A Multiple Case Study to Examine the Complex Multilevel Process of Stakeholder Recognition by Stakeholder-Oriented Firms

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This is a qualitative multiple case study attempting to unravel the complex multilevel process of stakeholder recognition in stakeholder-oriented organizations. The study finds that the stakeholder recognition is a socially constructed phenomenon in which societal context plays a crucial role. The actual process of stakeholder recognition is composed of three levels, i.e., micro, meso, and macro. The study finds evidence for stakeholder agency as an important stakeholder feature. It further finds that for stakeholder-oriented firms moral legitimacy is the most important stakeholder feature and normative and instrumental power is more important than coercive power.

INTRODUCTION

A growing body of scholarship suggests that organizations engage in stakeholder management (Clarkson, 1995; Greenely & Foxall, 1997; Kassins & Vafeas, 1997; Ogden & Watson, 1999; Pajunen, 2006; Henisz et al., 2014; Mendes & Santos 2016; Ali, 2017a). However, in business environments where a multitude of entities are attempting to attract an organization's attention, tools that enable managers to recognize and delineate crucial stakeholders can be of great importance (Phillips, 1999). It is argued that stakeholder recognition is an essential starting point for stakeholder management as it facilitates managers to demarcate the scope of their actions within the perennial constraints of limited time and resources (Freeman et al., 2010; Neville et al., 2011; Ali, 2017b). This study attempts to unravel the multilevel process of stakeholder recognition.

In the last three decades, it has been established that stakeholder theory has a normative core (Donald & Preston, 1995; Jones et al., 2007). However, most of the scholarly contributions on stakeholder recognition does not differentiate between stakeholder and non-stakeholder firms (Gary, 1989; Fassin, 2012). This work, based on the assumption that stakeholder-oriented firms will recognize their stakeholders differently from non-stakeholder-oriented firms (Jones et al., 2007), makes a singular contribution to the extant literature by exploring a stakeholder recognition scheme for stakeholder-oriented firms.

With the stated agenda, the study draws from several academic studies with a particular emphasis on five germane scholarly works, i.e., Mitchell et al. (1997), Eesley and Lenox (2006), Neville et al. (2011), Tashman and Raelin (2013), and Ali (2017b). The study finds support for several arguments made in these works. However, it also makes several unique contributions.

First, at the organizational level, stakeholder recognition procedure is composed of two distinct but interlinked components, i.e., long-term and short-term. It is argued that the overall organizational stakeholder orientation —emanating from organizational strategy and culture instituted by the management—will result in a broad list of long-term organizational stakeholder. However, the short-term component illustrates the constant changes in the presence and absence of and the changes in the degree of essential stakeholder features, i.e., legitimacy, power, and organization. Second, for stakeholder-oriented organizations, moral legitimacy is the most central stakeholder characteristic, and instrumental and normative type of power is more critical than coercive power. Third, the study finds support for 'organization'—on the part of the stakeholders—as a salient stakeholder feature.

Fourth, a unique contribution of this study is that it has found that stakeholder recognition is a complicated process consisting of three interacting levels, i.e., Micro (managerial perceptions divided into long-term and short-term components); Meso (interaction between managerial perceptions and stakeholder agency); and Macro (interaction between managerial perceptions, stakeholder agency, and the social context). Finally, it has been found that the social context affects the process of stakeholder recognition at all levels; however, the context may also be influenced by organizations or stakeholders to gain social acceptance and the consequent overall support for their interests.

MODEL AND THEORY

Stakeholder Theory has a Normative Core

Donald and Preston (1995) concluded that stakeholder theory has a normative core. The theory emanates from a philosophical principle that encourages organizations to recognize a broader range of intrinsically essential stakeholders (Jones et al., 2007; Freeman et al., 2010; Fassin, 2012) and makes social performance and value creation for all stakeholders a valid organizational pursuit (Freeman et al., 2010). Functionally, this means that firms may achieve long-term economic viability and competitive advantage by developing collaborative, long-term, dialogue-based, consensual, and mutually beneficial relationships with their stakeholders (Freeman, 1984; Philips, 1997; Jones & Wicks, 1999; Post et al., 2002; Heckscher et al., 2003; Fassin, 2012; Golob, 2014; Richter et al., 2017).

In essence, the crucial distinction that needs to be considered is that all organizations deal with stakeholders at some point in their operations. However, stakeholder management expects this interaction to be based on specific normative principles. Therefore, mere interaction with stakeholders does not categorize a firm as stakeholder-oriented (Ali, 2017b). Hence, it is argued that given stakeholder theory's normative tenor only organizations with proactive and accommodative orientations, as defined by Clarkson (1995) (Table 1), may be considered as stakeholder-oriented firms. These firms, opposed to reactive or defensive organizations, may recognize a broader array of stakeholders and may interact with them in a more inclusive manner (Clarkson, 1995; Henriques & Sardosky, 1999; Buysse & Verbeke, 2003). Hence, this study focuses only on firms with a declared accommodative or proactive stakeholder stance.

TABLE 1
THE RDAP SCALE

Rating	Posture or Strategy	Performance
Reactive	Deny responsibility (Fight all the way)	Doing less than required
Defensive	Admit responsibility but fight it (Do only what is required)	Doing the least that is required
Accommodative	Accept responsibility (Be progressive)	Doing all that is required
Proactive	Anticipate responsibility (Lead the industry)	Doing more than is required

Source:Clarkson (1995), Page 109

Organizational Stakeholder Orientation and Stakeholder Recognition (Long-Term)

If organizational stakeholder orientation influences how firms define and interact with their stakeholders, then the question is how this impact is realized. It is argued that this influence represents the long-term component of the stakeholder recognition process and is a direct result of leadership priorities and commitment to stakeholder management, consequent organizational strategic positioning towards stakeholders, and organizational culture that arises from such a stance (Henriques & Sardosky, 1999; Buysse & Verbeke, 2003).

In other words, management plays a crucial role in the setting of organizational strategies towards stakeholders (Freeman, 1984; Mitchell et al., 1997; Buysse & Verbeke, 2003; Freeman et al., 2010) by providing functional parameters within which managers may operate as they interact with their myriad stakeholders (Ali, 2017b). Subsequently, organizational strategy towards stakeholders often gets supported by an appropriate organizational culture (Kotter & Heskett, 1992). In sum, organizational orientation towards stakeholders and the supporting culture creates organizational assumptions that may lead to a general list, implicit or explicit, of salient stakeholders and expected attitudes towards them (Jones et al., 2007).

The Short-Term Stakeholder Recognition Component

Organizational stakeholder-orientation may create a priori list of broad stakeholder categories, e.g., customers, employees, vendors, community, and shareholders. However, there might be sub-groups within the decided categories, or there might be constant changes in stakeholder configurations that may include new stakeholders that were not part of the initial list. Hence, the absence or presence of the three stakeholder characteristics, i.e., organization, legitimacy, and power, codetermined between managers and focal stakeholders, within a social context, represents the short-term stakeholder recognition component.

Organization

Before we address organization, it is important to discuss why it has replaced urgency—a stakeholder feature that has been widely supported in stakeholder recognition literature (Aglet et al., 1999; Eesley & Lenox, 2006; Tashman & Raelin, 2013, Khurram & Petit, 2017). Mitchell et al. (1997) defined urgency as “the degree to which stakeholder claims call for immediate attention (p. 867).” It is argued that urgency in a stakeholder salience scheme may be redundant as it relates more to stakeholder actions and less to the degree to which stakeholders are salient to the firm (Eesley & Lenox, 2006). In other words, “stakeholder’s urgency is characterized by the stakeholder’s willingness to exercise their power, and thus stakeholder urgency is subsumed within the power attribute (Neville et al., 2011, p. 361).” Hence, urgency alone may not give stakeholder status to an entity if it does not have power or legitimacy (Parent & Deephouse, 2007; Neville et al., 2011).

The stakeholder ability to network, build alliances, and gather enough resources and momentum to affect a target organization has been recognized by scholars belonging to social network theory, stakeholder theory, strategy, and social movements theory (Rowley, 1997; Driscoll & Starik, 2004; Neville & Menguc, 2006; Fassin, 2012; Cots, 2011; Melmig, 2016; Khurram & Petit, 2017; Vashchenko, 2017; Broek et al., 2017). Our pivotal works have also recognized stakeholder agency, albeit without using the term. Mitchell et al. (1997) hinted towards stakeholder agency when they argued that power may be a function of stakeholder access to coercive, utilitarian, and normative sources. Eesley and Lenox (2006) recognized that secondary stakeholders might impact firms through focused effort and protests. Neville et al. (2011) considered the accumulation of resources as a way used by stakeholders to influence organizations. Tashman and Raelin (2013) argued that stakeholder salience is a social process that is codetermined between managers and stakeholders.

Building on the preceding arguments, Ali (2017b) introduced organization as a bona fide stakeholder feature. Organization is considered as an achieved state of being rather than a potential and is defined as “a body of persons organized for a specific purpose, as a club, union, or society (Ali 2017b, p. 162).” The importance of adding organization to the stakeholder recognition scheme is that it depicts business environmental realities where stakeholder can successfully exert pressure on organizations. It operationalizes Tashamn and Raelin's (2013) codetermination process by giving managers the tool to recognize noteworthy stakeholders and engage them in a dialogue. Finally, it supports the normative nature of stakeholder recognition process "as it allows stakeholders and societal concerns to be part of the stakeholder recognition process (Ali, 2017, p. 162)."

Legitimacy

Importance of legitimacy has been widely acknowledged in stakeholder literature (Donaldson & Preston, 1995; Phillips, 1997; Mitchell et al., 1997; Eesley & Lenox, 2006; Neville et al., 2011; Ali, 2017b). It is argued that legitimacy ought to be established as a salient stakeholder feature given the normative nature of stakeholder theory. Hence, two questions need to be answered adequately: the type of legitimacy that needs to be considered and who should determine it (Ali, 2017b). Suchman (1995) defines legitimacy as "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions (p. 866)." He provides three sources of legitimacy, i.e., pragmatic (instrumental considerations), cognitive (taken-for-granted beliefs), and moral (normative considerations). Mitchell et al. (1997) agreed with Suchman's definition of legitimacy and took a composite view of legitimacy by combining Suchman's three sources of legitimacy.

Neville et al. (2011) in their most comprehensive treatment of legitimacy critiqued Mitchell et al. (1997) on taking the composite view of Suchman's three sources of legitimacy. They argued that considering the composite view obscures the reality that legitimacy has different sources and adds vagueness in the application of legitimacy in the stakeholder context. They further argued that in a stakeholder recognition scheme only moral legitimacy, which underscores the normative nature of stakeholder theory by considering broader social concerns as opposed to a firm-centric view, must be considered. Tashman and Raelin (2013) accepted the definition and the composite view of legitimacy as envisaged by Mitchell and colleagues. However, they made a significant contribution by arguing that the assessment of the degree of presence or absence of stakeholder characteristics including legitimacy is codetermined between managers, focal stakeholders, and other concerned parties, all operating within societal, institutional, and organizational norms.

This study agrees with the eclectic approach taken by Ali (2017b) in answering the two central questions. First, as argued by Neville et al. (2011), in the context of stakeholder theory only moral legitimacy should be considered, which represents the deontic basis of legitimacy with philosophical underpinnings that are inherently pro-social and go beyond narrow self-interest. Second, stakeholder salience is determined through a process of codetermination, as suggested by Tashman and Raelin (2013), which makes the stakeholder recognition process inherently normative by ensuring the input of crucial stakeholders and societal actors. Finally, based on the normative nature of stakeholder theory and the prosocial attributes of stakeholder-oriented firms, legitimacy should be considered as the indispensable feature for an entity to be considered as a stakeholder (Ali, 2017b).

Power

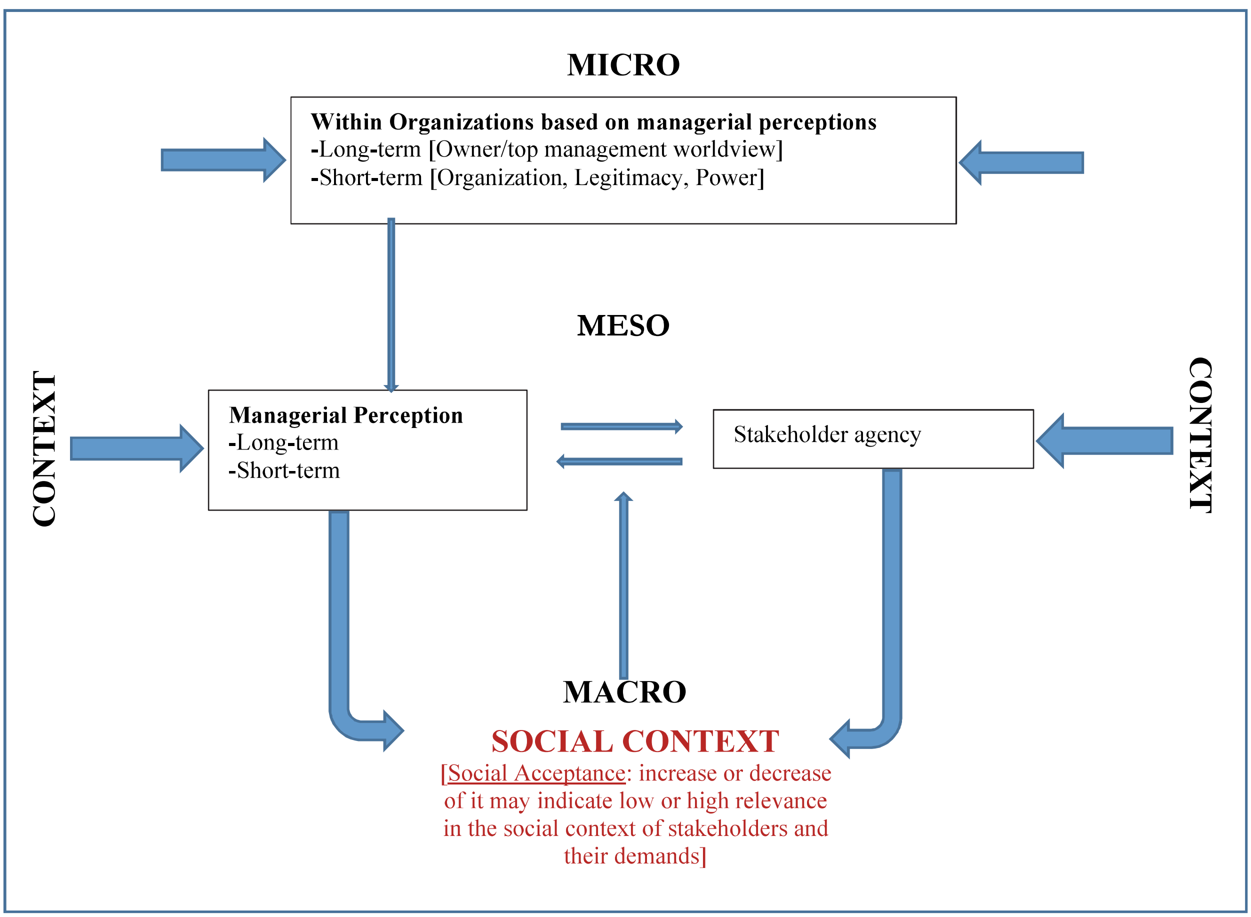
Stakeholder power has mostly been treated as a central prerequisite of stakeholder salience (Mitchell et al., 1997; Agle et al., 1999; Driscoll & Starik, 2004; Eesley & Lenox, 2006). Mitchell et al. (1997) apply Etzioni's (1964) categorization of power in organizational settings in which one party can have power over the other based on its access to coercive (compliance through force, control, or violence), utilitarian (instrumental reasons), or normative sources (symbolic sources based on social acceptance, prestige, and love) of power (Fassin, 2012). This work agrees with Mitchell et al.'s (1997) general definition and accepts the codetermined nature of power as argued by Tashman and Raelin (2013). However, it is argued that due to the deontic nature of stakeholder-oriented firms they would consider instrumental and normative power more critical than coercive.

Stakeholder Recognition: A Multi-Level Process and the Social Context

Finally, as a unique contribution, this study argues that stakeholder recognition process is a complicated perception-based multi-level process in which the social context plays an important role. It is composed of three levels of interactions, i.e., micro, meso, and macro. At the micro level, the stakeholder recognition process is within the organization and is composed of two interlinked components, i.e., long-term and short-term. The long-term component is predicated on specific organizational orientations towards stakeholders that identify broad categories of organizational stakeholders and set the overall tone of the interaction with stakeholders. The short-term component is based on the managerial perceptions of loss or accumulation of salient stakeholder features, i.e., legitimacy, power, and organization. This perception may affect how managers pay attention to stakeholders on the organizational a priori list and may result in recognizing emerging stakeholders.

At the meso level, the stakeholder recognition process represents the interaction between managerial perceptions and stakeholder agency and depicts the reality of the business environment in which stakeholder configurations are continually changing. On the one hand, managers interact with stakeholders based on the managerial long-term and short-term perceptions of stakeholder salience. On the other hand, stakeholders may organize, network, gain greater social acceptance, or accumulate more resources to become more salient to organizations. The interaction at this level may also influence the interaction at the micro level as consistently noteworthy stakeholders at the meso level may get greater managerial recognition in the short-term component that may lead to being added to the long-term stakeholder list.

FIGURE 1
A STAKEHOLDER RECOGNITION MODEL



Coming to the macro level, scholarly literature on stakeholder theory has acknowledged the fact that organizations need to negotiate with their environment (Freeman, 1984; Freeman et al., 2010). This study argues that the context plays a crucial and often a decisive role in the stakeholder recognition process. The societal context is composed of a broad range of socio-politico-economic variables that collectively constitute societal preferences and hypernorms. These norms influence the process of codetermination by imposing the parameters within which the management and its stakeholders have their myriad interactions.

Therefore, first, the context may impact managerial perceptions at the micro level. Second, the context may also set the rules for the interaction at the meso level. Third, stakeholders and organizations, both acting as stakeholders in the society, may also directly interact with the context to influence it and alter it to gain influence over target entities. They may form alliances and cooperate with other important segments of the society to gather broad support in the society by the "design, implementation, and control of programs seeking to increase the acceptability of a social idea, cause, or practice, in a target group(s) (Altman & Petkus, 1994, p. 40)." In this regard, the concept of *social acceptance* is crucial, which may be defined as the overall acceptance of any idea, norm, principle, individual, or a group in society. A group may not have widespread acceptance in a society, however, at some point, this group might be able to organize itself, create alliances, achieve political support, and eventually attain broader social acceptance, and subsequently modify the social hypernorms (Heckscher et al., 2003). Hence, improving its influence over the target entity. It is argued that organizations and stakeholders constantly engage in activities that may enhance their legitimacy and influence through gaining greater social acceptance of their views, goals, and agenda.

Given the preceding discussion, the current study proposes a model for stakeholder recognition as depicted in Figure 1.

METHODOLOGY

The present study looks at stakeholder recognition as a systemic phenomenon that is influenced by a plethora of perceptions, interests, and interactions within a societal context. The complexity of the studied phenomenon requires the collection of in-depth data and nuanced analysis. Hence, this study has been designed as a qualitative inductive multiple case study (Miles & Huberman, 1994; Yin, 2003; Schutt, 2006).

Qualitative research is appropriate for social construction of reality and is designed as it is conducted (Gephart & Robert, 2004; Suddaby, 2006; Eisenhardt & Graebner, 2007). The flexibility of the research process, close relationship with the data, and research robustness is achieved by utilizing grounded theory techniques. These methods include multiple sources of data, constant comparisons of data acquired from different sources, theoretical sampling, and the use of techniques like data saturation, coding, and memo writing (Strauss, 1990; Suddaby, 2006; Charmaz, 2007). Finally, owing to the complexity of stakeholder-management interactions, the stated arguments, in some cases, are highlighted through event study method (Savage et al., 1991). Based on this method, specific instructive and expository incidents are explored, analyzed, and discussed to comprehend the complicated interactional process of stakeholder recognition. Finally, case study approach was used to sharpen existing theory and use cases as comprehensive descriptions of specific occurrences of the studied phenomenon (Siggelkow, 2007; Eisenhardt & Graebner, 2007).

This work consists of the five primary and secondary case studies (Appendix I). The status of primary and secondary cases is predicated on two reasons, one, the secondary cases were selected based on the analysis of collected data from the primary cases; two, the secondary cases provided an in-depth understanding of certain aspects of the primary cases. B-Lab was selected as data from the two mid-sized firms revealed that B-Lab could shed light on vital stakeholder aspects of the mid-sized firms. Data collected form J&J (HQ) gave a good understanding of the overall stakeholder-orientation and the long-term stakeholder recognition component. However, J&J (HQ) in most cases does not interact directly with stakeholders. Hence, TT was inducted as a secondary case study to highlight the interactional aspects of the stakeholder-organization relationship.

Since the study explored stakeholder recognition process in stakeholder-oriented organizations, the logic of literal replication was followed in case selection. All studied organizations had a declared stakeholder-orientation as ascertained by their mission statements, news items, websites, reports, case studies, and other facts, e.g., mid-sized firms are members of B-Lab that requires them to alter their charters to add stakeholder concerns.

A total of 38 semi-structured open-ended interviews were conducted between 2009 and 2011. Except for one organization, Give Something Back, all other organizations were visited, and site notes were compiled. Interviews averaged 40 minutes and ranged from 20 minutes to an hour. Several interviewees were also asked supplementary questions via telephone or email to clarify points or to gather additional information. The interviews produced almost 400 pages of transcription. Other sources included books, new articles, organizational documents (Appendix II), and case studies on the studied organizations.

An initial well-founded research framework was developed by examining the extant research, which allowed the development of, appropriate sampling techniques, pertinent research questions, and relevant interview guides (Miles & Huberman, 1994; Eisenhardt & Graebner, 2007). The initial interviewee selection was grounded on the developed theoretical basis. The data collected from the initial interviews provided the starting point for theoretical sampling by identifying subsequent interviewees based on emerging theoretical themes and categories (Charmaz, 2007). Therefore, each interview, once conducted, was listened to several times to identify critical emerging theoretical constructs, which were then refined by interviewing pertinent individuals based on their position in the organization. For example, one of the initial interviews in J&J was with a manager who had worked with TT. The manager's comments included several references to the product development process adopted by TT. This information led to the interviews of several managers from TT and eventually led to the induction of TT as a secondary case.

The interviews were relatively unstructured, while enough structure was maintained to delve into the areas of interest. The strategy was, to begin with, ask open-ended questions and then follow pertinent leads as the interviewees express their views. A master interview guide was created that covered all pertinent areas and sub-areas. However rigorous individual guides were also created for interviews based on their position in the organization, area of expertise, department, and purpose of the interview, e.g., the interviewee at Elizabeth Glazer was only asked questions regarding their experience with J&J philanthropy team. Finally, an intermediate transcription approach was used in which notes were taken with the help of OneNote while doing voice recordings. This method allowed the researcher to click on the noted comments and hear the specific portion of the interview where some critical comments were made.

To facilitate the analysis, while keeping close to the data, techniques of coding and memo writing were used (Miles & Huberman, 1994). Data were coded in several stages leading to the drafting of the memos. Interviews were transcribed as they were conducted. Hence, the initial analysis was done immediately after the transcription, except in cases in which interviews were scheduled too close to each other. At the initial stage, transcribed interviews were coded line-by-line, to keep the coding flexible and develop as many themes as the data indicates. At the second stage, comprehensive and conclusive categories were created by combining related themes from the first coding. Subsequent coding led to the development of sub-categories within the developed major themes.

The final coding led to the writing of memos in which first the findings of each coded category was summarized, analyzed, and then compared with other related themes. The comparative memos were helpful in inter-cases and intra-cases comparisons (Miles & Huberman, 1994; Yin, 2003). Memos also allowed analysis of developing new analytical and theoretical categories, clarification of theoretical propositions, and facilitation of linking theoretical constructs. This interactive and iterative process was followed till a comprehensive picture of the studied phenomenon emerged.

ANALYSIS AND DISCUSSION

Leadership, Organizational Strategy, and the Long-Term Component

Data collected form all organizations shows that the normative world-views of the owners had an impact on organizational strategy towards stakeholders and subsequently on how their managers discern their stakeholders. It has been found that the stance of all organizations towards stakeholders emanated from the normative views of their owners. These views are manifested in mission statements, credos, values statements, and even ownership structures, e.g., KAF had been turned into an employee-owned organization based on the wishes of its owners. Furthermore, the owners' worldview are institutionalized in the organizations leading to the creation of stakeholder-oriented cultures, which provide general and explicit guidelines to managers by enumerating a broad set of stakeholders and guiding principles to interact with them. Finally, in all organizations, managers define, relate, and interact with their stakeholders as outlined by their organizational philosophies that encourage a normative type of attitude towards a broad range of stakeholders with the attempt to develop long-term mutually beneficial relations with them.

The study has also found certain variances. First, the range and scope of stakeholders vary based on organizational operations and size, e.g., J&J being an MNC has a broader array of stakeholders, which is not the case with the mid-sized firms who have mostly local operations. Second, , the list of organizational stakeholders or the specific interests in the community might vary based on the worldviews and specific interests of the owners, e.g., KAF being an employee-owned organization gives the most importance to employee-owners, and GSB based on the views of the owners is most interested in donating to NGOs. Third, J&J and TT have a more structured approach to involve external stakeholders than the smaller firms. Hence, in the smaller organizations, the interaction with stakeholders may be at a more personal level than J&J.

Let us now discuss each firm individually and see how the views of the owners result in a specific stakeholder culture and how that culture impacts managerial stakeholder approach.

Johnson & Johnson

Like any other business, J&J seeks to produce high-quality products that best meet the needs of its customers. However, it has strived to achieve this goal within the parameters of its Credo (Fulmer, 2001: Genest, 2005). The Credo constitutes J&J's underlying philosophy, which envisions J&J as a stakeholder-oriented organization. According to the Credo, J&J's first priority is its customers; second, its employees; third, its community and environment; and fourth, its shareholders. The company's responsibility to its shareholders was put fourth because, as General Johnson, in his book titled *"People Must Live and Work Together Or Forfeit Freedom (1947),"* explained, "only if the other three have been met, or plainly can be met, it is worthwhile to consider the future of any business enterprise (p.81)."In essence, the Credo outlines pro-social principles that businesses, as part of the larger society, will prosper more if they are successfully catering to business and societal stakeholders.

The Credo values are translated into a stakeholder-oriented culture at J&J that focuses on a broad array of stakeholders with the intention to develop long-term, dialogue-based, mutually beneficial relationships with these stakeholders. Employees as internal stakeholders, by all accounts, are valued and treated fairly. They have autonomy, and the management consults them and seeks their opinion related to several critical organizational concerns, e.g., the institution of Credo Dialogue to assess and revise Credo values. In the words of an HR manager,

> "J&J is a consensus-driven organization, so rarely is there an edict, or a leader who just is the final decision-maker, and sometimes you have to be that, but generally it is much more … consensus-building, getting people on board, listening to their opinions, and … having the group as a team come to the final conclusion."

Coming to external stakeholders, J&J follows the policy of continually surveying its environment to recognize new or emerging stakeholders and then develop dialogue-based relations with them to resolve issues of mutual concern. We will discuss evidence of these tendencies in the following sections.

By all accounts, J&J leadership takes quite seriously its role of preserving the continuity of the Credo values and of imbuing the next line of leadership with its spirit. Therefore, while hiring only those individuals are hired who demonstrate personal values that resonate with J&J's ethos. Socialization of the new hires is another crucial stage at which extensive training in credo values is imparted. J&J's stakeholder values are reinforced when J&J's CEO or top management meets with managers at different levels to discuss the importance of the Credo and how it should inform them in their business decision-making. These dialogues constitute a crucial step in leadership training and continued success at J&J, so much so, that candidates for promotion at middle and top managerial levels are assessed on twelve areas of competence, including the understanding and adherence to stakeholder values as outlined in the Credo. Finally, the Workplace Advocacy and Engagement Office takes the Credo's influence on managerial decision-making to a new level by instituting several surveys and dialogues utilized to update and reevaluate the Credo. These surveys assess J&J's overall adherence to the Credo values and impart guidance to managers in resolving ethical dilemmas where they experience a conflict between the four primary stakeholders.

In sum, the instituted stakeholder-oriented values through a robust and well-defined culture have a profound influence on managerial decision-making at J&J. The impact of the Credo-based culture is quite evident when several interviewees have described it as "DNA of the organization," "our constitution," "our core values," and "our guiding principles." Analysis of managerial interviewees revealed that the Credo is considered as both a conscious and subconscious guide.

In all interviews, the influence of the culture was gauged by the way managers define their stakeholders and believe that the Credo applies to business situations. They may put varying emphasis on stakeholders, but they all purported to conduct their affairs within the boundaries created by the Credo based organizational values. It is beyond the purview of this work to study in detail the strength of the J&J credo-based culture. However, suffice to say that the institutionalization of culture has probably gone beyond managerial expectations as the study has found a bottom-up pressure to maintain it where J&J's culture has not only percolated to the level of employees, but employees have become its self-appointed protectors.

Mid-sized Firms

At GSB, stakeholder culture has originated from the owners of the organization who are the founding members of B-Lab and believe that the company is accountable to all of its business and community stakeholders. Their views are manifested in the company's value statement. The statement enumerates aspired organizational values like integrity, honesty, accepting diversity, and passion for work. It also provides a broad list of organizational stakeholders, i.e., customers, community, environment, and employees. The strategic stance towards stakeholders is also enumerated in terms that these relationships will be based on teamwork and collaboration with the purpose to lead in environmentalism, serve the customer, give back to the community, and develop employee potential.

Employees, at GSB, are considered as essential stakeholders. They are valued and involved in organizational decision-making, e.g., employees get 100% medical insurance and are paid at par with multi-billion dollar competing companies like Home Depot, and in 2008, employees were involved in creating the mission statement of the company. As for external stakeholders, all interviewees, including the owners, consider the community as the primary stakeholder as, since its inception in 1991, GSB has donated 75% of its net earnings to non-profit organizations, whereas the national average is 1%. However, they also include in this list suppliers, and customers. The strategy is to maintain long-term, mutually beneficial relations with all external stakeholders. There are no developed structures to engage with external stakeholders other than mostly informal dealings based on transparency and trust. However, GSB has instituted an elaborate system in which employees, management, and customers can put local NGOs on the list of donation receivers and vote for the allocation of a percentage of profits to these NGOs. All of the above creates an organizational culture that is stakeholder-oriented, philanthropic, generous, and collaborative.

At KAF, in the creation and dissemination of the organizational philosophy, the owners play the critical role. KAF is now an employee-owned company. Nevertheless, a case can be made, by looking at KAF's recent history, that the founding owners still set the tone of KAF's culture. The company was recreated in the 1970s when the owners sold off all of its assets and started the business anew without any of its previous employees. The company began to grow and by the 1990s became a medium-size firm. At this point, the owners, who were set to retire, did not want to sell their company to proprietors who would disregard the firm's social values and family-style culture. Instead, they decided to make the company an employee-owned business. To this day, that decision has dominated KAF's culture and as one employee remarked, "they [KAF] are very conscious of that [social responsibility]; they always have been."

The organizational philosophy, as assessed from the interviews, mission statement, and the declared purpose of the organization states that creation of wealth is a byproduct of doing business well. The concept of "doing business well" brings us to the stakeholder features of the company. KAF's value statements do provide a broad list of stakeholders, i.e., employee-owners, customers, business stakeholders like vendors, suppliers, and the community. Internally, KAF prides itself on being a 100% employee-owned firm with a highly inclusive management style in which information is shared with the employees who are encouraged to participate in the decision-making of the organization. Following the main tenants of democracy, employee-owners are furnished with financial and managerial information and organizational decisions are based on transparency, participation, dissemination of pertinent information, and consensus.

KAF does not maintain a long list of external stakeholders as it is a mid-sized local company. It intends to create a long-term trust-based relationship with its business related stakeholders. For customers, KAF has surveys to assess organizational performance. In the community, KAF donates to New England charities and supports employee-ownership and sustainability. The company also believes in developing the community through local giving, promoting food-based education, and supporting sustainability, and environmental protection. The organizational stakeholder stance trickles down to managers where managers believe that implementing the organizational stakeholder policy is part of their duties, as one strategy team managers commented,

"I think that my role is … to make sure that the human resources are being cared for, and crafted, positioned for success. [I am] keeper of the kingdom's soul, to a certain extent, to make sure that... stakeholders are well taken care of on a lot of at different levels, [and] treated fairly."

Short-Term Stakeholder Salience Component

Organization

The study has found *organization* to be an essential stakeholder characteristic. It has been further observed that organization is vital for both the stakeholders and the organizations while operating in a social context. Both may use it to improve their position vis-à-vis relevant entities by increasing the social acceptance of their interests in the society. In sum, by acknowledging organization as a stakeholder feature, we can better understand the codetermined nature of stakeholder recognition in which all entities interact with their perceptions in a social context. Furthermore, the findings support the normative nature of stakeholder management by emphasizing the fact that stakeholder recognition process is influenced by societal norms.

The interviewed managers, in all organizations, were asked a broad but surprisingly a very revealing question, i.e., how can a group representing some interest in the community, where the firm operates, become a stakeholder? The analysis of the answers from all studied organizations led to the conclusion that if a body of people wanted to be an organizational stakeholder, then they will need to develop enough support in the community to be noticed by the organization. Furthermore, the impact of organization is realized through disseminating information to influence the ideas of relevant entities in the society, coordinating efforts of like-minded entities, framing the issue for the society with possible solutions, and impacting the reputation of target institutions by either improving their legitimacy through collaboration or diminish it through opposition. In this section, we will discuss three examples to support the stated arguments.

The first example illustrates how a firm vis-à-vis its stakeholders can use organization to gain legitimacy in a competitive industry. Before acquiring TT, J&J did not have a foothold in the field of AIDS/HIV medication. Thus, without being able to use the immediate advantage of J&J's overall good reputation, TT was able to become a significant stakeholder in the HIV/AIDS area through organization. Furthermore, the efforts to organize and achieve relevance in the HIV/AIDS area by TT were predicated on its long-term stakeholder-oriented values, i.e., accepting the multiplicity of stakeholders, proactive networking with relevant stakeholders, and building trust.

Entering a new market was even more difficult for TT, as many AIDS activists did not think too highly of existing pharmaceutical companies. TT began its efforts to improve its standing in the AIDS/HIV field by organizing and creating a network with relevant stakeholders. The primary goal was to emphasize the overlap of interest. The stated goal were achieved through open communication, transparency, and networking with like-minded organizations and groups. TT reached out to the AIDS activists to elicit their help to develop robust drug trials. The AIDS activist community gave legitimacy to TT's efforts by collaborating with them and helping TT to develop a network with doctors and healthcare professionals, which led to the formation of a forum to develop drug trials that represented all relevant AIDS/HIV related stakeholders.

Finally, TT's foremost goal remains to be a crucial stakeholder in the AIDS community. Hence, TT has achieved has created a Department of Global Access and Partnering engages and coordinates with vital stakeholders, i.e., high-level prescribers, key opinion leaders, community physicians, nurse practitioners, and a representative sampling of patients, to apprise J&J management of the views of these groups, and maintains a voice in the AIDS community.

The second incident illustrates the importance of organization as a vital stakeholder characteristic for organizational stakeholders. The example also demonstrates that in stakeholder-management interactions the broader context may necessitate stakeholders to organize and attempt to alter the societal views and achieve greater relevance vis-à-vis their target organizations.

In the late 1980s to early 1990s, there were several activist groups and individuals who sought to have an impact on the process of AIDS research. The multiplicity of these groups brought with it the divergence of interests. Some wanted quick results and faster drug approval. Others were more concerned about diversity in drug trials. Such discord among activists made it possible for pharmaceutical firms to choose which groups to engage in discussions regarding drug-testing protocols and which groups to ignore while claiming that the community supports their efforts. In that setting, the AIDS activist groups lacked focused effort, structured coordination, and collaboration, allowing pharmaceutical companies to control the agenda in a divided activist community.

It was in response to these circumstances that AIDS Treatment Activists Coalition (ATAC), which represented the collective voice of major AIDS activist groups, was formed. The primary purpose of ATAC was to educate and inform the relevant societal actors about AIDS patients' issues and provide activists an organized voice. The achieved consensus provided the AIDS community a united front against the pharmaceutical industry and changed the interactional context with these companies. It allowed the activists to be heard and to become influential stakeholders vis-a-vis the pharmaceutical industry. As corroborating evidence, it was opined by TT interviewees that TT was involved from the beginning with ATAC because it represented the consolidated voice of the AIDS activists.

The final example is of B-Lab that illustrates how firms, through organization, may attempt to alter the social context in their favor. B-Lab is a non-profit NGO that believes that business power should be utilized to resolve social and environmental issues. B-Lab's stated objectives reflect the stakeholder values of its member firms, called B-Corporations. B-Corporations represent a consortium of more than 1,000 companies in more than 30 countries representing 60 industries (B-Corp 2014). The collective financial impact of these companies runs into several billion dollars (B-Corp 2014). They intend to organize like-minded businesses to create societal support for corporate laws that legally accommodate stakeholder concerns in business decision-making. They do so by legally instituting stakeholder organizations that do not follow the Business Judgement Rule in which the sole purpose of a business is to maximize shareholder value (Brown 2016); hence, making stakeholder concerns a legal necessity (Collart 2014).

In sum, B-lab organizes like-minded businesses, interacts and cooperates with business associations, policymakers, and the media to create robust networks in propagation and support of a legal framework that is quite radically different from the prevailing corporate thinking. B-Lab is trying to create a new type of market, which would help redefine what is right regarding social responsibility by changing the societal context and by creating lasting legal infrastructures and political support to help perpetuate this model. The broader social acceptance of stakeholder views has led to the emergence of B-Corporations as a leading form of social enterprise in the US (Brown 2016).

Legitimacy

This work has not found direct evidence that legitimacy is seen by the studied organizations as the *sine qua non* of stakeholder status. However, none of the reviewed firms supported nor engaged entities with illegitimate or socially harmful interests. The study has found that all of the studied firms displayed cultural underpinnings that were based on moral legitimacy as they had accepted responsibility to a broad set of stakeholders and considered the pursuit of prosocial objectives as a valid organizational goal. Finally, it has been found that legitimacy is codetermined.

All studied organizations had prosocial normative objectives that were derived from existing socially accepted norms, e.g., General Johnson's Credo principles were predicated on the social trends and needs of the period after the Great Depression. Substantial evidence of the normative organizational approach may also come from instances in which long-term organizational stakeholders or value-based goals are altered due to changing societal preferences. In this regard, J&J's induction of environment in the Credo provides a good example. The "Credo Dialogue," a universal survey to assess employee views on updating and re-evaluating J&J's Credo, was introduced in the 1980s to assess if environmentalism should be a part of J&J's values system. Eventually, environmentalism was inducted into the Credo based on the prominence of an emerging green movement and the ensuing broader societal acceptance of environmental concerns.

Among the mid-sized organizations, we find similar trends. All of the espoused causes are legitimate and have social acceptance in the current socio-politico-economic milieu. The study, however, has found few variations. It must be understood that social goals and hypernorms can be innumerable and organizations cannot cater to all such goals. Hence, in the studied organizations, the accepted broad stakeholders and the supported social causes are influenced by owner's worldview and industry, size, and structure of the organizations. For example, J&J's extensive social goals and societal stakeholders represent the fact that it is in the pharmaceutical industry and is a multinational company; GSB's donations to NGOs represent the preferences of the owners; KAFs support for employee ownership in Vermont is an extension of its ownership structure; and the membership of B-Lab also reflects an extension of stakeholder-oriented beliefs and structures of GSB and KAF.

Regarding codetermination of legitimacy, we can refer back to AIDS/HIV activism. There is now a history of AIDS activism spanning more than four decades. The legitimate right of the patients and activists to have a say in the drug development process of a deadly disease like AIDS may be inherent. However, the recognition of this legitimate right by the pharmaceutical industry only happened when AIDS activist groups achieved a broader acceptance in the society of their right to be part of the discussion. Hence, legitimacy in this instance was the result of an interaction between the industry and AIDS activists within a social context.

Finally, if legitimacy, in a social context, can be gained or enhanced then it can also be lost. One example that illustrates this argument is the recent J&J (McNeil—a J&J subsidiary) Tylenol scandal. The incident, which arose in 2009, led to J&J being accused of a cover-up, lies, kickbacks, misinformation, and mismanagement (Anisfeld, 2011). A detailed discussion of the causes of this stakeholder debacle by J&J is beyond the purview of this paper. However, it is germane to add here that J&J's lack of concern for its most important stakeholders, i.e., customers, led to a severe impact on J&J's goodwill and legitimacy in the society (Anisfeld, 2011).

Power

Power as a stakeholder feature has universal acceptance in the extant literature. The study finds that the salient stakeholder feature of power is a business reality and persists for the studied stakeholder-oriented firms as well. However, the study makes a unique discovery that the studied firms focus more on the instrumental and normative as opposed to the coercive type of stakeholder power. Furthermore, it has been found that power is also a socially constructed characteristic. Finally, no explicit support has been found for the claim that power alone cannot constitute a stakeholder. However, the study did not come across evidence showing that the studied organizations recognized or interacted with an entity that only had power over them. To support the purported claims, we will discuss two aspects of the studied firms, i.e., how they treat their internal and external stakeholders and why.

In all the studied organization, employees are an integral part of the long-term stakeholder lists. They are considered as valuable assets, and they are appreciated and treated fairly. They have autonomy, and they are involved in decision-making processes at different levels and in different ways. However, what makes the employees so important or what is the source of their influence? The study has not found any coercive influence; the companies did not have unions or any substantial history of employee-management discord over employee rights. Additionally, at the time of the collection of the data the US economy was reeling with the impact of the economic recession, hence, the job market was such that it gave higher power to the companies vis-a-vis the employees. Evidence from all organizations, corroborated by employee interviewees, suggests normative reasons for good employee treatment, as outlined in the organizational stakeholder-oriented philosophies.

The study also finds evidence of instrumental influence. In all studied organizations, management interviewees expressed the view that satisfied employees are beneficial for organizational performance. However, it was also observed that all studied firms encouraged employee involvement in decision-making to improve decisions, management techniques, and company culture, e.g., KAF's strategy meetings, GSB's survey to change the mission statement. J&J, however, has most adequately institutionalized the consultative process by conducting employee surveys throughout the year including the most critical Credo Dialogue. This dialogue and all other surveys are vital instruments used by the management to reevaluate and update the most important document, i.e., the Credo, and improve management policies. As one HR manager commented, "these [surveys] [are] our barometer … we figure out what are the two or three areas that we want to work on … [these are] tremendous diagnostic tools, for management and HR."

Regarding the external stakeholders, the study has found variations between J&J and the mid-sized firms based on size, impact, industry, and scope of operations. Both KAF and GSB, unlike J&J, are not in an industry that may have a profound impact on the lives of its customers. Hence, the mid-sized firms have a smaller list of external stakeholders, and most of their interaction with them is informal. The mid-sized firms attempt to develop long-term mutually beneficial relations with their business-related stakeholders. These stakeholders do have a coercive source of power as vendors, suppliers, or financers, if poorly treated, may impact the firm negatively. However, the data shows that the mid-sized firms have developed relationships with business stakeholders based on their stakeholder-oriented values and instrumental concerns. Regarding community stakeholders, the study does not find any coercive element as all community stakeholders are chosen and interacted with based on normative organizational values. However, the instrumental element is evident from the fact that managers in both firms recognize the benefit of having a good reputation and goodwill in the community.

Regarding J&J/TT, we find similar trends. J&J does believe in developing long-term mutually beneficial relations with all its business stakeholders. Even within the community, J&J/TT attempts to create long-term partnerships with stakeholders and understands the benefits of goodwill in the community. To elaborate further, it would be instructive to discuss how TT developed its drug trials. It is observed that all three types of sources of power are at play. However, normative and instrumental seem to be more critical than the coercive. TT, from a very early stage, involved ATAC in its drug trial development process. However, what influenced TT to make this decision? First, it is argued that TT created a collaborative forum for drug trials based on normative reasons predicated on its stakeholder-oriented philosophy. It recognized and accepted a broad range of stakeholders when it contacted ATAC and representatives from healthcare professionals in the field of AIDS/HIV. The created forum, as corroborated by the ATAC officials, engendered mutual trust and collaboration. It must be noted here that this practice of involving a broad array of stakeholders in drug trials was not an industry practice but unique to TT.

Second, an essential tool by which ATAC could have exerted coercive power over TT is its Report Card, which grades all pharmaceutical companies working in the field of AIDS/HIV. The primary intent of the report card, as explained by one ATAC official, is to encourage and establish good practices in pharmaceutical companies through social pressure by making public aware of the fact that some companies are operating in a manner that is beneficial for the HIV/AIDS community. As a result, some companies with low scores have disagreed with their grading in the report, but they have also expressed their intentions that they want to do better next time. However, could ATAC exert coercive power by affecting the bottom lines of the pharmaceutical companies? The answer is a qualified "yes." This means that ATAC could create coercive pressure against unsatisfactory pharmaceutical companies by criticizing them publically and swaying the societal opinion in general and the AIDS community's opinion, in particular, against such companies. Hence, pressuring them to improve their performance. On the other hand, it must be noted that some pharmaceutical firms did not agree with ATAC report ratings and did not show any inclination to improve their score. Therefore, it would be fair to assume that ATAC's coercive power might not be conclusively persuasive. Furthermore, in TT's case, the organization approached ATAC and other relevant stakeholders before the ATAC report came out. However, TT did feel necessary to pay attention to ATAC as ATAC had acquired a high level of societal and industry-specific influence.

Finally, AIDS activists also exerted a tremendous level of instrumental power over TT. At the beginning of AIDS activism, most pharmaceutical companies were reluctant to deal with the community, as they thought that the activists were non-scientific people who could not understand sophisticated scientific research. However, as the company understood the AIDS/HIV industrial context better, it realized that the best way to reach the AIDS activist community, get TT's perspective across to the community, and improve TT's credibility, would be to work closely with ATAC. Eventually, this stakeholder engagement strategy resulted in several practical benefits for J&J/TT. One, it earned the trust of the activist community, which created opportunities for TT to improve their networking in the field. Two, the advocacy groups helped develop trials that were more attuned to the needs of the patients and were more representative of the intended end users of the drug. Three, it accelerated the process of FDA approval as all concerned stakeholders, including the activists, were already part of the drug development process and there was minimal resistance for drug approval by the FDA. Finally, once the activists were part of the process of developing the drug trials they felt confident to push for the Early Access Program, which meant that after Phase 3 studies the drug would be made available to patients that were not part of the clinical trials. From a company's perspective, this amounts to free advertising and the creation of a market for the drug even before the FDA approves it.

The Social Context and the Multilevel Interactions

It is argued that the most important finding of this study is that the stakeholder recognition process has interactions at multiple levels. This finding is a significant contribution to the extant literature on stakeholder recognition for several reasons. One, it underscores the codetermined nature of the stakeholder recognition process and gives credence to the argument that stakeholder agency and social context play a role in this process. Two, most scholarly contributions put managers at the center of stakeholder recognition process (Mitchell et al.,1997; Agle et al., 1999; Eesley & Lenox, 2006; Mitchell et al., 2017). However, this study depicts reality and illustrates that managers though essential decision-makers in the stakeholder salience model may get influenced by organizational stakeholders or the societal context. Three, it reveals the true nature of stakeholder recognition by illustrating that the process is not straightforward but is a multilayered process of interacting perceptions. Four, the inclusion of the societal context and stakeholder agency to a stakeholder recognition scheme gives credence to the argument that stakeholder theory has a normative nature. Finally, the study focuses on stakeholder-oriented firms. However, it is argued that the multilayered nature of stakeholder recognition process may even exist for non-stakeholder-oriented firms. All organizations exist in a social context, and the fact that organizations are not stakeholder-oriented does not mean that their stakeholders will not have any agency. However, the difference may be that non-stakeholder-oriented firms may put different emphasis on salient stakeholder features and interact with their stakeholders differently than stakeholder-oriented forms.

It must be noted here that the multilayered nature of stakeholder recognition process was not part of the initial theoretical foundation. It emerged as data from all organizations unraveled influences on managerial perceptions, stakeholder agency, and the contextual variables. The study finds three levels of interactions between different components of the model as depicted in Figure 1.

At the micro level, top management's views institute the long-term component, which in turn interacts with the short-term stakeholder component. Both may influence each other. The overall organizational stakeholder strategy and the subsequent long-term stakeholder orientation sets the parameters for managerial recognition of stakeholders and interaction with them in the short-term. In our studied firms, managers, based on the stakeholder-oriented organizational approach and a broad list of vital stakeholders, recognized specific stakeholders more critical than others and developed collaborative and mutually beneficial relations with all stakeholders. On the other hand, we have also discussed evidence in which emerging societal concerns have been recognized by organizations due to their increasing legitimacy and social acceptance. This recognition then resulted in the adjustments in the long-term component, i.e., the addition of environmental concerns in the J&J Credo when it was realized that the environmentalism had gathered sufficient legitimacy and momentum in the social context.

At the meso level, the interaction is between managerial perceptions and stakeholder agency within a social context. This level depicts business environment realities in which there is a constant change in the stakeholder configurations based on changing interests of the firms or efforts of the stakeholders. We have discussed examples in which the studied organizations have recognized and interacted with their stakeholders based on the long-term stakeholder strategy of the firm and the short-term perception of stakeholder configurations, e.g., TT reaching out to AIDS activists and healthcare professionals. On the other hand, we have discussed examples of stakeholders who have acted upon their interest and have accumulated greater number and degree of the three stakeholder features to be recognized as organizational stakeholders. For example, ATAC got its place at the negotiating table not because the pharmaceutical industry naturally recognized them as a worthy stakeholder. They gained their spot by organizing all other prominent AIDS activist organizations and by creating a united voice. In fact, they got their stakeholder status despite the attempts of the pharmaceutical industry to keep the activists divided.

Finally, the study finds that the social context plays a vital role in the stakeholder recognition model. The context not only impacts the micro and meso levels but also interacts with organizations and stakeholders at the macro level. At the micro and meso levels, the context influences by defining the boundaries of social, industrial, political, and economic norms in which the process of codetermination of stakeholder salience unfolds. The societal norms impact the worldviews of the owners or the top management that results in setting of the long-term parameters for stakeholder recognition, e.g., the formation of J&J's Credo by General Johnson under the socio-politico-economic realities of the period, and GSB's business model of donations to the NGOs reflecting recent trends in corporate citizenship. These norms also impact the agency of the stakeholders by assigning relevance to stakeholder goals and interests. The more relevant the goals are, the higher will be the stakeholder influence over managerial perceptions, and vice versa.

At the macro level, all entities, i.e., stakeholders and organizations, act as stakeholders in the broader societal context. Typically, it is the social context that sets the boundaries of stakeholder-organization interaction, however, often organizations or organizational stakeholders might attempt to alter the social context in their favor vis-à-vis other entities. It has been found that whenever organizations or stakeholders believe that the social context does not fully support their interests, they may influence the context through creating greater social acceptance for their goals. We have discussed several examples to illustrate this argument, i.e., B-Lab attempting to gain legitimacy for a new form of corporate governance, KAF supporting Vermont Employee Ownership Center to gain greater social acceptance for the idea of employee ownership, and AIDS activists creating ATAC and compiling the Report Card for pharmaceutical companies. Hence, stakeholder legitimacy may be a function of social acceptance that indicates how far and wide an idea, a right, or an institution is acceptable in the society making social acceptance an antecedent for change in the social context and stakeholder configurations.

CONCLUSION

This study makes several unique contributions to the extant literature. It provides some understanding of how stakeholder-oriented firms recognize their stakeholders. It finds evidence for stakeholder agency and shows that the stakeholder recognition process is a multilayered interactional process in which managerial perceptions interact with stakeholder agency and the societal context. Finally, it shows that social context constitutes the milieu in which managerial perceptions and stakeholder perceptions interact, and all entities including organizations attempt to influence the context when they need to develop broader social acceptance of their goals and views and intend to influence target entities.

This work also has some managerial implications. Managers are often faced with situations in which they have several entities, with conflicting interests, demanding their attention. The situation is further complicated by the fact that in all such situations managers do not have unlimited time and resources to placate everyone's interest. The study provides managers guidelines regarding stakeholder recognition. They must begin by understanding the organizational strategy towards stakeholders and deciphering the culture to isolate critical organizational stakeholders. The study also requires managers to survey continually their business environment to assess and recognize the changing configurations of organizational stakeholders. It also impresses upon managers the importance of the social context, which may impact their perceptions regarding essential stakeholders. However, the context can also be altered or made more conducive to organizational goals by creating greater support for the organizational narrative, concerns, and interest in the society.

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APPENDIX I

CASE STUDY DATABASE OF INTERVIEWS AND SITE VISITS

Organization	Summary of Case Study	Site Visits	In-depth Interviews	Importance
Johnson & Johnson	Pharmaceutical industry; large multinational headquartered in New Brunswick (NJ)	Seven visits to the corporate headquarters between the summer of 2009 and fall of 2011	14	One of the main case studies.
Tibotec Therapeutics	A J&J subsidiary in the field of AIDS and Hepatitis C medication	Three visits to Tibotec Titusville, NJ office from fall 2009 to fall 2010	7	As a subsidiary, TT provided an understanding of how J&J subsidiaries act upon the precepts of the J&J Credo.
Give Something Back	A mid-sized firm of office supplies in Oakland, California	Not visited	7 interviews and exchange of several emails with important interviewees	One of the mid-sized main case studies
King Arthur Flour	A mid-sized flour & baking goods manufacturing company in Norwich, Vermont	Visited in spring 2010	7	One of the main mid-sized case studies
Elizabeth Glaser Pediatric AIDS Foundation	A leading U.S. national non-profit organization	Not visited	1	As an organization working with J&J's philanthropy department, it gave a stakeholder's and partner's perspective to J&J's philanthropic activities.
ATAC	A national coalition of AIDS activists	Not visited	2	These interviews gave a stakeholder's view on J&J's/TT's involvement with potential and current stakeholders.
B-Lab	A coalition of mid- and small-sized organizations aiming to give voice to stakeholder firms	Visited in spring 2010	1	B-Lab gave an additional understanding of how its member organizations operate individually and collectively.

APPENDIX II

LIST OF IMPORTANT DOCUMENTS

Details of Documents	Organization	Information Obtained
Global Leadership Profile	Johnson & Johnson	Explains the Credo based expectations from top management as it is one of the tools to train and assess managers.
Global Survey	Johnson & Johnson	Explains the link between the J&J Credo and management practices and what is measured in terms of J&J performance from the employee perspective.
Customer Survey	Johnson & Johnson	This document is not just a customer satisfaction survey, but actually, assesses J&J performance as a value-based organization.
ATAC Report Card	AIDS Treatment Activist Coalition	This is the report card that ATAC has published to assess the performance of pharmaceutical companies in the AIDS medication field.
General Johnson Speeches and Quotes	Johnson & Johnson	Gives an idea of General Johnson's thoughts about a number of issues related to management, business practices, the role of organizations in the community, and the importance of stakeholders.
Corporate Philanthropy Flyer	Johnson & Johnson	Gives facts about J&J national and international philanthropic activities and volume.
Logic Model for Community Programs	Johnson & Johnson	This document is an example of how J&J involves local partners in their philanthropic work. This document also clarifies the process through which partners are chosen and how success in such programs is assessed.
Conflict Resolution Guide	King Arthur Flour	Shows the process of conflict resolution among employees and in general, the workplace.
Company Booklet	King Arthur Flour	Gives details about the company history and other facts.
Culture Booklet	King Arthur Flour	Gives details about the type of culture KAF intends to create in the company.
2010 Goals	King Arthur Flour	Gives information on the company goals for the coming years that included a number of financial and qualitative goals.
Employee Handbook	King Arthur Flour	Important employee policies
King Arthur Business & Ethics Award Report	King Arthur Flour	Gives details about KAF's philanthropic works.
B-Lab Annual Reports (2009, 2010, 2011, 2012, 2013, 2014)	B-Lab	Gives details about the B-lab achievements in the last three years.
GSB Green Office Guide	Give Something Back	Gives details about the GSB Green Audit and how they can help businesses become environmentally friendly.