

Campaigning on Corporations

Stakeholder Analysis and Networking in an Anti-Arms Trade Campaign

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Workshop Overview

- Overview of the campaign against Reed Elsevier
- How campaigners use stakeholder analysis
- The importance of networks
- Discussion:
 - Mobilising networks
 - Ethics of campaigning

The Arms Trade Problem

- Who are Reed Elsevier?
 - Global publishing and business information company; £1.3 billion profit in 2008
 - Academic publications include *The Lancet*, *Gray's Anatomy* and hundreds of journals in many disciplines
 - Business information services include trade exhibitions
- What's the problem?
 - 2001 RE bought a portfolio of arms exhibitions from Spearhead, included DSEi in London
 - Exhibitions drew protest because of proliferation of weapons of all kinds, willingness of fairs to invite delegates from countries at war, and evidence that exhibitors were breaking international treaties (e.g. on landmines)
 - Campaign Against the Arms Trade (CAAT) identified RE as 'a good company with an arms trade problem'

Reed Elsevier's Responses

‘The selling of equipment and services for national defence is legal and government supported ... Reed Elsevier does not intend to adjust its policy and will continue to run DSEi as part of its portfolio of business exhibitions.’ (Letter from Stephen Cowden, Company Secretary, July 2005)

‘it has become increasingly clear that growing numbers of important customers and authors have very real concerns about our involvement in the defence exhibitions business. We have listened closely to these concerns.’ (RE Press Release announcing exit of defence sector, June 2007.)

May 2008: RE completes sale of arms shows to Clarion Events

So, what happened?

Campaign Highlights

- Some key moments in the campaign:
 - Regular protests at DSEi.
 - Attendance by CAAT and supporters at RE AGMs, asking probing questions.
 - Lancet publishes very critical open letter from editors, gaining widespread media coverage including R4's Today programme
 - Ethical investors (Friends Provident, Rowntree Trust) pull investments from RE.
 - High profile literary figures publish critical letter in *Times*, coinciding with RE-organised London Book Fair.
 - Academics organise online petition and pledge to boycott RE journals.
 - More RE journals carry critical editorials
 - 138 high profile academics sign open letter published in *Times*
 - Garden Court Chambers creates petition for lawyers

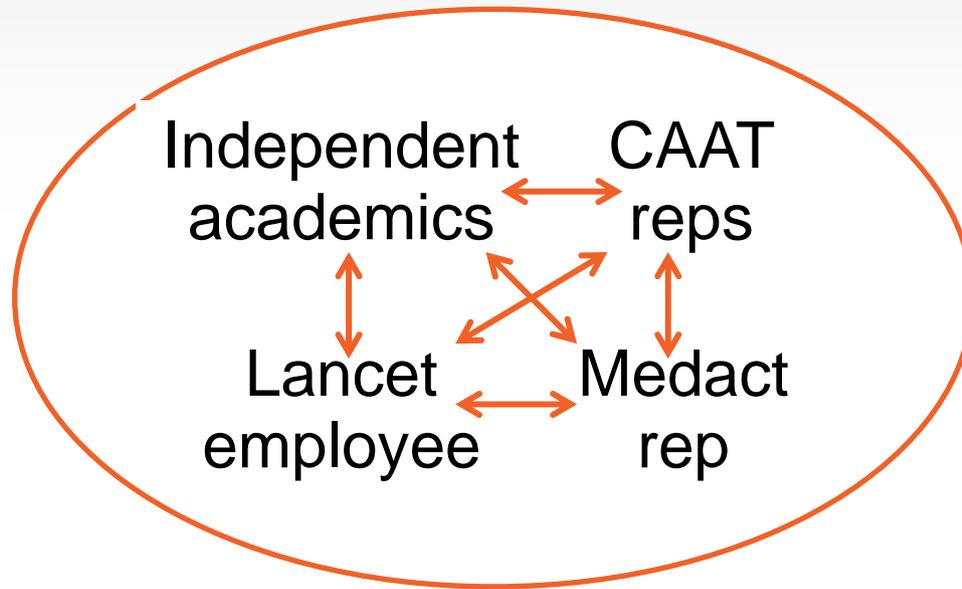
The power of stakeholder analysis

- Mobilisation of these groups depended on identifying people who had a connection with RE, including:
 - RE's customers
 - RE's investors
 - People who work (usually indirectly) for RE businesses
 - The general public
- CAAT had identified RE in the first place by examining DSEi; it then carried out a stakeholder analysis involving:
 - Filling out exactly who make up those groups.
 - Devising aims and objectives for mobilising each group.
 - Prioritising groups depending on their judgement of how likely they were to act, and how important they were to RE.
- Lessons: big companies always have lots of complex relationships + the necessary information is readily available.

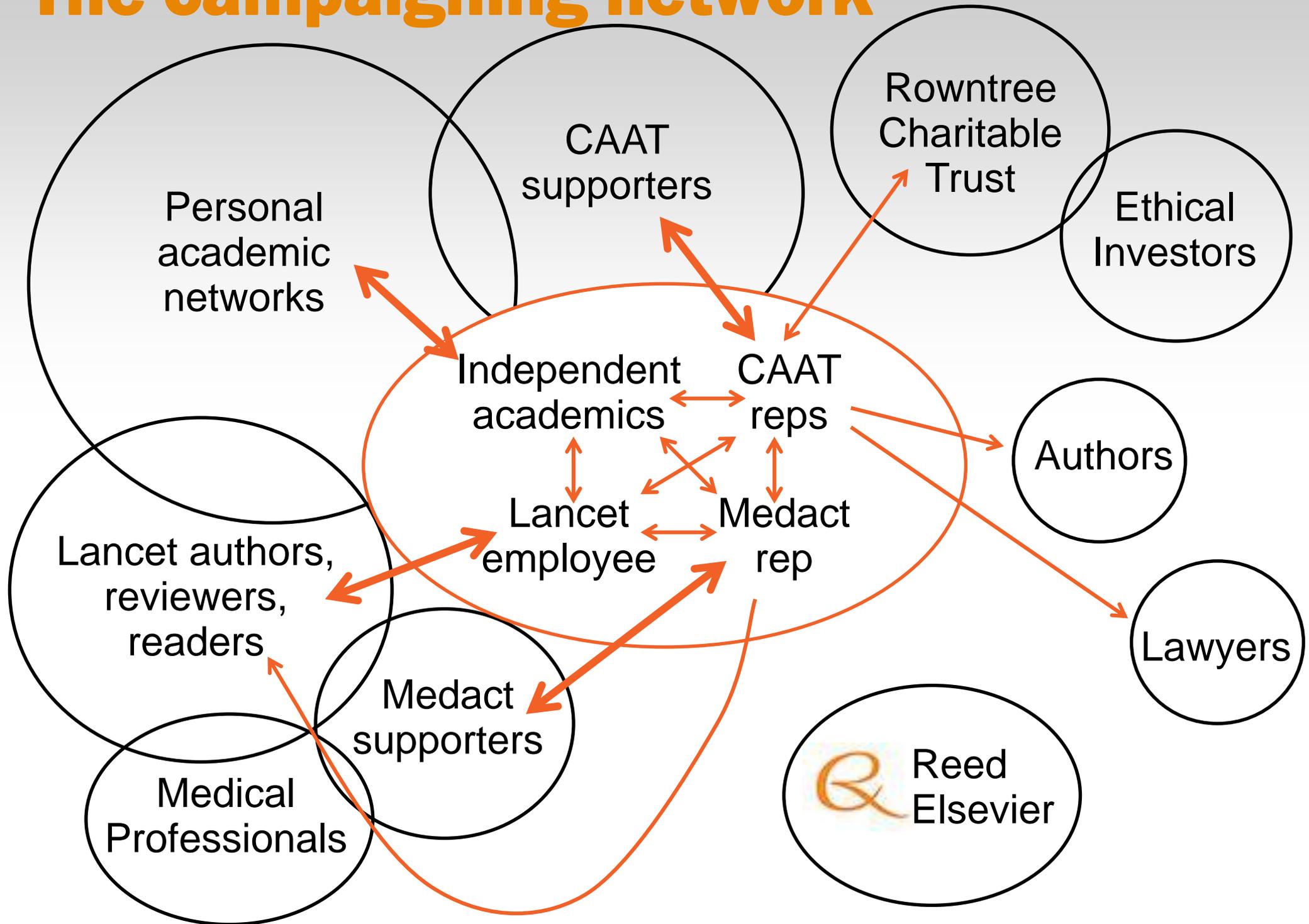
The power of networks

- Think of networks as structures of points (e.g. people, organisations) and links.
- Links vary in quality (e.g. communication, financial links, esteem) and in strength (e.g. friends or acquaintances).
- The shape of an overall network structure affects its efficiency.
- Two key structure points:
 - Clusters appear where most points are linked to most other points (e.g. families, work groups).
 - Weak ties are particularly important because they tend to link different clusters.

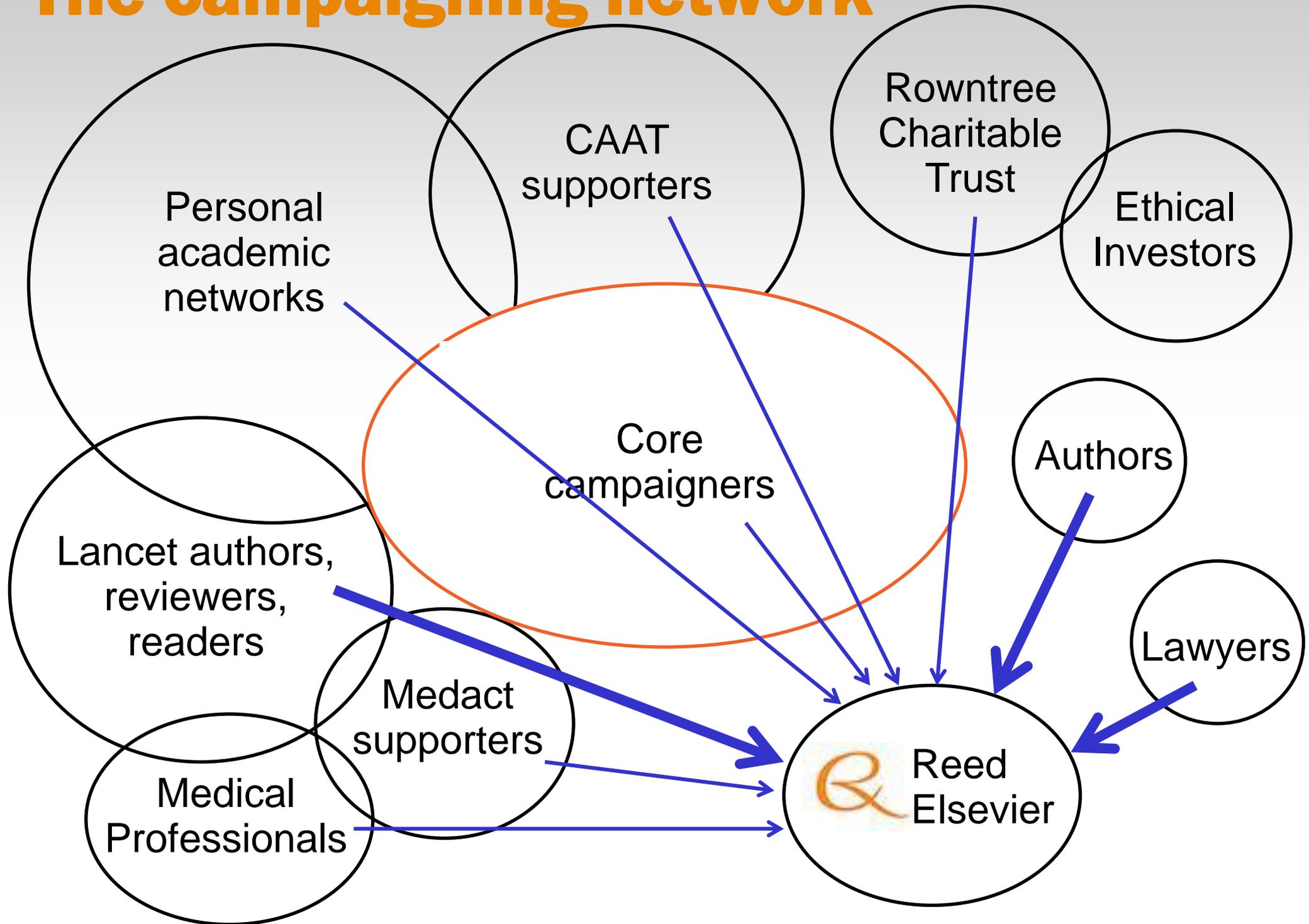
The campaigning network



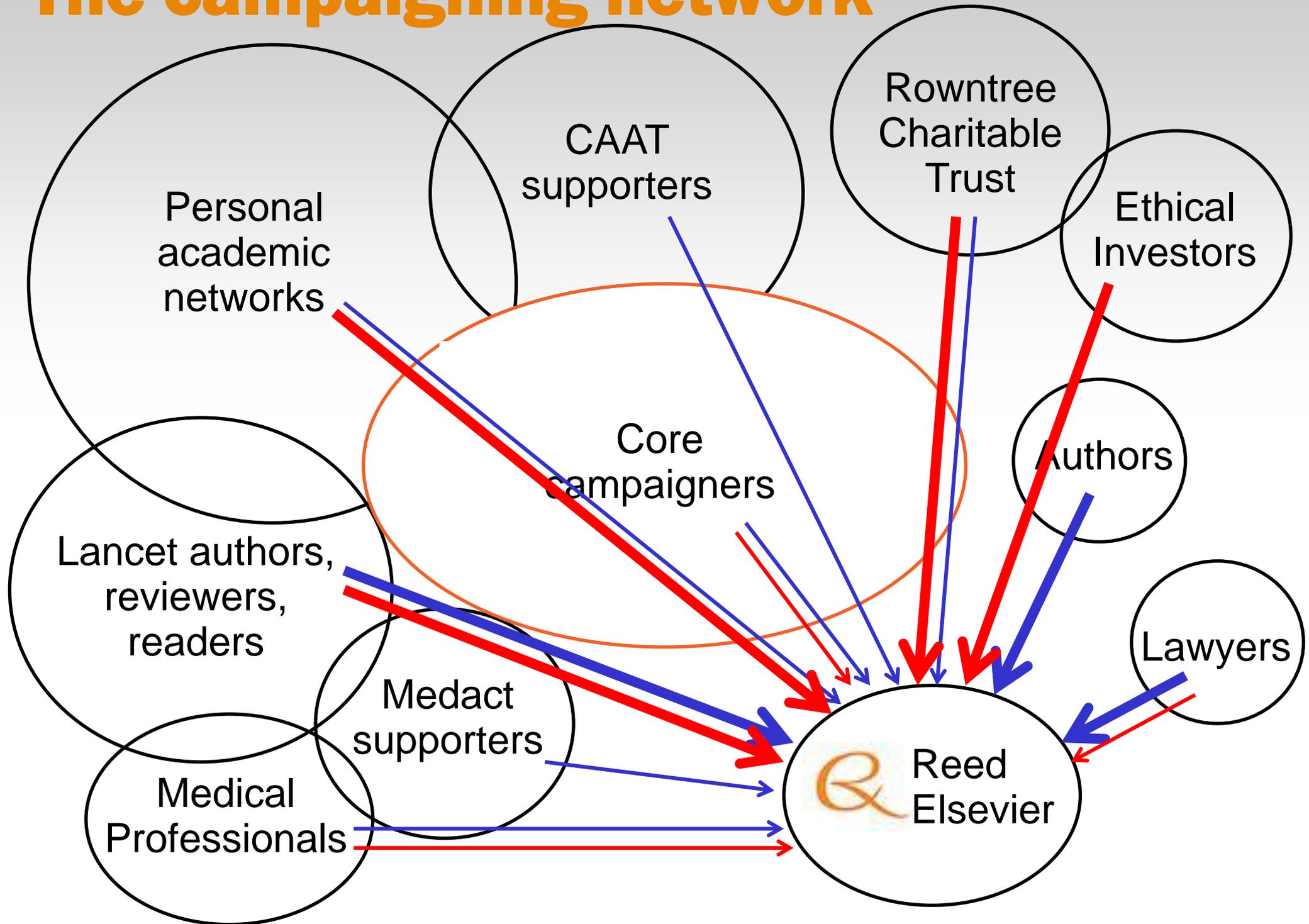
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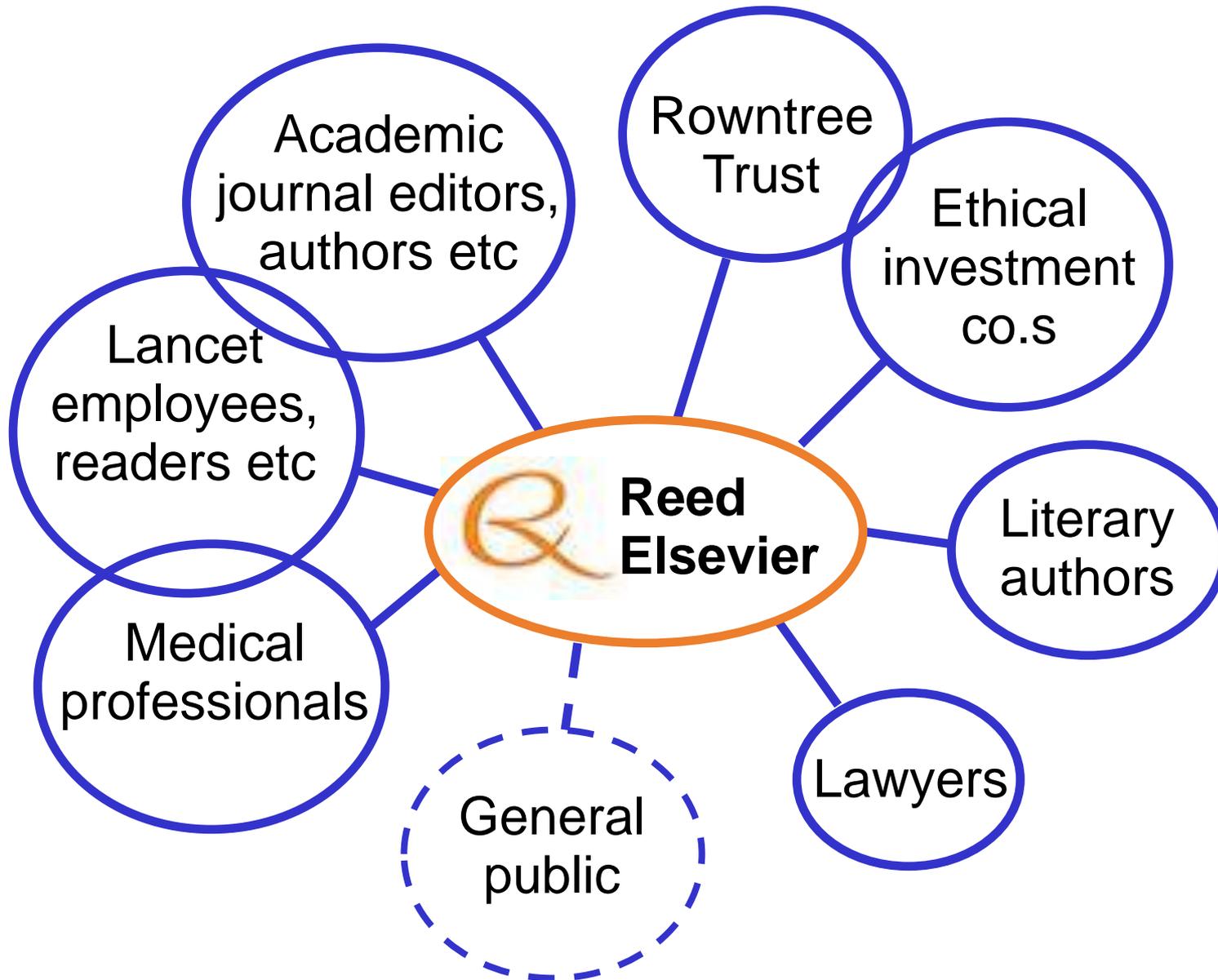


The campaigning network



The campaigning network





Summary

- The network matters!
 - We can find out what the network of stakeholders attached to any particular company is.
 - We can develop our own networks to take advantage of the relationships a company has to maintain.
 - There are different ways of using network links – what's appropriate depends on the nature of the pre-existing relationship.

Points for discussion

1. What resources are available for finding out about companies?
2. How can we go about expanding networks we're involved in?
3. How can we activate others in those networks to get involved?
4. Do companies have moral responsibilities? Do they know it?