

Title page

Declaration

This declaration is the work of Kimmo Saarela. All other contributors are acknowledged in the text and listed in the Bibliography.

Abstract

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Introduction

Background

Nokia has initiated a major strategy change in 2011. The change will also have a significant personnel impact on multiple locations around the world. In the spring 2011 Nokia announced that it will create a program called “Bridge” as part of its Corporate Social Responsibility (CSR) initiatives to provide support for personnel and regions impacted. Objective of the Bridge program is to provide several instruments for the re-employment of redundant employees and for the building of new high tech corporations in target countries.

In parallel Nokia has initiated a 2-3 year research program with Aalto University in Helsinki called “Sustainable Transformation”. This research program will study various aspects related to Bridge program and Nokia transition covering e.g. 1) Social responsibility in industry restructuring, and 2) Leadership process of key R&D management teams. This study seeks to open up the corporate social responsibility aspects related to personnel reductions from regional perspective as an additional element of the research program.

Research problem

Even Corporate Social Responsibility initiatives have become an integral part of working for many companies, particularly those working on global scale, it is not clear how well these CSR activities are received and understood among the business, educational and governmental representatives at the regional level.

Current hypothesis is that while CSR on general level is understood to be a positive approach, there are still doubts on the actual results and benefits, especially amongst the key stakeholders on regional level.

In order to be able to target the activities to those that provide the best results, it is vital to understand the local environment. This includes, but is not limited to, knowing the regional decision maker network, their understanding on the CSR and objectives of the activities as well as expectations.

In the best case for any company, a program similar to Bridge is not only a one time activity, but a model that can be rolled out on different regions and occasions. This would have the benefit of creating a model that is easy to roll-out, can be improved or tailored based on the previous experience or cultural differences, and which can become part of the corporate image in the longer run.

Research questions

By addressing the above mentioned research problem this study seeks to help Nokia to evaluate its current position in terms of CSR in Tampere region and use that knowledge to improve its activities. More specifically, the research questions to be addressed in this study are:

1. What is the impact of the bridge program to the local business life in the geographic area of sites under restructuring activities?
2. What are the stakeholder expectations for creating shared value at the regional level?

Definitions

Corporate Social Responsibility

Corporate Sustainability

See e.g. Crane & Matten pp. 32 for definition discussion

Creating Shared Value

Regional / national / international

Stakeholders

Objectives

The main objectives of this study are listed below:

1. Critical review of relevant CSR concepts applied to a Multinational Enterprise

2. Audit of existing Nokia CSR policies to determine the achievement of corporate objective
3. Analyze feedback from relevant regional stakeholders in relation to Nokia's regional CSR commitments
4. Recommendations for improvement

Guide to future chapters

Literature review

Stakeholder discussion

CSR policies

The following chapters briefly discuss the CSR activities of Samsung Electronics, Sony-Ericsson and Google. All of these companies are working in the same industry segment with Nokia and therefore can be used as a reference for further discussion.

Samsung

Samsung Electronics Company (SEC) is part of a South-Korean multinational conglomerate Samsung Group. The evolution of SEC's social awareness can be tracked back from 1992 when the company announced its Environmental Policy (Samsung, 2000). SEC starting point has been environment and recycling, but the shift on broader CSR type of activities like employee safety and health issues as well support for local communities is visible in the company reports between 2001-2010. (Samsung, 2011). Liem (2011) provides a critical view on SEC's activities related to employee respect and the way Samsung uses CSR purely to its own benefit. It is obvious that there is a continuous public relations battle between large corporations and activists supporting the worker unions in Korea. Traditionally Korean CSR activities have been linked primarily with philanthropy (Liem, 2011).

Kaiva tietojia Samsungin haasteista / kartellitouhuista
(http://en.wikipedia.org/wiki/Samsung_Electronics#Controversies)

General principles

Methodology

Mini conclusion

Case Study – Nokia

Results

Conclusions and recommendations

Bibliography

Appendix I