCs sustainability contributions to a cross-sector social partnership. By employing already existing CSSP theories to investigate the phenomenon CC, the thesis has an abductive approach (Figure 4).



**Figure 4** – *Overview of Methodology and Method*

#### 3.1.1 Research Purpose

According to Pentland (1999), good stories are needed to create better theory. If organizations are doing well, others will want to imitate them and if they are doing bad others will want to understand what not to do. Therefore, stories are vital for both scholars and practitioners (Pentland, 1999). The claim of this thesis is to describe MNCs' sustainability contributions to CC based on CSSP theories. This study is a descriptive research, as the claim is to deepen the knowledge of CSSP by answering the question *how*, by building on earlier exploratory theory. Given (2011) argues that descriptive research wants to portray a detailed phenomenon, which would have happened with or without the research. Through in-depth research, this thesis claims to paint a picture describing MNCs sustainability contributions to CC. According to Saunders, Lewis and Thornhill (2016), descriptive research is needed to move forward to explanatory research and shall be considered as means to an end, instead of an end in itself. Therefore, the theory contribution of this thesis can be used by other scholars to gain knowledge and build further research upon. Hence, this study will provide relevant knowledge for both business- and public administration literature, as well as for CSSP practitioners.

### **3.1.2 Research Philosophy**

Maylor and Blackmon (2005) describes six different research philosophies in business and management research that is taken into consideration during the design of this study where the two extremes are: positivism, and subjectivism with the others on various stages in between. Since the intention of this study is to investigate MNCs contributions to CC, where several actors with various preferences are active, it is considered important to be able to gain a deeper understanding of, and the underlying reason for their behavior. Considering the different philosophies, the nature of this study is decided to be interpretative, which have subjectivist characteristics, since the desire of interpretivist research is to generate “new, richer understanding and interpretations of social worlds and contexts” (Saunders et al., 2016, p. 140). The interpretivist nature of reality is multiple and socially constructed, which is of high relevance when it comes to a CSSP, where the actor’s perception is unique and specific. To gain the desired insights, the suggested data collection methods are qualitative, where small samples and in-depth investigations are used (Maylor & Blackmon, 2005). This is done by conducting interviews with MNCs and observing CC meetings. By applying this kind of data collection method, a deeper knowledge could be obtained that claims to “make sense of, or interpret, phenomena in terms of their meanings attributed by individuals” (Whitman & Woszczyński, 2004, p. 292).

### **3.1.3 Research Approach**

The research approach regards the relationship between theory and research. A research approach can either be deductive, inductive or abductive (Saunders et al., 2016). The deductive approach is stirring from general theories to specific examples. The inductive approach is stirring from specific examples to general theory (O’Leary, 2007). The abductive approach is a mix between the first two, where generalizations are made from the interaction between the specific and general (Saunders et al., 2016). This study claims to identify themes and patterns which will yield new, or adjust present literature and can therefore be categorized as abductive. Hence, this study seeks to use already existing frameworks to explore and investigate how CSSP functions through the phenomenon CC. The abductive approach can be considered to be relevant for this study as there is already existing theories about CSSP (Reast, Lindgreen, Vanhamme & Maon, 2011), but no earlier investigation has been done on CC (A. Olsson personal communication, March 2, 2017). By a constant interchange between what is known and what is not known, this study moves between already existing facts to investigating an unexplored phenomenon based on existing theory and explanations. Hence, through an abductive approach, the claim of this study is to combine theories with the practical CSSP example of CC, to outline MNCs sustainability contributions to a CSSP.

### **3.1.4 Research Strategy**

To fulfill the research purpose, we find a qualitative investigation to be the most suitable method. This type of research is conducted to gain a deeper understanding of specific chosen samples. Bryman and Bell (2011) identify a problem when qualitative and quantitative research is compared, because the different research methods are used to capture different aspects. In this study, the claim is to deepen the knowledge by gaining first-hand experience, and by executing trustworthy reporting, be able to use quotations of actual conversations when presenting the empirical data. When analyzing the data, the claim is to provide an explicit rendering of behavior and patterns. The qualitative structure allows the data to emerge from the participants, is more flexible, and can be adjusted to the settings (Bryman & Bell, 2011). The



data collection method is conducted through interviews and observational research, to gain in-depth descriptions, that is later analyzed.

## **3.2 Method**

As described in the methodology section, this thesis has an abductive research approach, which intention is to gather and investigate material on the specific case of MNCs in CC and subsequently draw conclusions and make a theoretical and empirical contributions from this. In this study, data collection derives from secondary sources of reviewing literature as well as organizations' public data, and primary sources of qualitative in-depth interviews and observational research of CC meetings.

### **3.2.1 Secondary Data**

Scholars utilize literature reviews to evaluate what is known to this date about a scientific area, and an adequate review of previous research adds to the reader's understanding of the study's context and provides a clarification of the topic (Easterby-Smith, Thorpe & Jackson, 2015). For this thesis, data collection of peer-reviewed academic articles was found through the database of Web of Science. To identify relevant articles and journals, several keywords were used, such as: Cross-sector social partnership, sustainability, Triple Bottom Line, and environment. Moreover, as cross-sector social partnership is a multidisciplinary topic, and there are many terms for partnerships between different sectors, other keywords were included, such as: Public-private alliance, government-business partnership, interorganizational relationship, business network, and sustainable development. When selecting articles, we focused on papers with a high number of citations to ensure credibility of the material. Furthermore, recently published papers were selected over old papers to avoid referencing outdated data. However, one should be aware of the connection between time and citations, as more current articles might have less citations because the limited time since publication. Another technique we used was to read recent literature reviews and from there identify both new scientific findings and older more fundamental ideas about the topics. Furthermore, to complement academic journals, books on specific topics, such as fundamentals of sustainability and research methods, were used to gain a more extensive understanding.

Another reason for writing a literature review is the possibility of discovering shortcomings in past research and potential literature gaps (Easterby-Smith, et al., 2015). In our examination of the literature, we found texts of authors expressing future research directions and by introducing those in our study, our intention is to justify our choice of topic and explain its purpose. Moreover, Easterby-Smith, et al. (2015) highlight the importance of including not only books and academic journals in a good literature review within the business topic, but also considering other viewpoints and sources of organizations and authorities. Beyond using academic journals and books, for this thesis we also gathered material through: websites of UN; the MNCs' websites and financial reports; and CAB of Jönköping's internal documentation. To keep the study's focus on answering the research question, a summary of the findings from the MNCs' public data is introduced in empirical results, however further explained in Appendix C.

### **3.2.2 Primary Data**

According to Ghauri and Gronhaug (2010), observational research and personal interviews are a prevalent method of collecting primary data within qualitative studies. To gather data to the thesis, qualitative observational research was conducted by being present at CC meetings of: Administrative Board of CC; Focus Group of Renewable Energy, Agriculture and Forestry; and Steering Group of Climate Week and Climate Conference. However, as the main source of primary data, qualitative in-depth interviews were conducted with individuals representing the five MNCs of Administrative Board of CC, which also are the largest corporations within CC. These corporations are: Castellum, GARO, Husqvarna Group, IKEA, and Skanska. When interviewing Husqvarna Group and GARO, their sustainability managers were also participating in the sessions. To gather data about CC, we conducted four interviews with the Chairmen of Evaluation Panel of CC, Andreas Olsson, who works as Administrative Officer Climate and Energy at CAB of Jönköping. The initial interview with Andreas Olsson was conducted over telephone, and the three subsequent sessions were held face-to-face, which were also audio recorded. Regarding potential confidentiality aspects, all representatives from the MNCs, as well as Chairmen of Evaluation Panel of CC, gave their permission to record the interviews, and include their full names in the thesis. Having only CC actors as a base for primary data, and no external parties, it cannot be excluded that we, as authors, might have been influenced, and as a result, biased conclusions may be drawn.

### **3.2.3 Observation Criteria**

Observational research is referred to as scholars observing the study's participants in specific settings. There are different types of observations, ranging from scholars that perform as complete observers to complete participants, which concern the distance between the scholar and the research participant (Easterby-Smith, et al., 2015). As for this study, data was collected through being present at three of CC's regular meetings. At the meetings' initial phase, we introduced ourselves and the purpose of our presence, and during the rest of the sessions we avoided any engagement. In contrast to other types of observational research, we did not ask any questions or influenced the participants in any other way than by our presence. By presenting ourselves we limited the risk of developing distrust from the study's participants, which is a disadvantage of the complete observer method (Easterby-Smith, et al., 2015). Being aware that our presence at the meetings might influence the CC actors, we choose to not risk enhancing this by audio recording the sessions. Instead, to obtain data, we made notes and saved our questions for upcoming in-depth interviews with MNC representatives and Chairmen of Evaluation Panel of CC. Our observational research followed the five criteria in Table 2, which represent our objectives of the chosen data collection method, in relation to the thesis purpose. When attending meetings that the MNCs were not present at, we only focused on criteria 1 and criteria 4. Being aware that the research question of this study regards MNCs, the observational research of all CC actors and operations is also of importance, to generate fundamental knowledge of CC. The MNCs were present at one of three CC meetings we attended, resulting in that the observational findings are a minor part of the study's analysis, and functions as a complement to the interviews.

1.	Increase knowledge about CC's overall operations
2.	Increase knowledge about MNCs' contributions to CC
3.	Observe MNCs' interaction with other actors
4.	Gain knowledge that is to help when preparing interview questions for MNC representatives
5.	Gain knowledge that complements future interview answers, by observing MNCs in action

**Table 2 – Observation Criteria**

### 3.2.4 Interview Design

Regarding the in-depth interviews, as a starting point we presented the purpose of the thesis at two of CC's regular meetings where MNCs participate, held by the Evaluation Panel of CC and the Administrative Board of CC. Subsequently, to maneuver the upcoming interviews with MNC representatives, an interview guide was outlined prior to the sessions (Appendix A). One week before the interviews, we sent out a document with our topics to the MNC representatives, comprising the main questions and those we considered the interviewees needed in advance.

During the interviews, we first described the topic of the thesis and presented the planned process of the interview session. Then, we asked for permission to audio record the session and to use the interviewee's full name in the thesis, as well as if the interviewee had any questions or comments before starting. Subsequently, after further introductory questions about the individual's background in the corporation and CC, we lined up queries of the CSSP framework by Bryson et al. (2015) and the TBL by Elkington's (1997). Those theories functioned as the interview guide's backbone, and were explained to the interviewee, and are described in the literature review. After asking questions about the MNCs' contributions to CC, we asked if the interviewee wanted to add or correct something to what had been said. Lastly, we established ways of potential future contact, if we needed to further talk to each other about the study. Table 3 covers the interview topics for the interviews with MNC representatives, and a summary of asked questions is found in Appendix A.

1.	Introductory Questions
2.	General Antecedent Conditions
3.	The Triple Bottom Line
4.	Initial Conditions, Drivers and Linking Mechanisms
5.	Collaborative Processes
6.	Collaboration Structures
7.	Intersections of Processes and Structure
8.	Endemic Conflicts and Tensions
9.	Accountabilities and Outcomes
10.	Concluding Questions

**Table 3 – Interview Topics**

To some extent, the applied interview style has similarities with the semi-structured interview method, which is characterized by a guided open interview process of addressing a selection of topics or issues (Easterby-Smith, et al., 2015). However, to be able to answer the research question of the thesis, the used interview design also included detailed questions about for instance the interviewees' opinions on CC's objectives. This is taking a step towards the highly-structured interview type, where the order of the questions is predefined and some questions have a small range of defined responses (Easterby-Smith, et al., 2015). When conducting interviews, it is crucial to be aware of the concept of interview bias. This refers to if the method of questioning in some way affects the interviewee's answers. However, for in-depth interviews this issue is somewhat different from other data collection methods, as one is not looking for an objective view, but rather asking about interpretations of different specific events (Easterby-Smith, et al., 2015). Being aware of the risk of imposing own opinions in both questions and later interpretation, we asked open questions where it was suitable, and depending on the answers, we used follow-up questions and probes to obtain more details.

### **3.2.5 Data Analysis**

The chosen data analysis method for this study is in line with the template analysis. Template analysis is a type of thematic analysis, however there are a few differences. In the thematic analysis, the information collected is coded before themes are fully outlined, while in the template analysis, prior themes can be used (Saunders et al., 2016). For this study, the template analysis was considered preferable due to its possibility to have a structure from the beginning. The template analysis is also considered relevant for this study, as it is a flexible standalone technique, which can be modified to the specific study (King, 2004), which enabled us, to tailor it to fit with this study. Furthermore, King (2004) argues that template analysis is considered as favorable when investigating a specific group within an organizational setting, in this study's case, the MNCs of CC.

Template analysis normally starts with deciding on a few prior themes as guidelines, which often follow the main areas and structure of the interview disposition (King, 2004). This study chose to outline the findings under prior themes consisting of the headlines of the CSSP framework made by Bryson, et al. (2015) together with the TBL of Elkington (1997), which also was the structure of the interviews. To get familiar with the collected data, the interviews and observations were first transcribed and carefully read. After that, the data was code and, as King (2004) suggests, the main questions of the interview were used as higher-order codes and lower priority codes were constructed along the process. Examples of codes used are sustainability challenges, MNCs role in CC, and public value. The hierarchy coding enabled us to rank the information after importance, which was useful to keep the focus on the research question. Saunders et al. (2016) highlight that the prior coding modifies, and turns into new codes along the process, which was the case of this study as well. The themes and codes created a template, which was used to interpret and write out the findings to provide the reader with a coherent analysis. To make the outcome clear for the reader, the main areas of the CSSP framework of Bryson et al. (2015) were kept in the same order as within section 2.4 Cross Sector Social Partnership Framework, with TBL by Elkington (1997) added to the first heading.

Saunders et al. (2016) highlight the risk of focusing too much on finding data that fits the template, and not creating a template from the data. Hence, valuable information might have been disregarded. However, by utilizing the CSSP framework by Bryson, et al. (2015) and the TBL of Elkington (1997) in the template design, we develop a clear connection between theory,

and the respondents' practical experiences stated in the interviews which made the comparison easy to follow. As described in the literature review, the CSSP framework is built upon a wide range of authors' findings (Bryson, et al., 2015), hence, the collected data is compared to an extensive amount of relevant academic theories. The choice of the TBL of Elkington (1997), was because it is one of the most well-known definitions of sustainability, and because of its equally emphasize on the three biggest aspects (Elkington, 1997).

Furthermore, the full names of the individuals that were interviewed, are presented in the introduction of the primary sources section (Table 4), however, for the convenience of the reader, their answers to our questions are titled with the name of the MNC, which intends to enhance the reading experience. After presenting the collected secondary and primary data, the analysis of the material is presented in chapter 5. As more empirical data derives from interviews compared to observational research, the empirical data in the analysis is from interviews if nothing else stated.

## 4. Empirical Results

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*In this chapter, results from the primary data collection of observational research and in-depth interviews are presented.*

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### 4.1 Observational Research and Interviews

The first section covers actors' involvement at meetings of CC where the dynamics, settings and involvement vary among the meetings. This is followed by the retrieved interview findings about MNCs' contributions to CC, where the findings indicate that the MNCs, in general share many opinions on their role and contribution responsibilities to CC.

#### 4.1.1 Actors' Involvement at Meetings of Climate Council of Jönköping

The dynamics of CC's regular meetings varied among the three meetings observed: the Focus Group of Renewable Energy, Agriculture and Forestry; the Steering Group; and the Administrative Board of CC. The analyzed aspects during the meetings were in accordance to the observation criteria (Table 2), hence, aspects such as actors' interaction, discussed activities, and the general atmosphere.

The meeting of the Focus Group of Renewable Energy, Agriculture and Forestry, had a formal structure including a chairman, however the atmosphere felt informal as everyone seemed free to participate on their own terms. During the meeting, eight actors from the public sector and national corporations were involved and discussed different topics. The project leader of the Solar Power Challenge from CAB of Jönköping, presented recent data about solar power implementations in the region, which was followed by an update on the upcoming Climate Week, as well as a presentation of CC's action plans. The actors shared their industry's perspective on issues, how they operate and the experiences they have gathered through time. The settings of the meeting created an openness for initiatives, new implementations and discussions of actors' perspectives on issues.

The meeting of the Steering Group was a small gathering of five individuals, from the public sector and national corporations. The chairman was managing the meeting, though, just as in the focus group meeting, the atmosphere felt informal. The Climate Week was discussed, covering topics such as speakers, activities during the event, and marketing. All the actors were equally involved and engaged in finding solutions for the different topics and activities for the event. In a productive manner, a lot of ideas and suggestions were discussed and solutions were reached.

On the contrary, the Administrative Board of CC's meeting had less discussions and a more general focus. The meeting, which took place at the facilities of CAB of Jönköping, was formal and clearly lead by the County Governor with support from the Chairman of the Evaluation Panel. Almost all actors of the Administrative Board of CC attended, and it was close to 40 individuals present including the MNCs. During this meeting, updates and introductions to current and upcoming activities within CC were presented: Questions of financing and sponsoring was brought up and discussed; the Chairman of the Evaluation Panel brought up the action areas to discussion and how to prioritize them; and Värnamo municipality presented CC's revision program, where the existing programs within CC are revised. Also at this

meeting, the project leader of the Solar Power Challenge presented the development of the project. Lastly, the focus groups and the Steering Group presented their work to update the actors of the operations. During this meeting, actors stated their opinions as well as shared their own knowledge and experience. However, this happened to a lesser extent than at the previous mentioned meetings.

In summary, the settings of the meetings varied regarding aspects such as formality and interaction as well as purpose. However, what was observed in all the meetings is that there were some individuals that were more verbally active by stating their opinions. What can be mentioned here is also that whether a person was verbally engaged or not did not depend on the sector or the size of the organization but was more of an individual trait.

#### 4.1.2 The Multinational Corporations' Contributions to the Climate Council of Jönköping

In this study, the MNCs are represented by the individuals introduced in Table 4, which are the people who attend the meetings of the Administrative Board of CC. In the case of GARO and Husqvarna Group, their sustainability managers also participated in the interviews. As the individuals represent their corporations, their statements are in this thesis referred to by the name of the MNC they belong to.

Multinational Corporation	Name	Job Title	Employment in Corporation since	Participation in Administrative Board of CC since
Castellum AB	Peder Karlén	Business Area Manager	1999	2017
GARO AB	Stefan Jonsson	President and CEO	1996	2017
GARO AB	Magnus Suksee	Quality and Sustainability Manager	2005	n/a
Husqvarna Group	Niklas Broberg	Vice President Manufacturing Husqvarna Division and Site Manager Huskvarna	2011	2015
Husqvarna Group	Jonas Willaredt	Vice President of Sustainability Affairs	2009	n/a
IKEA Jönköping	AnnaKarin Zinnerfors	Store Manager	2000	2014
Skanska Sverige AB	Olle Strandsäter	Project Executive	2007	2012

(N. Broberg, personal communication, April 3, 2017; S. Jonsson, personal communication, April 3, 2017; P. Karlén, personal communication, March 30, 2017; M. Suksee, personal communication, April 3, 2017; O. Strandsäter, personal communication, March 28, 2017; J. Willaredt, personal communication, April 3, 2017; A. Zinnerfors, personal communication, April 17, 2017).

**Table 4** – *Interviewed MNC Representatives*



### **4.1.3 General Antecedent Conditions and Triple Bottom Line**

The MNCs' reasons behind participating in CC are based on the belief that they as large corporations that emphasize the importance of sustainability, can have a great positive impact on society. For example, Skanska states that "No one can do this on their own." Skanska wants to be a part of changing Jönköping's behavior and by being a part of CC and being present in environmental arrangements, the MNC are able to reach out to the public. IKEA adds, "We want to create a better everyday life for the many people, and we know that the sustainability question is a crucial factor for reaching our vision and therefore we need to be where we can affect the most."

Even though Husqvarna Group is the only MNC using the TBL of Elkington (1997) as the definition of sustainability, the other MNCs also base their sustainable businesses on its criteria. However, within CC, most MNCs state that the environmental aspect is the most apparent of the three, because the greatest emphasis is on renewable energy abundance. Though, Skanska points out that the environmental aspect was much more dominant earlier, and that CC started to increasingly address the other two aspects through specific initiatives, such as mitigating gender inequality, a couple of years ago. What can be interesting to note is that GARO, which is a new actor within the Administrative Board of CC, also emphasizes the social aspect as an important part of CC's operations, as it has potential to influence the citizens living in the region.

### **4.1.4 Initial Conditions, Drivers and Linking Mechanisms**

The MNCs received the invitation to join CC and the Administrative Board of CC based on different reasons, such as: having contact with the County Governor; through different environmental projects; in Castellum's case by acquiring another corporation; and for some, by first being actors of a focus group. What the MNCs mention as formal and informal agreements when becoming an actor of CC are the importance of participating with an individual with authority, contributing financially, and with knowledge and experience, to in the long-run be able to contribute to a better society. Which activities to engage in is decided both among the actors of CC, as well as every individual actor has the choice to decide whether it is relevant for their organization or not.

The MNCs are confident that they bring many competences to CC and overall, the MNCs state that their role in CC is to be a role model, to inspire others, and to show that it is possible to be sustainably responsible when doing business. By sharing their knowledge and experience within sustainability, MNCs enable organizations to take part of their operations. They have also joined to represent their industry and customers by having knowledge of their concerns and demands. IKEA sees their role as representing the people, "IKEA can represent the many people, the customers and consumers. IKEA becomes their voice in the Administrative Board of CC." Castellum mentions their experience, credibility and continuity within sustainability, as well as their pragmatic approach. Skanska says, "We contribute with competences of representing the business world, more specifically the construction industry and to some extent the real-estate market, by bringing insights and experiences from there." By being a CC actor, Skanska also argues that the MNC shows policy makers that it is possible to do business in a sustainable manner, which in turn suggests to authorities that they should raise the requirements of laws and regulations and pressure other less sustainable corporations. In general, the MNCs also believe that they within the private sector can implement changes in their processes faster than the public sector. As large corporations with high credibility within sustainability, they

believe they contribute to increased trust for CC. Moreover, Castellum as a new actor, sees an opportunity to view CC's operations with fresh eyes, and state, "We were not a part of CC from the beginning, and in that way we might dare to challenge the structure."

When it comes to communicating their work within CC to the public, the MNCs have different perspectives on how to do this. Today, none of the MNCs mention CC in their non-financial reports, as CC is considered to be a too small initiative for such large corporations. However, GARO is planning to use CC in their non-financial report next year, for the financial year 2017. On a local level, all the MNCs market CC activities, through channels such as social media, guest lectures, and through their own websites. Moreover, before the Climate Week, the MNCs also inform their stakeholders about the event and the MNC's role and involvements.

The view on driving change and initiatives varies among the actors. Husqvarna Group and IKEA both state that they would like to take more initiatives and encourage change, and that there is an openness for this in CC. GARO and Castellum are both new actors within Administrative Board of CC, and would like to first feel comfortable before taking initiatives. Skanska does not see their role in driving initiatives in CC, as the MNC see CC as a forum for discussion and inspiration.

#### **4.1.5 Collaborative Processes**

All the MNCs claim that the environment of the Administrative Board of CC allows them to influence internal operation processes. Skanska highlights that processes are closely connected to how public authorities work and that the MNC have not reflected over any alternatives to this, because it seems like a correct way of working. GARO says that the intention is to influence the processes in the future, because the MNC has the experience of working with sustainability challenges and the knowledge of what works and what does not work. Whereas, Husqvarna Group, says that influencing processes is possible if wanted, but that Husqvarna Group does not see CC as a forum where the MNC does this. Instead, Husqvarna Group is there to collect ideas and to help the other actors. The MNCs state that they have legitimacy in CC, and when taking decisions, their perspectives and arguments are valued by the others. The MNCs also state that there is an openness for discussing CC's visions. IKEA says, "All actors have signed up on the same vision, however, if someone wants to make changes, CC would be open for discussion."

None of the MNCs have experienced any power imbalance between CC's actors, and they all state that they trust each other within the partnership. Husqvarna Group says that only having four meetings a year, means that it takes time to be familiar and feel confidence with every actor, however, no sensitive information is shared, which means that this is no obstacle. Castellum agrees that there is no competitiveness that concerns sustainability questions, and adds that CC functions as a unit, where achievements are measured by CC as one, and not every actor separately. This unity is a strength of CC, according to Castellum, which makes the processes of raising questions easier. Castellum says, "One purpose of CC is information sharing and you want the development to go faster, if we share information with each other, the curve will go straight up." Castellum and GARO have similar views on sharing information about their own business activities, and GARO says, "If you are a little bit in front of your competitors, it does not matter if you communicate certain things". Castellum claims, "It is not a problem for us saying what we do today, because we will do something else tomorrow."

None of the MNCs have identified any rivalry among the actors of CC. Both IKEA and Skanska say that they have no clear competitors within the partnership, and that they would not feel any rivalry if there were. Skanska states, "It is rather the opposite, that we inspire each other. For example, both Castellum and Tosito are local real-estate corporations, and if one makes larger sustainability efforts, that rather incite and inspire the other. 'If they can make it work economically, then we can too.'"

IKEA claims that networking with other actors is one of their main focuses of being part of CC, and by collaborating with other organizations, IKEA can help their customers to live a more sustainable life. So far, IKEA has had encounters outside CC with Husqvarna Group and Jönköping Energi. IKEA and Jönköping Energi have, for example, arranged an energy saving activity for their customers. IKEA says, "I get the possibility to network with very competent people, and we can inspire each other, as well as learn from each other."

#### **4.1.6 Collaborative Structures**

Skanska and IKEA have been active in CC since 2011 and 2012 respectively, and claim that CC's structure has not changed much since then. One change is that some meetings of the Administrative Board of CC are held at the actors' facilities, as an alternative to CAB of Jönköping. For instance, one meeting was held at Myresjöhus, which is a positive development according to Skanska. IKEA agrees that it is a good idea to arrange meetings at actors' facilities, and adds that more changes to CC's structure might be a good idea. In contrast, Castellum opposes arranging Administrative Board of CC meetings at other locations than at CAB of Jönköping, which according to them is much more efficient.

#### **4.1.7 Intersections of Processes and Structure**

All the MNCs state that actors have a mutual responsibility and control over CC's operations, however, Skanska says that CAB of Jönköping and the municipalities take on more obligations, which, according to Skanska is only natural, as it is a public sector initiative. The actors state that they have not recognized any informal leaders. However, Skanska, Husqvarna Group and IKEA admit that there are actors that talk more than others in the meetings, which makes them more influential. Skanska says, "It is up to every actor to communicate and stress what they think is particularly important".

Regarding governance of the Administrative Board of CC and the number of actors, all MNCs see an importance of that organizations from different sectors participate. According to GARO, "The more the actors are, the greater is the challenge, but fewer organizations would be a larger problem if not all sectors are represented." According to Husqvarna Group, the large amount of actors is in accordance to what they describe as CC's purpose, "To establish a common vision among actors, which is implemented in home organizations." Castellum highlights a limitation of the meetings, that the actors express their opinions, but do not raise discussion topics because no one is prepared for that, which is a necessity for dialogue. "That is why you have to work as a public authority, with submission for comments and such, it can be slow but it is the discussion forum that exists," claims Castellum.

About common concern for what is best for the society, the actors claim that there is an openness to discuss how to best work towards this. According to Skanska, "This is the whole purpose of CC." Husqvarna Group says that it should be obvious for every organization to want

to develop the region by mitigating climate change. IKEA summarizes that in the long-term CC contributes to a better society.

#### **4.1.8 Endemic Conflicts and Tensions**

None of the MNCs have experienced any conflicts between actors during their time in CC. Husqvarna Group states, “CC is a harmless partnership where there is no room for arguments.” Instead, it is a place to find like-minded and help each other forward beyond the Administrative Boards of CC meetings. As mentioned, there have been initiatives that have emerged besides CC, where contact and ideas have been brought up during meetings. As Husqvarna Group states, “It is important to use the natural arising contacts outside of CC.”

The MNCs do not feel that they are limited by the initiatives from CC, in any way. Skanska believes that the MNC has the needed influence and power to fulfill its purpose in CC. The main reason behind not feeling limited by CC, is that the MNCs already extensively work within the sustainability area. The MNCs are participating in action plans based on their sustainable efforts and opportunities in their home organization. This is because the MNCs cannot change their agendas to fit CC, but instead operate within the activities that are in accordance to their own agenda. GARO mentions that, “Sometimes the actors have similar goals, but different ways of reaching them.” If a conflict would arise, it is common that the MNC's agenda would be prioritized before CC's. One of the problems that was mentioned, is that the CC initiatives are sometimes in areas too distant from the MNC, which makes it hard to incorporate it in the home organization. What the MNCs want is to instead make an impact in their own area where it is more practical and economically feasible.

#### **4.1.9 Accountabilities and Outcomes**

According to the MNCs, CC is built upon using each other's competences to strengthen the outcome, and having experiences and ideas creates an inspiring atmosphere. IKEA, Husqvarna Group and Castellum believe, it is hard to compensate for each other's weaknesses in a partnership like this. Husqvarna Group clarifies that, “It is difficult for a corporation to disclose its weaknesses.”

All the MNCs believe that the vision of CC is a good target and supports it, even though they have different views on how settled it is. IKEA talks about that the vision is achievable but probably has to be adapted through time and states that “There is nothing called failure, we have a direction that which we are working in.” Husqvarna Group also sees the vision as a direction of what to strive and to be able to contribute, “One must find the common points of impact. Therefore, the organizations must think about how things affect their own organization and what they can work with.”

Among the MNCs, the common perception is to create a better society as a whole. Looking at the big picture, IKEA believes that CC contributes to a more sustainable society, by bringing attention to, for example, solar energy and energy saving. Skanska considers that the more people talk about the issues CC covers, the better. Through the work in CC, the actors get an insight into how other sectors operate. The insights have made Husqvarna Group more observant, and the MNC mentions that CC is a stakeholder whom Husqvarna Group wants to respond in the best way to. Thanks to CC, the Husqvarna Group gains knowledge, but more importantly, the MNC get a reason to act on certain issues.

When it comes to the results CC produces, there are different ways to view them. Not all are measurable and the ones who are, might not be easy to track. To not be able to have something tangible to show, some of the actors see as a problem. Skanska mentions that, “The clearer things are, the simpler they are to manage. Everyone knows that things are going in the wrong direction but it is hard to alter behavior and how to act.” Husqvarna Group questions the way the initiatives are measured by saying that, “Of course every initiative is helpful, but it would be positive if one could measure the results by accumulating them and track each actor’s contribution. However, maybe it is enough to know that it is worth in the long-run.”

Regarding the connection between the size of the corporation and their sustainability obligation, the opinions are divided. GARO and Husqvarna Group believe that the power is larger and so is the responsibility. Husqvarna Group states that, “It is obvious that it is that way,” while Skanska and Castellum do not believe that their responsibility is larger than others, instead they agree that everyone has an equal amount of responsibility to mitigate climate change. Although both actors highlight that some might have more opportunities than others to try alternative methods or technologies. Husqvarna Group comments that, “CC is built upon voluntary commitment, and if that does not work, then it is difficult to achieve any results. CC does not have the financial strength to for example buy solar panels, instead it is on every actor to prioritize it.”

## 5. Analysis

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*In this part of the thesis, results from the empirical study are analyzed and connected to the literature review findings. The chapter begins with providing an overview of different topics, and continues by providing an in-depth examination.*

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### 5.1 Research Question

**RQ:** *How do the multinational corporations contribute to the cross-sector social partnership, the Climate Council of Jönköping?*

To answer the research question, the theories of the CSSP framework (Bryson et al., 2015) and TBL (Elkington, 1997) are utilized and connected to the MNCs' perception of their contributions to CC. This is summarized in Table 5, and further explained in subsequent sections of the chapter.

#### **General Antecedent Conditions and Triple Bottom Line**

- All the MNCs strive towards public value and a better society, which Bryson et al. (2015) also highlights as a reason for creating CSSPs.
- For a business to be prosperous in the long-run, Elkington (1997) argues that it needs to be sustainable within the economic-, social- and environmental areas. In the case of CC, the environmental aspect of TBL is identified as the most addressed aspect.

#### **Initial Conditions, Drivers and Linking Mechanisms**

- The MNCs argue that their role is to be role models within sustainability.
- Bryson et al. (2015) argue that it is important to have engaged leaders, and this is shown in CC, by that MNCs exchange ideas and knowledge with each other, as well as communicating opinions and challenges expressed by their clients.
- Arts (2002) states the reasoning behind joining a CSSP is often sharing resources. However, the MNCs consider CC to be a platform for inspiration and ideas.

#### **Collaborative Processes**

- Essential to efficient CSSPs, is the encouragement of inclusive processes and trusting relationships, which is generated when actors freely share information and competences with each other (Bryson et al., 2015). In CC, the MNCs identify that communicating their own knowledge and opinions is not an issue.
- Bryson et al. (2015) emphasize collective planning of CSSPs' objectives and actors' roles. The MNCs state that the settings of CC generate legitimacy to its actors and allow them to freely discuss such matters.

### **Collaborative Structures**

- The CSSP structure depends on many aspects, whereas initial design might limit future progress (Bryson et al., 2015). Regarding CC and how MNCs perceive this, minor changes have taken place since CC's establishment.

### **Intersections of Processes and Structure**

- Bryson et al. (2015) highlight the importance of leadership within CSSPs. The MNCs recognize no informal leaders and that all actors have mutual obligations towards CC. However, those organizations that talk more during meetings are also more influential.
- According to Bryson et al. (2015), positive attributes of actors are comprehension of public value and willingness to collaborate, and this is something the data collection support that the MNCs of CC hold.

### **Endemic Conflicts and Tensions**

- The MNCs do not alter their sustainability activities within their home organizations to the initiatives decided in CC, because the existence of already extensive sustainability strategies.
- The MNCs of CC have not experienced any tensions or conflicts, which the framework of Bryson et al. (2015) explains partly through the inexistence of power imbalances and indirect leaders.

### **Accountabilities and Outcomes**

- All the MNCs agree upon that they contribute to CC by sharing expertise and experience, which is one of the main causes of participating in a CSSP, according to Bryson et al. (2015).
- As the MNCs do not compensate for each other's weaknesses, the study's finding deviate from the CSSP framework by Bryson et al. (2015).

**Table 5** – *Summary of Analysis*

#### **5.1.1 General Antecedent Conditions and Triple Bottom Line**

The CSSP framework by Bryson et al. (2015) discusses the importance of the reasons behind entering a cross-sector social partnership. These reasons can both be mandated or voluntary. From the interview data, it is identified that CC is a voluntary commitment of the MNCs, and it was CC that invited them to join. According to the CSSP framework of Bryson et al. (2015), CSSPs arise to tackle social issues, which cannot be solved by a single actor. Through collaborating over sectors, resources, skills, and experiences can be shared, which in turn can improve the chances of reaching an efficient solution. In the case of CC, it was initiated because of the CAB of Jönköping recognized that an CSSP was needed to succeed with their sustainability goals. The MNCs argue that they joined CC to jointly reduce climate change effects, as it is difficult to tackle the issues individually. They find sharing information and knowledge important, as they consider sustainable business practices must be increased before

the tipping point is reached. Hence, for them to continue growing as MNCs, they say that they need to be a part of turning the planet into a more sustainable place.

According to Drexhage and Murphy (2010), to be sustainable means to ensure and maintain within the economic, environmental, and social areas. These aspects are the three areas TBL of Elkington (1997) emphasizes that businesses should cover to be able to have a sustainable impact, and to be profitable in the long-run. Regarding how TBL is treated in CC, most of the MNCs find the environmental aspect to be the reason to join CC, and the mostly addressed factor within the CSSP. The focus on the environmental aspect was also observed during the observations where several presentations regarded climate-oriented initiatives. This can be explained by that CC was created to address the environmental objectives set by the Swedish Government, and the environmental aspect is inherent from the partnership's objective of reaching renewable energy abundance. However, Skanska as an actor from CC's establishment, points out that within CC, there has been a change over time towards including all the aspects. This is confirmed by GARO, as the MNC sees a large social benefit with entering CC, due to the possibility to change society's behavior.

### **5.1.2 Initial Conditions, Drivers and Linking Mechanisms**

According to the CSSP framework by Bryson et al. (2015), it is crucial for CSSPs to have certain drivers and initial circumstances to reach the wanted outcomes. It is, for example, important to have engaged actors from different industries and sectors, who are willing to collaborate, and have the ability to in a comprehensible way, transfer information. All the MNCs state there is a mutual engagement from CC actors, and the MNCs perceive it as their responsibility to be a role model, by communicating how sustainable business can be conducted. Furthermore, the reason to join CC is to contribute with opinions on sustainability challenges expressed by clients.

Moreover, Forsyth (2010) states the importance of involving actors from different sectors to cover all the aspects needed to mitigate climate effects. The MNCs argue that CC gives them a reason and provides a channel to contribute to the society. They reason that, as sustainable focused corporations, they prove that it is possible to be profitable and sustainable at the same time, which Skanska argues can contribute to that authorities implement stricter laws and regulations regarding sustainability. The CSSP framework by Bryson et al. (2015) emphasizes that driving forces are essential for reaching the wanted outcome. Looking at the aspect of driving change and taking initiative among the invested MNCs, it was found that there are different views on the topic, which might also show that actors perceive issues and responsibilities differently. Some MNCs recognized an openness for driving change and taking initiative in CC, and that it is something they would like to do more. While others do not see driving change and initiatives as their responsibility in CC and view the CSSP as a platform for discussion and inspiration.

Arts (2002) argues that reasons for joining CSSPs are often about sharing resources such as technology and finances. What is found in this study is that the MNCs' reasons for participating is not to share tangible resources but instead be a part of a platform, where sharing and exchange ideas and knowledge is possible. Arts (2002) further mentions that CSSPs reputation can be enhanced by the actors, which several of the MNCs agree on. Their involvement gives CC a higher credibility in addition to the media attention gained when actors mention CC on their media platforms. Both Arts (2002) and the MNCs do agree that when knowledge is shared better performance can be reached. Furthermore, Gray argues that it is important for actors



within CSSPs to be able to adapt and harmonize within the partnership (as cited in Dentoni et al., 2015). The MNCs do not adapt to CC, instead they rather adapt their operations within CC to the ones they execute in their home organization. Moreover, according to the CSSP framework by Bryson et al. (2015), another factor which is significant for a CSSP to reach the goal, is to agree on a clearly defined problem. This is supported by the interview data too, where all the actors are participating to contribute to realize the vision of renewable energy abundance, and an increasingly sustainable society. The actors have also agreed upon representing their corporations by an individual with authority within the home organization, to contribute financially to CC, and to be actively engaged in the operations towards a more sustainable society.

### **5.1.3 Collaborative Processes**

Within cross-sector social partnership, actors from different sectors contributing with varying perspectives on how to reach objectives (Selsky & Parker, 2005). According to the CSSP framework by Bryson et al. (2015), accurate processes and structures are crucial for establishing an efficient partnership. Encouraging inclusivity is of high importance, which is achieved by bridging differences among CSSP actors, establishing mutual objectives, and handling potential power imbalances (Bryson et al., 2015). All the MNCs in the Administrative Board of CC state that the settings of the CSSP are favorable for the possibility to influence CC's processes. Several of the MNCs identify similarities between CC's structure and how public authorities operate, which is different from what they are used to in the private sector. Some actors claim that there is a slowness inherent in this choice of process, although they think it is a correct method for a CSSP like CC.

The CSSP framework by Bryson et al. (2015) highlights collaborative planning within the partnership. This involves thoughtfully organized visions of the CSSP, as well as articulated roles and relationships. These can develop over time, but it is crucial that the actors are well-aware of the CSSP's objectives and their role to reach targets. Because MNCs are participating in CC on a voluntary basis, and choose which action plans they shall contribute to, their roles within the CSSP are somewhat vague. This deviate from the CSSP framework by Bryson et al. (2015), and according to the authors, might hinder reaching the CSSP's desired outcomes. The MNCs claim that CC's objective of reaching renewable energy abundance in the county is of high relevance to them, and no one has had any reason to question this. However, there is an openness within the partnership to discuss the vision if anyone wishes. The actors experience that they have legitimacy in CC, where everyone's opinion is of importance when taking decisions. This is supported by the observational findings of that people seem to be comfortable when participating in meetings, no matter the sector or size of organization.

According to Bryson et al. (2015), to generate inclusive processes trusting relationships are vital for the CSSP, and are formed by actors when they share information, competences, and communicating their good intentions. The MNCs have not experienced any power imbalances between each other. According to Husqvarna Group, the few meetings of the Administrative Board of CC lead to that it takes time to feel full confidence towards the other actors, although this is not an issue because the organizations do not need to share any sensitive information with each other. As identified by the observational research at CC meetings, the other MNCs agree that information sharing is unproblematic, whereas questions about sustainability are not connected to competitiveness, however, actors express that they first need to experience a sense of confidence towards the others. Castellum recognizes CC's focus on unity, rather than focusing on each actor, as a strength of the CSSP's collaborative processes. None of the MNCs

have experienced any rivalry between the actors, on the contrary, representing different industries allows sharing of information and competences, which lead to that inspiration and ideas can be brought back to the home organization.

#### **5.1.4 Collaborative Structures**

According to the CSSP framework by Bryson et al. (2015), the structure of a cross-sector social partnership is affected by many factors, such as public policies and environmental complexity and initial governance structures might be a limitation for future development. However, CSSP's structures often change over time, and are affected by actors' knowledge, norms, and engagement. Forsyth (2010) also stresses the relationship between CSSP and its outcome. In the case of CC, the two MNCs that have been actors within CC the longest, Skanska and IKEA, state that the structure of CC has barely changed. However, one modification is that some of the Administrative Board of CC meetings are held at the actors' facilities, and not at the CAB of Jönköping. The MNCs' opinions on this development differ, Skanska and IKEA think it is favorable, because the arrangement could result in benefiting the host. Whereas Castellum, does not see any beneficial results of arranging meetings at the actors' facilities, and argues that the Administrative Board of CC meetings should take place at CAB of Jönköping's facilities.

#### **5.1.5 Intersections of Processes and Structure**

As an intersection of collaboration processes and collaborative structures, Bryson et al. (2015) highlight leadership theories, which influence the CSSP in many ways. Regarding responsibility and control of CC's operations, the MNCs see a mutual obligation among all actors. As also observed during the CC meetings, most of the MNCs do not identify any informal leaders within the partnership, however, the MNCs state in the interviews that those actors that choose to talk more during the Administrative Board of CC meetings are also more influential than the others. By sharing own knowledge and experience from their own specific industry, as well as their clients' perceptions, they can become increasingly influential as leaders. This is supported by the findings from the meetings we attended, where we observed that some individuals talked more, and by that somewhat decided the direction of the covered topics. The actors brought up information stemming.

In the CSSP framework by Bryson et al. (2015), the governance of the CSSP is highlighted, which considers the CSSP's size and objectives. Concerning the size of CC, there is a mutual understanding among the MNCs, that the number of actors in CC are high, but that this is also a necessity. The MNCs see a relevance in including organizations in CC from public-, private-, and third sector to reach its objectives. However, some MNCs are concerned about the partnership's efficiency, and IKEA suggests changing the structure of Administrative Board of CC meetings. To increase efficiency and foster creativity, IKEA proposes establishing small groups of actors with similar characteristics, rather than the usual meetings where everyone is present.

Furthermore, Bryson et al. (2015) shed light on favorable characteristics of actors, which are understanding of public value creation, and openness for collaboration. According to both interview- and observational data, all the MNCs agree that there is a mutual concern to strive towards public value, and that it is a joint effort among CC actors. The MNCs claim that they bring varying competences and experiences to CC, which are closely connected to their industries and home organizations' specific characteristics.

### **5.1.6 Endemic Conflicts and Tensions**

The CSSP framework by Bryson et al. (2015) states that conflicts between actors, as well as between the CSSP and the home organizations, could arise through different factors, such as, power imbalance, self-interest versus collective interest, different aims, expectations and responsibility, and viewing strategies differently. In CC, the MNCs do not feel like there are any indirect leaders in CC, which goes along with the perception that none of the actors have experienced any power imbalance between the actors. What also was found is that the MNCs tend to prioritize their home organizations before the collective, by not adjusting their work to CC. CC has a clear vision of renewable energy abundance by 2050 the latest, and they have formulated actions plans of how to reach this. However, due to how the vision and the actions plans are formulated, where the vision is far away in time and that it is complicated to measure energy usage, it is difficult for the MNCs to know how much they should do and what the results of their efforts are. The action plans that the MNCs are involved in, cover issues which they already are engaged in, or already have the accurate resources to contribute with, within their home organization. They do not get involved in actions which they consider irrelevant for their home organization's operations. One mentioned problem is that CC initiatives sometimes are in areas too distant from the MNC, which makes it is hard to incorporate it in the home organization. The MNCs want to make an impact in their own area where it is more practical and economically feasible. GARO mentions, "Sometimes the actors have similar goals, but different ways of reaching them."

The different behaviors of the actors are sprung from their home organizations' way of operating. Within CC, this affects the actors' legitimacy and trust for each other, and makes the CSSP practices more complex. Trust is considered a major component of CSSPs, and if trust is lacking, Bryson et al. (2015) suggest that the fear of being exploited could lead to that actors withhold sensitive information. The fear of being exploited when contributing with specific information and trust was brought up from two angles among the MNCs. Firstly, the MNCs are only demanded to share public information that they do not consider sensitive. Secondly, CC is seen as a harmless formation, where they can find like-minded actors and help each other with sustainability operations. This makes it easier to trust the other actors, as everyone is there to help and contribute in different ways. Though, because there is no need to share sensitive information or creating any deeper relationships within the Administrative Board of CC, trust among the actors might not be an important factor. This contradicts the CSSP framework by Bryson et al. (2015), where trust is mentioned as an important part of a CSSP. The contradiction might be grounded in the settings of the Administrative Board of CC, where they only are gathered four times a year and not dependent on each other's resources to fulfill their commitments to CC.

### **5.1.7 Accountabilities and Outcomes**

According to the CSSP framework by Bryson et al. (2015) it could be complex for actors in CSSPs to know to whom and for what they are accountable. In CC, the MNCs agree that they have a shared obligation. However, there are divided opinions about the connection between size of organization, and its potentially increased accountability. Husqvarna Group and Skanska believe they, as larger corporations, are more accountable because they have access to larger resources and affect more people. Whereas Castellum does not feel that MNCs are more accountable because of the size of their corporations. Castellum agrees that larger organizations might have more resources to contribute to changes, but states that, "The responsibility for the environment is equally shared", and that everyone contribute within their power. Bryson et al.

(2015) explain that the existence of different perceptions of the actors' accountabilities, and how results within CSSPs are defined, arise from the differences in the home organizations (Bryson et al., 2015). The outcomes of CC's work are not always measurable, and this is for some MNCs viewed as a problem, as it could be hard to justify the time spent on CC if they are not able to account for it. Husqvarna Group considers it is difficult to track actors' contributions, but it is enough to know that the efforts are worth it in the long-run, and everybody contribute with what they can.

According to the CSSP framework by Bryson et al. (2015), the most preferred outcome of a CSSP is the creation of public value, which appears when the actors are compensating for each other's weaknesses. All the MNCs agree that CC strives towards public value and the common perception among the MNCs, are that they are contributing to the creation of a better society. CC are managing this by bringing attention to important aspects, such as sustainable energy consumption. Though, experiences are shared and ideas are discussed, some MNCs believe it is hard to compensate for each other's weaknesses in CC's specific settings, because weaknesses are not discussed, as CC rather focuses on what the actors already do in their home organizations.

The CSSP framework by Bryson et al. (2015) accounts results reached by CSSP as immediate, intermediate, and long-term effects. Immediate effects could be the creation of social capital and new strategies. Intermediate effects are results such as networking between actors and changed perspectives and operations in the home organization. The long-term effects are the ones where results cannot be identified until a distant future. In CC, the immediate effects are shown through minor contributions, such as workshops. As the CSSP framework states, intermediate outcomes are established through new networks, which are created in CC, but it appears that most of the established networks are used outside of CC. IKEA is one of the actors that established contact with Jönköping Energi during one of CC's meetings, but then utilized the contact outside of CC. This could be considered as indirect contribution to CC's vision, as it is not a direct contribution to CC as a CSSP, but instead a contribution to a more sustainable society which is the purpose of CC's existence. The long-term goal of CC is to reach the vision of a renewable energy abundance county, which all MNCs consider relevant.

## 6. Conclusion

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*In this chapter, the main outputs of the analysis are linked to the purpose of the thesis.*

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**RQ:** *How do the multinational corporations contribute to the cross-sector social partnership, the Climate Council of Jönköping?*

The major conclusion of this study is that the MNCs perceive their contribution to the cross-sector social partnership of CC to be the exchange of sustainability insights and expertise. By sharing their competences and experiences regarding sustainability, the MNCs strive towards CC's vision of renewable energy abundance. The MNCs of CC agree with each other that they all show engagement and contribute to the CSSP. They perceive that their task within CC is to be a role model within sustainability, by communicating how sustainable business practices can be performed. The MNCs contribute with varying competences and experiences that are specific to their industries, and they consider the Administrative Board of CC to be a favorable platform for discussions and inspiration.

The purpose of this thesis was to investigate how MNCs' contribute to the CSSP, the Climate Council of Jönköping, due to the complex CSSP phenomenon and the increasingly large focus on partnership practices, both within literature and among practitioners. Moreover, studies highlight MNCs responsibility regarding climate change, as they are large contributors to this development (Averchenkova, et al., 2016).

This study illuminates a connection between sustainability endeavors of UN, the Government of Sweden, and CAB of Jönköping. In consecutive order, they all formulate goals regarding sustainability and ways for actors within the society to operate. What is decided by the member states of UN, also affects local authorities and organizations. In the case of CAB of Jönköping, the government authority in 2011 chose to establish CC as a strategy to mitigate climate effects, where the five investigated MNCs play a key role. What was by the MNCs identified as an obvious contribution to CC, was the mutual strive towards public value and a better society, more specifically the environmental aspect of TBL, which was identified as the most addressed factor. All the MNCs agree that CC's vision of creating a renewable energy abundance county is a suitable objective, that motivates them to participate in CC. However, this study found, despite that the MNCs emphasize their endeavors to contribute to CC's sustainability objectives, they do not alter their sustainability activities within their home organizations. This is mostly because the MNCs already have extensive sustainability strategies within their organizations. Also, the actors belong to large organizations which have higher priorities, which limit some of their participation possibilities within CC.

Furthermore, this study's findings deviate from the CSSP framework by Bryson et al. (2015), as MNCs of CC do not compensate for each other's weaknesses. This opportunity is not utilized in CC, because the MNCs' only focus on communicating their strengths and not to a large extent share their resources with each other. Moreover, the MNCs' express that their roles within CC are somewhat vague, possibly because their participation and contributions build on a voluntary basis and are not dictated by CC. Due to this, together with that there are only four annual meetings of the Administrative Board of CC, and that the actors do not seem to have deep relationships or share sensitive information with each other, CC is different to CSSPs

explained by Bryson et al., 2015. Trust among actors, clearly-defined roles, and bridging each other's' weaknesses, are central concepts in the CSSP framework (Bryson et al., 2015), and by CC deviating from this, it might result in that the MNCs' contributions to CC are not fully utilized. By this, not only CC, but also MNCs do not contribute to public value and mitigating climate change as much as they possibly could. As MNCs are large contributors to climate change (Averchenkova, et al., 2016), they have an extensive responsibility to support the local community in addressing sustainability goals.

## 7. Discussion

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*This chapter begins with a method discussion, which is followed by theoretical and empirical contributions of the thesis. Thereafter, the implications are discussed, and lastly, suggestions of future research are presented.*

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### 7.1 Method Discussion

This thesis is considered to be successful in terms of providing relevant and sufficient data for analyzing and drawing conclusions. A strength of this thesis is that we conducted interviews with top managers of all the five MNCs of CC, which also are the largest corporations of the CSSP. Those managers are representing their corporations within the Administrative Board of CC, and moreover, by being top executives, they have extensive knowledge about their own organization. To analyze the data, the template analysis technique was used, which was considered appropriate due to its flexibility and early-on structure. However, the prior structure may have led to that valuable data, not fitting with the structure, was not brought to light or covered in the analysis. Though, this risk can be considered as small, as the interview also followed the same structure.

#### 7.1.1 Limitations

This thesis focuses on the specific case of CC, and given CSSPs' complexity, varying features, and individual traits, the study's findings might not be applicable on all kinds of partnerships and organizations. However, this thesis contributes with results that to some extent can be useful for other CABs and corporations. What might have had negative implications on the results of this study, is that two of the interviewed MNCs have limited experience of Administrative Board of CC practices. This refers to GARO that mainly has previous experience from other CC work groups, and Castellum that joined CC last year, due to the acquisition of Norrporten. Also regarding the interviews, as the interview guide only included questions building on the CSSP framework by Bryson et al. (2015) and TBL by Elkington (1997), the research solely investigated theories and topics within those particular frameworks, which can be considered to limit the data collection and subsequent analysis. By moving towards a highly-structured interview style, through including more in-depth questions with predetermined answers, this study might have answered the research question more significantly. However, by including semi-structured questions in this study, it was easier for the interviewees to share unforeseen topics about CC's operations.

### 7.2 Theoretical and Empirical Contributions

This study concludes that many of the theories in the CSSP framework by Bryson et al. (2015) are also valid for the practical CSSP example of CC. As a foundation, CSSP theories emphasize the importance of gathering actors from different sectors to reach solutions to complex issues, and this was also expressed by the MNCs in this study. Van Tulder et al. (2016) state that today it is not a question of *if* CSSPs are needed, it is rather a question of *how* to organize the CSSP, and this study's findings adds to existing theory regarding collaboration processes and collaborative structures. In literature, there is a claimed need for studies covering CSSPs on a micro level (Seitanidi & Crane 2009), and their specific contextual reality (Rein & Stott, 2009). By investigating MNCs' contributions to the local CSSP of CC, these literature gaps are

addressed and further decreased. Moreover, scholars emphasize the necessity of increasing the research of private sector actors in partnerships (Forsyth, 2010; Hahn and Pinkse, 2014). By investigating MNCs' contributions to CC, this kind of strategic operations within sustainability in a CSSP, have been further explained. Some of the gathered empirical data deviates from the theory, by implying that the MNCs are not complementing each other's weaknesses and strengths. Instead, CC is functioning as a platform where knowledge and experiences are shared, to merely inspire each other, rather than bridging weaknesses. Moreover, what is not in accordance to theory, the MNCs do not to a large extent adapt to CC's operations, because the local organization units are a part of a larger organization, with already well-defined sustainability strategies.

Before this thesis was conducted, no study investigating MNCs' contributions to CC had been made. By collecting and analyzing data on this topic, an empirical contribution is made which explains MNCs sustainability contributions to the CSSP CC. By analyzing operations within CC, this study contributes with findings of a CSSP that is, by the Swedish Energy Agency (2017b), regarded as a driving factor to why CAB of Jönköping's environmental operations are being ranked as one of the foremost in Sweden.

### **7.3 Implications**

All Swedish CABs have the same responsibilities as CAB of Jönköping, which is one of the most prominent CABs in Sweden when it comes to environmental actions (Swedish Energy Agency, 2017b). Because of this, other CABs might gain valuable inspiration and knowledge to further develop their own sustainability operations by taking part of this study. As this study describes how MNCs perceive their contributions to CC, the information could also be used by CC to develop the CSSP practices further. Moreover, corporations in general, could gain inspiration and knowledge from how other actors operate, and implement this in their CSSP initiatives.

### **7.4 Further Research**

To increase knowledge about CSSP and CC, further research might consider the management of CC as a whole, with regards to its governance practices and operations. This is because it would be of interest to further comprehend what the Swedish Energy Agency (2017b) describe as CC's favorable characteristics. Moreover, as Hahn and Pinkse (2014) and Forsyth (2010) highlight, there is a gap in literature of private actors within partnerships, which this thesis implied to fill. However, as MNCs are investigated and not all private actors of CC, this could be further researched, as different size of organizations might lead to varying results. In the case of CC, an evaluative study focusing on CC's operations in connection to CC's vision of creating a renewable energy abundance county, could be of interest for further research. Moreover, as this study focuses on how MNCs contribute to a CSSP, it could be relevant for future investigations to scrutinize the relationship between how and why they contribute to a CSSP, hence to conduct an explanatory research.



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# Appendices

## Appendix A – Summary of Interview Guide

### **Introduction**

- Explanation of thesis purpose
- Introduction of interview process
- Confidentiality aspects: Permission of audio recording the interview, and usage of interviewee's full name in thesis



### **1. Introductory Questions**

- Individual's background in corporation
- Individual's background in CC

### **2. General Antecedent Conditions**

- Does your company have any previous experience of participation in partnerships?
- What was the reason behind joining CC?

### **3. The Triple Bottom Line**

- How do you work with sustainability challenges within CC?

### **4. Initial Conditions, Drivers and Linking Mechanisms**

- What were the initial formal and informal agreements in CC?
- What is your corporation's role in CC? How do you contribute?

### **5. Collaborative Processes**

- How do you consider that you can influence CC's operations and vision?
- Is the environment of CC favorable for creating trusting relationships?

### **6. Collaboration Structures**

- How has the structure of CC developed over time?

### **7. Intersections of Processes and Structure**

- Is there a sense of mutual control and responsibility over CC's operations?
- How would you describe this?

### **8. Endemic Conflicts and Tensions**

- Are there any conflicts between actors, or between CC's operations and home organization's?
- If yes, could you please describe this?

### **9. Accountabilities and Outcomes**

- Do you consider that CC's operations result in public value?

### **10. Concluding Questions**

- Do you want to add or correct something that has been said during the interview?
- How do we contact each other if there is further questions or comments?

## Appendix B – Actors of Administrative Board of CC



Länsstyrelsen  
i Jönköpings län

Bilaga 1

Sida 1/4

Datum  
2017-03-02

Beteckning  
420-1924-2017

Andreas Olsson  
Utvecklingsavdelningen  
Tfn. 010-223 64 74

### Klimatrådet

Landshövdingen, ordförande  
Länsstyrelsen i Jönköpings län  
Försvarsmakten Militärregion syd  
Region Jönköpings län  
Husqvarna Group  
Jönköpings kommun  
Myresjöhus AB  
Jönköping Energi AB  
Tosito Invest AB  
Aneby kommunstyrelse  
Värnamo kommunstyrelse  
Sävsjö kommunstyrelse  
Värnamo Energi  
Swerea SWECAST AB  
Region Jönköpings län  
Region Jönköpings län  
Castellum AB  
Gnosjö kommunstyrelse  
Nässjö Affärsverk AB  
Vaggeryds kommun  
Lantbrukarnas Riksförbund  
Stiftelsen Träcentrum Nässjö  
Skanska Sverige AB  
Skogsstyrelsen, Höglandets distrikt  
Habo kommunstyrelse  
Länsförsäkringar Jönköping  
Friskis&Svettis Jönköping  
Högskolan i Jönköping  
GARO AB  
IKEA Jönköping  
HSB Göta  
FC-Gruppen

Håkan Sörman  
Anneli Wirtén  
Giné Michael  
Rune Backlund  
Niklas Broberg  
Carin Berggren  
Stefan Eklund  
Fridolf Eskilsson  
Tommy Fritz  
Lars-Erik Fälth  
Gottlieb Granberg  
Stefan Gustafsson  
Malin Classon  
Mats Holmgren  
Agneta Jansmyr  
Erik Hugander  
Peder Karlsen  
Arne Ottosson  
Patrik Cantby  
Gert Johnsson  
Anna Werbitsch Arnell  
Per-Ola Simonsson  
Olle Strandsäter  
Carina Strömberg  
Gunnar Pettersson  
Örian Söderberg  
Johan Thor  
Helena Zar Wallin  
Stefan Jonsson  
AnnaKarin Zinnerfors  
Henrik Zäther  
Håkan Axelsson

Till rådet är ordförande för rådets arbetsgrupper  
adjungerade.

## Appendix C – Information about MNCs of Climate Council of Jönköping

### **Castellum**

The real-estate corporation Castellum was established in the early 1990's, during the Swedish financial and real-estate recession. In 1997, Castellum owned properties for SEK 10 billion and was listed on the Stockholm Stock Exchange (Castellum, 2017a). According to the latest annual report, is the corporation after several major acquisitions, today among the largest listed real-estate corporations in Sweden, by owning property valued to SEK 71 billion (Castellum, 2017b). The corporation's business strategy is investment and development of commercial premises in growth regions (Castellum, 2017b). CEO is since 2013 Henrik Saxborn (Castellum, 2013) and the corporation has 400 employees and owns 665 commercial properties throughout Sweden and Denmark (Castellum, 2017b).

Castellum aims to integrate sustainability efforts throughout their business activities. The corporation has settled a primary focus on four areas, which are: the planet; future-proofing; wellness; and society (Castellum, 2017b). In Sweden, Castellum is the real-estate corporation with the highest number of environmentally certified properties. The corporation has many times been rewarded for their sustainability activities, for instance by highest ranking in CDP's sustainability index, EPRA Gold for best sustainability reporting and being included in Dow Jones Sustainability Index (Castellum, 2017b). Moreover, in 2015 Castellum was awarded as one of the world's hundred most sustainable corporations, by Corporate Knights of Canada (Castellum, 2017c).

### **Husqvarna Group**

The origins of Husqvarna Group dates back more than 300 years, to 1689, when the corporation was established for weapon production. Since then, the corporation has manufactured a wide range of products, such as sewing machines, bicycles and motorcycles (Husqvarna Group, 2017a). At the present, Husqvarna Group is a global leading manufacturer of outdoor power products and solutions for forest, park and garden care. This includes chainsaws, robotic lawn mowers and garden watering solutions, which are offered under varying brands in over 100 countries. Husqvarna Group consists of 12,700 employees in 40 countries and for the financial year 2016, they presented net sales of SEK 36 billion (Husqvarna Group, 2017b). Since 2006 the corporation's shares is listed on Nasdaq Stockholm (Husqvarna Group, 2017b) and Kai Wörn is president and CEO since 2013 (Husqvarna Group, 2013).

Husqvarna Group has identified five key challenges, which they connect business operations to and sustainability targets that should be reached by 2020. These challenges are categorized by carbon, team, supplier, safety and community. The corporation has committed to lower CO<sub>2</sub> emissions by 10 percent in 2020, and 33 percent by 2035. These environmental targets have been approved by the Science Based Targets initiative, which is making Husqvarna Group unique among listed corporations in Sweden and the world's forest and garden corporations (Husqvarna Group, 2017b).

### **IKEA**

In 1946, the first commercial business in the name of IKEA was established (Inter IKEA Group, 2016). Today, IKEA is a world-renowned corporation that design and sell ready-to-assemble furniture in 340 stores in 28 countries (IKEA Group, 2016a). The group has 163,600 employees in total, and the goal is to become the world's leading multichannel home furnishing retailer. Owner of the IKEA Group is since 1982 Stichting Ingka Foundation in the Netherlands, which funds can only be reinvested or used for charity. The net profit for the financial year 2016 was EUR 4,2 billion and President and CEO of IKEA Group is Peter Agnefjäll (IKEA Group, 2016a).

In their sustainable report, the IKEA Group (2016b) presents the sustainability strategy People & Planet Positive. It describes how the group operates to make a positive difference for both people and the climate. It is realized through inspiring customers with product offerings, resource and energy independence efforts, and extending responsibilities in the value chain. Also, the IKEA Group acknowledges UN's Sustainable Development Goals, and highlights seven of the goals where they can make the largest contribution (IKEA Group, 2016b).

### **GARO**

GARO was established in 1939 in Gnosjö (GARO, 2017a), a region in the province of Småland, well-known for its culture and spirit of enterprising and networking among prosperous businesses (Wigren, 2003). The corporation offers a wide product line for the electrical installations industry and has business entities in Sweden, Norway, Finland, Ireland and Poland (GARO, 2017b). The corporation is market leaders in many sectors (GARO, 2017b) and examples of manufactured products are meter cabinets, switchgear and power outlets for car parks (GARO, 2017c). In 2016, GARO went public through an initial public offering at Nasdaq Stockholm. President and CEO is Stefan Jonsson, and during the financial year 2016, the corporation had sales of SEK 658 million and around 274 employees (GARO, 2017b).

Regarding GARO's sustainability efforts, they have the ISO14001 certification and are connected to the recycling organizations FTI and El-Kretsen AB. At the Gnosjö plant, one has also implemented environmentally-friendly practices such as natural gas, T5 lamps and time controlled ventilation. Moreover, many of the manufactured products aims to minimize ecological impact, for instance, charging posts for electric vehicles and smart car heater sockets (GARO, 2017d).



## Skanska

Skanska was founded 1887 and was initially producing concrete products for the domestic market (Skanska, 2016a). Today, 130 years later, Skanska is among the largest Swedish construction corporations and a key player within construction and project development in both European and North American markets (Skanska, 2017a). Considering revenue and part of work force, construction is the corporation's main business operation, which refers to building and renovating facilities, infrastructure and residences (Skanska, 2016b). To generate increased value are various business units throughout the world working together, in which United States is the single largest market of the eleven countries Skanska operates in (Skanska, 2017a). During the 2016 financial year, Skanska had SEK 151 billion in revenue and 41,000 employees (Skanska, 2017a). The corporation's Series B shares are listed on Stockholm Stock Exchange (Skanska, 2017a) and president and CEO of Skanska is since 2008 Johan Karlström (2017b).

According to Skanska's sustainability agenda, is the corporation aiming to be an industry leader in five areas. These are safety, ethics, green, corporate community investment, diversity and inclusion. The different fields refer to main areas where Skanska see themselves having the possibility to make the largest positive contributions (Skanska, 2017a). The corporation has been rewarded multiple times for their sustainability efforts. For instance, Skanska was in 2016 comprised in CDP's Climate A List, which is a worldwide ranking that recognizes corporations that work for mitigating climate change (Skanska, 2017a).

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