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Brick-Wall Protection

- Against Reputational Damage



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1 INTRODUCTION

Corporate reputation has become an important element in any organization. A good, healthy reputation can have great benefits for a company, such as attracting customers and potential investors, motivating employees while attracting new top employees, and improving the overall financial performance of the company (Coombs 2010, 58). Corporate reputation has several definitions, and for the purpose of this thesis it will be defined as the result of stakeholders' accumulated experiences with a given company (Coombs 2010, 58), but it will also be viewed as being an emotional bond that stakeholders have with the company (Reputation Institute). According to Coombs, an organization's reputation is threatened by any crisis that might occur, and crisis communication minimizes any damage that might result from the crisis (Coombs 2010, 58). However, the case utilized in this thesis disagrees with his point, because although a crisis did occur, crisis communication was not applied, and the organization still managed to improve its reputation.

The results of this thesis will be based on the case of the Lego Group (from here now on Lego), Greenpeace and Shell, revolving around the situation in summer 2014 when Greenpeace campaigned against Lego's partnership with Shell. In 2014, Shell was drilling for oil in the Arctic, and Greenpeace did not agree with this. It initiated a campaign that was aimed at getting Lego to end its partnership with Shell, partly because Greenpeace found that Lego was not acting in correlation with its own policies in relation to responsibility and environmental issues. (Duff 2014) The vital part of the campaign was a video of a large Lego landscape made out of 120 kg of Lego blocks, being drowned in oil (Greenpeace 2014). In addition, Greenpeace gathered signatures from people around the world wanting Lego to stop the partnership with Shell, and ended up gathering more than a million signatures in a very short amount of time (Greenpeace 2014).


However, according to the Reputation Institute's RepTrak 100 survey, Lego rose from a 9th place in April 2014 (Reputation Institute 2014, 5) to a 5th place in April 2015 (Reputation

Institute 2015, 7). This means that although Greenpeace used the Lego brand in a negative context, and attracted much attention towards it, Lego managed to improve its reputation. What is more interesting, is the fact that Lego did so without using crisis communication – it only responded two times, and mostly to express its dissatisfaction with Greenpeace’s methods.


While crisis communication is not a factor in this case, the notion of reputation capital may be, along with favourable CSR activities. Reputation capital is the idea of an organization having such a positive reputation that it can endure crisis situations without reputational damage, and it can be closely connected to an organization’s CSR activities.

The interest in this case is to explore the reasons why Lego’s reputation was not hurt by this campaign, and thereby perhaps find ways to inspire organizations going through similar situations. In order to do so, several possibilities are considered:


 Has Lego managed to utilize effective crisis communication?

 This seems unlikely as Lego chose to respond to Greenpeace’s campaign only two times, and only to express disappointment over Greenpeace’s choice to use the Lego name in its disagreement with Shell. (See Appendix One and Two)

 Does Lego have reputation capital?

 This might be an important part of Lego’s reputational success as it is very active with its CSR activities, which might give it reputation capital and therefore help during crisis situations.

 Is the ineffectiveness of the Greenpeace campaign really a result of a poor Greenpeace reputation?

 This might also be a valid reason, because Greenpeace is often criticized for its methods.

🧱 Or did Lego fix the problem by not extending its contract with Shell?

🧩 While Lego refused to end its partnership with Shell, it did choose to not extend the contract at the end of the year, which might have had an effect.

This thesis aims to explore how a company can guard itself from major damage if falling into a crisis situation – or if it can guard itself.

The problem statement therefore becomes:

1.1 STATEMENT OF PROBLEM

How has Lego avoided reputational damage during the Greenpeace/Shell crisis?

2 METHODOLOGY

This chapter provides the reader with an overview of the methodology applied in this thesis. This entails the scientific approaches applied, the theoretical considerations, and an introduction to the hermeneutic spiral, which will be explained and related to the study at hand. Moreover, the research design, and the empirical data collection process will be addressed.

2.1 SCIENTIFIC APPROACH

2.1.1 EPISTEMOLOGY

Epistemological issues are concerned with the notion of what acceptable knowledge is. More precisely, it relates to the question of whether issues concerning the social world can and should be studied in the same manner as the natural sciences. The two epistemological positions that are in question are *positivism* and *interpretivism*. Positivism supports the view that social issues can and should be studied in the same manner as the natural sciences, while interpretivism does not. (Bryman 2012, 27)

According to Alan Bryman, the author of *Social Research Methods*, positivism is difficult to define, because authors tend to view the term differently, however, he has listed five different principles that describe the term in more detail.

- 🧱 The principle of phenomenalism – only what is confirmed by the senses can be warranted as actual knowledge.
- 🧱 The principle of deductivism – theory generates hypotheses that can be tested and allow laws to be assessed.
- 🧱 The principle of inductivism – through the gathering of facts, knowledge is gained and can provide the basis for laws (theories).
- 🧱 Objective science – science is conducted in a value free manner.

📖 Clear distinction between scientific and normative statements.

(Bryman 2012, 28)

In contrast to positivism, there is the epistemological position of interpretivism, which requires the social world to be studied very differently from the natural sciences. While positivism is concerned with explaining human actions, interpretivism is concerned with understanding and interpreting it. Interpretivism is very subjectively oriented and closely connected to the hermeneutics, which will be introduced below. (Bryman 2012, 28)

The study at hand will be conducted from an interpretivist view, because interpretation will be at the core of the study. The thesis' goal is to investigate how organizations can survive crisis situations without damage to the reputation, but it will be done through a single case study, meaning that interpretation of the data collected is necessary. Moreover, in order to reach the goal of the thesis, it is necessary to understand the mechanisms of the single case study that will be applied – the case of Lego, Greenpeace and Shell, rather than just seeking to explain it.

2.1.2 ONTOLOGY

Ontological issues are, on the other hand, concerned with the nature of social entities. The question is whether social phenomena are an external reality that social actors are not able to influence, or if it is built from the perceptions and actions of social actors. The former view is referred to as *objectivism* and the latter *constructionism*. (Bryman 2012, 32)

Constructionism considers social phenomena to be in constant change and revision through social interaction, and therefore a researcher is only able to present a specific version of reality at any given time. Objectivism considers reality to be more definitive. (Bryman 2012, 33)

The ontological position taken in the process of writing the thesis is constructionism, as the researcher considers reality to be in constant change, and that social actors have great influence on the surrounding world.

2.2 THEORETICAL CONSIDERATIONS

This section will provide the reader with a short introduction to deductive and inductive theory, and the theoretical considerations for the thesis at hand.

2.2.1 DEDUCTIVE THEORY

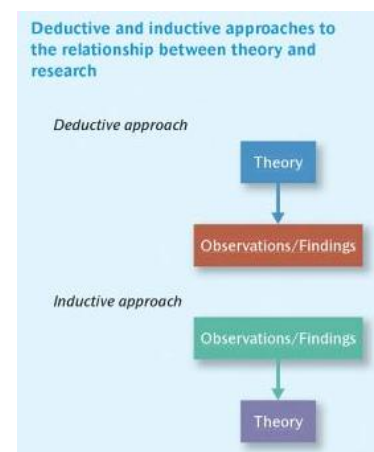
The deductive theory is most commonly applied in social research. It requires the researcher to deduce a hypothesis on the basis of pre-existing knowledge and theory, and then collect data to clarify further. The hypothesis is translated into researchable entities and operational goals in order to specify the collection of data. (Bryman 2012, 24-25)



Deductive theory is applied in this study, as it is theory and pre-assumptions that guide the data collection. The researcher will be working from the perception that Lego has been able to build up such a great reputation that it has resulted in a reputation capital, which has enabled it to stay unaffected by the Greenpeace campaign in 2014. There is also a pre-assumption that Greenpeace itself does not have a very good reputation and therefore has not been granted the credibility during its campaign that it could have, if it had been more popular. This pre-assumption comes from the viewing of comments on social media such as Facebook and YouTube, where people tend to criticize Greenpeace for its aggressive methods. (YouTube 2014)

2.2.2 INDUCTIVE THEORY

The inductive process works in the opposite direction, starting with the collection of data. The researcher seeks out patterns in the massive collection of data, and from these patterns a theory emerges. (Bryman 2012, 24-26)



While deductive theory will be applied for this study, inductive theory may also be implied. This will be the case, if the observations and findings of the researcher show that the theory or hypotheses may need revision.

2.3 THE HERMENEUTIC SPIRAL

Hermeneutics was originally applied in interpreting theological and legal texts, but has developed into being viewed as a science of the interpretation of human action (Bryman 2012, 712). There are different views on hermeneutics and what it entails; however, this thesis takes its departure in Gadamer's view. He seeks to reconcile between the subjectivities of both the present interpreter (the researcher) and the past creators (of objects of interpretation). Gadamer views prejudice and biases to be a precondition for any interpretation, as all people are naturally influenced by whatever cultural or historical experiences they have. The process of understanding is never-ending, as culture and tradition are ever-changing. (Barono 2015, 9)

The spiral is an illustration of how interpretation works in these hermeneutic terms. Whenever a researcher begins a specific study, he/she has a pre-assumption of what the reality is – a prejudice or bias, as Gadamer claims. During the research process, the researcher will gain new knowledge which will change his/her pre-assumption and lead to new assumptions. In the light of the new assumption, new knowledge is gained, and once again a new assumption arises. Arguably, the spiral never ends, because there is always something new to be learned, new knowledge to be gained.

In relation to the current thesis, hermeneutics is very relevant, as the study conducted, relies much on the subjective interpretation of the researcher. A subject such as reputation is in itself very open to interpretation, because it relies on the opinions of different people, all viewing the world in different ways. It would be an impossible task for the researcher to reach an ultimate truth in such a study, therefore, interpretation is necessary.

Interpretation is applied in relation to the surveys conducted for the thesis, and in the understanding of secondary data such as the RepTrak surveys. Moreover, the study of Lego's CSR approaches is also based on the researcher's subjective interpretation.

Summarily, the researcher of this study will attempt to reinterpret the data based on previous interpretations, in order to follow the hermeneutic spiral of expanding understanding of the subject.

2.4 RESEARCH STRATEGY

This section discusses the use of qualitative and quantitative research strategies, and the use of mixed methods research. Many authors distinguish clearly between qualitative and quantitative research, however, the use of both in combination is becoming more popular (Bryman 2012, 37).

2.4.1 QUANTITATIVE RESEARCH

This research strategy refers to the quantification of data, meaning that it relies on statistics and numbers. In relation to some of the other methodological considerations that have been covered previously, epistemology, ontology and theory, quantitative research can be construed as a research strategy that relates to: the practices of natural sciences and the epistemological position of positivism, the view of social phenomena being an objective reality not under the influence of social actors, and to a deductive approach to theory and research. (Bryman 2012, 36)

2.4.2 QUALITATIVE RESEARCH

Qualitative research strategy refers to the emphasis on words rather than numbers when collecting and analyzing data. This strategy relates to: the emphasis on individuals and their interpretation of the social world, the view of social reality being in constant change and revision through social interaction, and to an inductive approach to theory and research. (Bryman 2012, 36)

Fundamental differences between quantitative and qualitative research strategies		
	Quantitative	Qualitative
Principal orientation to the role of theory in relation to research	Deductive; testing of theory	Inductive; generation of theory
Epistemological orientation	Natural science model, in particular positivism	Interpretivism
Ontological orientation	Objectivism	Constructionism

2.5 RESEARCH DESIGN

This section is concerned with the selection of a research design for the thesis and with explaining the meaning of the research design that is chosen. Choosing a specific research design provides the researcher with a certain framework for the collection, interpretation and analysis of data. (Bryman 2012, 46)

2.5.1 CASE STUDY DESIGN

For this specific thesis, the case study design has been chosen. This entails a detailed analysis of a single case, and it can include a single community, a single person, or a single organization as in this case (Bryman 2012, 66-67). When working with a single case study, the researcher does not seek to generalize the findings, but more to go into depth with the nature of the specific case (Bryman 2012, 70). However, the researcher may learn something through a single case study that can be utilized elsewhere, or at least inspire further research in order to generalize the findings.

Case studies are often associated with qualitative research, however, in this case, mostly quantitative research will be applied, because it has not been possible to interview or observe relevant insiders. This means that it will be a survey research design that seeks to find relevant features to explain Lego's reputational success. (Bryman 2012, 76) However, qualitative aspects will be applied in the survey, such as 'open' questions where respondents are able to express their opinions more freely.

Furthermore, a case study is not just a case study, but can be distinguished by type of case. Some examples are: the *critical case*, the *unique case*, the *representative case*, the *revelatory case*, and the *longitudinal case*. The case with Lego can be described as a critical case, because the researcher seeks to get a better understanding of how an organization, Lego, is able to not only survive a crisis, but to actually improve its reputation during the crisis. Moreover, the researcher has several hypotheses or pre-assumptions about this and seeks to either falsify or corroborate them through the analysis of the collected data. (Bryman 2012, 70)

2.6 RESEARCH METHOD

This section will provide the reader with an overview of the data collection process and technique. (Bryman 2012, 46)

Much of the empirical data for this thesis will be collected through web surveys. The researcher will apply questionnaires in order to try and get some answers to some of the questions that are relevant for the case, and these questionnaires will be written in *Google Analysis/Forms*. By using this website for the questionnaires, it makes the data collection much easier. The researcher writes the relevant questions and submits them on the web page, which will generate a specific URL address for the questionnaire. This URL address is then shared through several networks such as social media, and Aalborg University's own internal mailing system on Moodle, and respondents can go directly to the webpage and answer the questions. (Bryman 2012, 671)

Moreover, secondary analysis is also applied in the thesis in the form of the RepTrak 100 survey, which documents Lego's high reputation and the fact that it has become better during the course of the Greenpeace/Shell crisis. There are several advantages to applying secondary data. For example: the researcher saves cost and time, can find quality data, and can spend more time on analysis. And for the purpose of this specific case, it makes sense to apply secondary data, because of the scarce resources and time available for writing the thesis. There are, of course, some limitations to secondary data as well. For example: the researcher is not familiar with the data, and has no control over the quality of the data. (Bryman 2012, 312-316)

2.7 EMPIRICAL DATA COLLECTION

The empirical data collection process will be described in this section. The data collected for this thesis has been gathered by sending out questionnaires online. Two separate questionnaires were written – one aiming at clarifying some questions about Lego in relation to the specific situation with Greenpeace and Shell, and another aiming at

revealing Greenpeace's reputation among the public. Both questionnaires are small-scale. The goal was to collect a minimum of 50 responses for each questionnaire, and they were sent out through social media (Facebook) and through the university platform (Moodle). The reason for choosing these channels was that they both enable a widespread audience. On Facebook people are able to share it, so that it is not only available to the researcher's network, but also to the researcher's network's networks. On Moodle, an international audience is also available, because many students are either exchange students from other countries or Danish students that have large networks internationally.

First the questionnaire about Lego was sent out. The questions aimed at revealing how people felt about Lego after the situation with Greenpeace and Shell, and what they actually knew about it. While the thesis is about Lego's reputation, an international survey, RepTrak 100, has already established that Lego has a remarkable reputation in general, so it seemed unnecessary to investigate this on a small scale, when large scale information was already available in the form of secondary data. This is why the focus remained on the specific situation with Greenpeace and Shell.

The second questionnaire focused on Greenpeace and how people feel about it. The aim was to try and establish if Greenpeace's own reputation was the reason why Lego was not affected much by its campaign. This was one of the researcher's pre-assumptions – that the Greenpeace campaign may not have been as destructive to Lego's reputation, because Greenpeace itself perhaps does not have such a good reputation, and therefore its campaign lost validity or credibility. If people like Lego and dislike Greenpeace, it would make sense that their opinion of Lego would not be affected by what Greenpeace has to say.

In both questionnaires, no specific theory or model was applied in making them. The focus lay on asking questions that would help the researcher answer the research questions. The two most important guidelines were to ask questions in a way that was easy to understand, and not to limit the respondents by only having closed questions with only

some specific answers available. That meant that the only closed questions were those that required a 'yes', 'no', or 'I do not know' answer. The rest of the questions, respondents were free to respond to in their own words. Some questions were phrased in a way that limited the answers somewhat, but respondents were still free to use their own words. These questions were, for example, the ones that asked the respondent to describe something with three words.

Furthermore, the two questionnaires were actually four questionnaires due to the fact that each of them were made in both English and Danish. The Danish version was only in case of language barriers, and respondents were asked to answer the English version if possible. The decision to make questionnaires in both languages was made, because the questionnaires were sent out and shared through the researcher's network, mostly on social media. And while the questionnaires were shareable, much of the researcher's immediate network does not necessarily have the English skills required to understand the questions and be able to answer them fully.

3 THEORY

This chapter focuses on the theoretical background for the thesis. The theories will be described, and the context and manner in which they are applied will be explained. This thesis relies heavily on the theoretical areas within Corporate Social Responsibility and Corporate Reputation.

3.1 CORPORATE SOCIAL RESPONSIBILITY

Several theories on Corporate Social Responsibility (CSR) exist. This section will offer a short introduction to some of the theories, and will go more in depth with the theories that are relevant to the study at hand. This thesis relies on the notion that CSR theories can be divided into four groups of theories: instrumental theories, political theories, integrative theories, and ethical theories (Garriga and Melé 2004, 53-62). These are described shortly below. Moreover, Carroll's CSR pyramid and the notion of Kyosei are introduced as well.

3.1.1 THE FOUR GROUPS OF THEORIES WITHIN CSR

3.1.1.1 INSTRUMENTAL THEORIES

Instrumental theories assume that CSR is an expression for wealth creation as the only social responsibility. The corporation is considered to be a means to an end – making a profit. (Garriga and Melé 2004, 52) Some of the theories under this label are: *maximizing shareholder value, strategies for competitive advantages, cause-related marketing* etc. (Garriga and Melé 2004, 53-55)

3.1.1.2 POLITICAL THEORIES

Political theories emphasize the social power of corporations, meaning that they accept social duties and participate in social cooperation. (Garriga and Melé 2004, 52) Some of the theories are: *Corporate constitutionalism, integrative social contract theory, corporate citizenship* etc. (Garriga and Melé 2004, 55-57)

3.1.1.3 INTEGRATIVE THEORIES

Integrative theories assume that corporations need to incorporate social demands in their business. (Garriga and Melé 2004, 52) Some of the theories are: *issues management, principle of public responsibility, stakeholder management* etc. (Garriga and Melé 2004, 58-60)

3.1.1.4 ETHICAL THEORIES

Ethical theories emphasize the relationship between business and society with ethical values and view the social responsibilities of corporations as ethical obligations. (Garriga and Melé 2004, 53) The theories under this label are: *normative stakeholder management, universal rights, sustainable development, and the common good approach*. (Garriga and Melé 2004, 60-62)

When browsing through Lego's website, it is noticeable that the company seeks to do sustainable business, and to influence the world and children in it as positively as possible (Vestbjerg 2015). It can be argued that this shows an ethical approach to CSR, and therefore this thesis will take its departure in the view that Lego has a highly ethical

approach to its CSR activities. To be a little more precise, it seems that it has features that correspond with three of the theories under this label, and these will be described in more detail below.

3.1.1.4.1 UNIVERSAL RIGHTS

Central to CSR, is the protection of human rights. Several approaches exist that have human rights, labour rights and environmental protection at heart – UN Global Compact, The Global Sullivan Principles, and the certification SA8000. They are all based on the Universal Declaration of Human Rights. (Garriga and Melé 2004, 61)

3.1.1.4.2 SUSTAINABLE DEVELOPMENT

The approach was developed on macro level rather than corporate level, but it needs corporate contribution. It first widespread when the Brutland Report was published by The World Commission on Environment and Development. Originally it only took into account the environmental factor; however, it has expanded into including the social dimension as well.

3.1.1.4.3 THE COMMON GOOD APPROACH

This approach considers the common good to be a responsibility of every social player, corporations as well. Corporations are able to contribute in multiple ways, for example, they provide goods and services that are needed in society, they create wealth in society etc. This approach is very closely connected to the notion of Kyosei – a Japanese concept explained in detailed further down.

For example:

- 🧱 Lego conforms to the ten principles of the UN Global Compact (The Lego Group 2015), and moreover, to the ten Children's Rights and Business Principles (Vestberg 2015), corresponding with the universal rights theory.

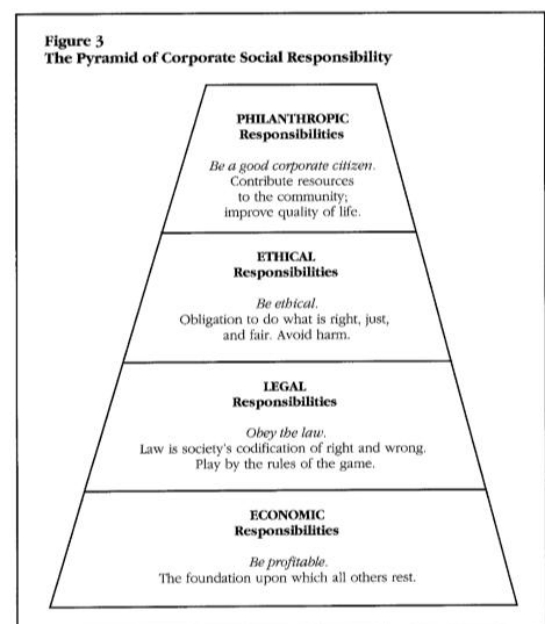
🧱 Lego is very conscious about its development, and puts much emphasis on sustainability and the need for resources in the future. This corresponds to the sustainable development theory.

🧱 Lego also contributes to the local communities, and the environment at large. For example, Lego engages its employees in volunteer activities benefitting local communities – Lego volunteers organized a play day and helped with reconstructions at a home for underprivileged children in the Czech Republic (Vestberg 2015). Lego also aims at using 100% renewable energy in 2020, and therefore has invested in an offshore wind farm in Germany (Vestberg 2015). This corresponds with the common good approach, which seems to carry some of the features of Carroll's CSR pyramid – more precisely the *philanthropic responsibilities*. Moreover, Lego has attributes corresponding with *Kyosei*, a Japanese concept that explains how companies can cooperate for the benefit of the common good.

3.1.2 CARROLL'S CSR PYRAMID

Archie B. Carroll, a professor Emeritus who is an expert in the area of corporate social responsibility (Terry College of Business), suggests that there are four kinds of social responsibilities to total CSR: economic, legal, ethical and philanthropic. The

ethical and philanthropic responsibilities have gained more and more importance over the years. (Carroll 1991, 40)



3.1.2.1 ECONOMIC RESPONSIBILITIES

Originally, corporations were considered to have the economic responsibility of providing goods that were needed and wanted in society, while making an acceptable profit doing

so. Over the years, the incentive became to make maximum profit. There are five important components to the overall term: maximizing earning per share, being as profitable as possible, maintaining a strong competitive position, maintaining a high level of operating efficiency, and being consistently profitable. The economic responsibilities are essential to the other business responsibilities as well. (Carroll 1991, 40-41)

3.1.2.2 LEGAL RESPONSIBILITIES

Corporations are expected to act within the law, as part of the social contract between business and society. So, while it is important that a corporation makes a profit (economic responsibility), it is equally important that it complies with the laws and regulations set forth by authorities or governments. There are five important features to the legal responsibility as well: being consistent with expectations of government and law, complying with federal, state and local regulations, being a law-abiding corporate citizen, fulfilling legal obligations, providing goods/services that meet legal requirements. (Carroll 1991, 40-41)

3.1.2.3 ETHICAL RESPONSIBILITIES

These responsibilities cover the practices and activities that are expected of corporations by members of society, but have not been written as laws. They relate to the norms and standards about what is regarded as fair and just. The five most important components of ethical responsibility are: consistency with the expectations of society and ethical norms, respecting new moral norms, preventing compromise of ethical norms to achieve corporate goals, doing what is expected morally or ethically, and recognizing that integrity and ethical behaviour are more than compliance with laws and regulations. (Carroll 1991, 41)

3.1.2.4 PHILANTHROPIC RESPONSIBILITIES

Philanthropic responsibilities relate to activities that corporations engage in as a response to the expectation that corporations should be good corporate citizens. This could include financial contributions to the arts, human welfare organizations etc. It could also be

employee time for humanitarian purposes. The difference between ethical and philanthropic responsibilities is that the latter is more voluntary. While it is desired by society, the corporation will not be viewed as unethical should it choose not to fulfil the philanthropic responsibilities. The five most important features of philanthropic responsibilities are: consistency with philanthropic and charitable expectations of society, assistance to the fine and performing arts, participation in voluntary/charitable activity within local communities, assistance to private and public educational institutions, and voluntary assistance of projects which enhance the quality of life in a community. (Carroll 1991, 40-41)

3.1.3 KYOSEI

Kyosei is a concept with roots from early Japan (Kaku 1997, 60), and can best be defined as a “spirit of cooperation”. It relies on the notion that individuals and corporations work together for the common good. (Kaku 1997, 55) Kyosei consists of five stages: *economic survival, cooperating with labour, cooperating outside the company, global activism, and the government as a Kyosei partner* (Kaku 1997, 56).

3.1.3.1 ECONOMIC SURVIVAL

The first stage of Kyosei is similar to the economic responsibilities of Carroll’s CSR pyramid. At this stage, the cooperation aims at securing a consistent profit. It provides goods for the community to buy, and purchases local materials. While a corporation needs to make a profit, it is important to remember that there are other important things to consider as well, because corporations play a role in a larger context. (Kaku 1997, 56)

3.1.3.2 COOPERATING WITH LABOUR

This stage concentrates on the cooperation between the workers and the managers in a corporation. When this is accomplished, the two parties will consider each other to be vital to the company’s survival. The cooperation becomes part of every employee’s personal ethical code. (Kaku 1997, 56)

3.1.3.3 COOPERATING OUTSIDE THE COMPANY

Stage three is about cooperating with outside groups. These groups could be suppliers, customers, competitors etc. For example: the corporation should provide support for suppliers, and in return, the suppliers should provide the corporation with high quality products; the corporation receives customers' loyalty, because it is helpful towards them; or the corporation should participate in joint ventures/partnerships with competitors, for the sake of the common good. All of these examples are representative of the third stage of Kyosei. (Kaku 1997, 56)

3.1.3.4 GLOBAL ACTIVISM

When it comes to the fourth stage of Kyosei, global activism, it is important for corporations to remember that the aim is to have a positive effect on global issues. For example, when choosing a foreign location for a production facility, it should be somewhere that the home country has a trade surplus with. Establishing research and development in foreign countries also makes it possible for the corporation to improve the quality of life for the local community by training engineers etc. A corporation may also be able to reduce pollution when introducing the correct technology to its production around the world, helping the global environment. (Kaku 1997, 56)

3.1.3.5 THE GOVERNMENT AS A KYOSEI PARTNER

Corporations in the fifth stage are rare. At this point a corporation will use its power, wealth, and influence to convince national governments to rectify imbalances on the global playing field. (Kaku 1997, 56)

3.1.4 CRITIQUE OF CSR THEORIES

The three CSR theories/approaches that are applied in this thesis do have some limitations to them, which will be elaborated shortly on in this section.

The theory chapter began with a description of four groups of CSR theories/approaches – instrumental theories, political theories, integrative theories, and ethical theories. For the

case applied in the thesis, the ethical theories are of relevance. There are four theories/approaches within this group – normative stakeholder theory, universal rights, sustainable development, and the common good approach. The first is considered irrelevant in this case. The remaining three have been described and applied in the thesis. The most explicit problem with such theories lies in the fact that there is a tendency towards viewing a company's approach to CSR as being either one theory or another theory (Garriga and Melé 2004, 65). In reality, a company may very well be approaching its CSR activities with combined attributes from several (ethical) theories. This thesis will be working with a combination of ethical theories.

The second CSR theory is Carroll's CSR Pyramid, which emphasizes four main responsibilities a company should fulfil. While all responsibilities are of importance, the economic and legal responsibilities are considered to be the more basic ones, while ethical and philanthropic responsibilities have gained much more attention in recent years. The philanthropic responsibilities, though, are much more voluntary in nature than the ethical. Essentially, the theory proposes that a company builds its CSR around the four responsibilities. The pyramid has been criticized for the notion of having an economical definition as the foundation from which the rest should come after or from, meaning that a company would only be considered socially responsible if it fulfils the economic responsibilities of maximising profit. Moreover, it has received criticism for the lack of ability to explain complex relationships between business, society and the environment. (Claydon 2011, 409-410) These critiques, however, do not affect this thesis.

The third and last theory within CSR, although not a literal CSR theory, is the notion of Kyosei. The critique of this is under the "too idealistic"-category (Kaku 1997, 57). Kyosei is in its nature a very *beautiful* theory on how to benefit the common good by establishing a healthy economical foundation, cooperating internally and externally, contributing with global activism, and establishing Kyosei partnerships with governments to influence legislation. If all organizations were able to conduct business in this manner, the world would be much more balanced. However, not many organizations seem to apply this

approach in their business conduct, most likely because it seems too ambitious and unrealistic. This thesis applies Kyosei in terms of corroborating Lego's actions with the other theories, because does not knowingly apply Kyosei, although it does have many attributes that are comparable.

3.2 CORPORATE REPUTATION

As mentioned in the Introduction chapter, corporate reputation has many definitions. This thesis will view corporate reputation as the result of stakeholders' accumulated experiences with a given company (Coombs 2010, 58), and as being an emotional bond that stakeholders have with the company (Reputation Institute). The following section will put emphasis on the notion of reputation capital and on reputation measurement/theory based on the RepTrak System.

3.2.1 REPUTATION CAPITAL

Reputation capital can be described as a presumption that exists within the area of reputation management. It is possible to find a theoretical specification that is based upon investment strategies in the financial markets. Just as a corporation would build up financial capital, it can also build up reputational capital. According to Wreschniok and Klewes, there are four strategies for doing so: hedge strategy, growth strategy, value strategy, and total return strategy. (Wreschniok and Klewes 2009, 365-366) In the following, these strategies will be described and explained.

3.2.1.1 HEDGE STRATEGY

A hedge strategy within reputation management relies on putting a communicative focus on a specific person/topic in order to drive reputation. If the goals of the company are achieved, the company can bank on the expectations that were set forth by the communications strategy. Essentially, the company uses a communications strategy, making promises that it is expecting to be able to fulfil at a later time, and if it does, there

is reputational capital to be gained. (Wreschniok and Klewes 2009, 366) Hedge strategies are mostly used by new businesses in niche markets. (Wreschniok and Klewes 2009, 368)

3.2.1.2 GROWTH STRATEGY

When applying a growth strategy within reputation management, the focus is on identifying the reputational drivers, and the areas where reputation management can improve the competitive position. Stakeholder analyses are conducted to do so. Investors are interested in entire sectors of the economy, rather than being interested in individual companies. The strategy is mostly applied by global companies with complex business etc. Essentially, the goal is to find out, beforehand, which reputational drivers and which areas of focus will be necessary in the future to gain a competitive position reputation wise. (Wreschniok and Klewes 2009, 368)

3.2.1.3 VALUE STRATEGY

This strategy focuses on individual companies, and has a significant inward view. This means that the target groups are employees, partners and clients. It is of great importance to keep high ethical standards with regards to stakeholders. (Wreschniok and Klewes 2009, 370) Outwardly, the company applies corporate communication that strengthens reputation (Wreschniok and Klewes 2009, 371). The value strategy is typical for family-owned SME's with good reputations (Wreschniok and Klewes 2009, 372).

3.2.1.4 TOTAL RETURN STRATEGY

A total return strategy is a low risk strategy, only concerned with safe bets, so to say. This, however, implies that the reputational gain is not as high as with other strategies. What is also very typical is the lack of interest in internal and external communications.

Companies that apply this strategy focus mainly on the quality of the product and rely on this to be enough to secure customer satisfaction. This could become problematic in this time, when the media/internet has great influence. Crises can occur very easily for a company, because information (true or false) can spread quickly and easily, and companies that apply total return strategies suffer because of their non-communicative

approach. That is, when reputation is in danger, these companies have a hard time salvaging it. (Wreschniok and Klewes 2009, 372-373) This strategy is most often applied by industry, but also SME's with clients that are mostly businesses (Wreschniok and Klewes 2009, 374).

3.2.2 REPTRAK SYSTEM FOR REPUTATION MEASUREMENT

The RepTrak system for reputation measurement consists of seven dimensions that each consist of several variables/attributes, 23 in total. (Fombrun, Ponzi and Newburry 2015, 9)

3.2.2.1 PRODUCTS & SERVICES

The product/services dimension is concerned with whether stakeholders, mainly customers, are satisfied with the organization's products and services, and how this affects their opinion about the organization. Most people tend to view a company from experience with its products. (Fombrun, Ponzi and Newburry 2015, 6) The main attributes to be considered for this dimension are:

- 🧱 Does the company offer high quality products and services?
- 🧱 Does the company offer products and services that are a good value for the money?
- 🧱 Does the company stand behind its products and services?
- 🧱 Does the company meet customer needs?

(Fombrun, Ponzi and Newburry 2015, 9)

3.2.2.2 INNOVATION

An organization that strives to do something new and innovative in its business activities will often receive admiration for doing so, meaning that it will attract favourable attention from stakeholders (Fombrun, Ponzi and Newburry 2015, 6). The main attributes for this dimension are:

- 🧱 Is the company innovative?
- 🧱 Is the company generally the first to go to market with new products and services?

- Does the company adapt quickly to change?

(Fombrun, Ponzi and Newburry 2015, 9)

3.2.2.3 WORKPLACE

Research shows that stakeholders have positive feelings towards companies that ensure good workplaces, and employees commit long-term to them while promoting the company externally. As important as it is for reputation, it is equally important in terms of recruiting high-quality employees. (Fombrun, Ponzi and Newburry 2015, 6) The workplace attributes are:

- Does the company reward its employees fairly?
- Does the company demonstrate concern for the health and well-being of its employees?
- Does the company offer equal opportunities in the workplace?

(Fombrun, Ponzi and Newburry 2015, 9)

3.2.2.4 GOVERNANCE

Governance is a very important element in reputation management, because organizations are constantly being monitored in relation to it. Companies that are perceived to be ethical and transparent in its business activities, and in its supply chain management (Code of Conduct etc.), are much more likely to gain the trust and admiration of stakeholders. (Fombrun, Ponzi and Newburry 2015, 7) The attributes that represent the governance dimension are:

- Is the company open and transparent about the way it operates?
- Does the company behave ethically?
- Is the company fair in the way it does business?

(Fombrun, Ponzi and Newburry 2015, 9)

3.2.2.5 CITIZENSHIP

Good deeds are respected, studies show, and therefore corporate citizenship is important in reputation management, as is it to communicate about the responsible activities a

company engages in. this builds trusts and thereby reputation. Citizenship entails both socially responsible behaviour as well as environmental sustainability. (Fombrun, Ponzi and Newburry 2015, 7) The citizenship dimension entails the following attributes:

- 🧱 Does the company act responsibly to protect the environment?
- 🧱 Does the company support good causes?
- 🧱 Does the company have a positive influence on society?

(Fombrun, Ponzi and Newburry 2015, 9)

3.2.2.6 LEADERSHIP

Good likeable leaders can be very attracting attributes for an organization. They are able to attract media coverage and endorsements, which signals to the organization's stakeholders that it is credible and trustworthy, improving its reputation. (Fombrun, Ponzi and Newburry 2015, 8) The main attributes under this dimension are:

- 🧱 Does the company have a strong and appealing leader?
- 🧱 Does the company have a clear vision for its future?
- 🧱 Is the company well-organized?
- 🧱 Does the company have excellent managers?

(Fombrun, Ponzi and Newburry 2015, 9)

3.2.2.7 PERFORMANCE

In terms of performance, it is important for an organization to signal to stakeholders its profitability and prospects for growth, especially investors. If an organization is profitable and has prospects for future growth, it signals to stakeholders that it is reaching its objectives, meaning that it is most likely meeting stakeholders' expectations in a range of areas. (Fombrun, Ponzi and Newburry 2015, 8) Important attributes for performance are:

- 🧱 Is the company profitable?
- 🧱 Does the company deliver financial results that are better than expected?
- 🧱 Does the company show strong prospects for future growth?

(Fombrun, Ponzi and Newburry 2015, 9)

3.2.3 CRITIQUE OF CORPORATE REPUTATION THEORIES

Two corporate reputation approaches are applied in the thesis. The first is the appliance of financial capital strategies in reputation management, meaning that instead of applying them to gain financial capital, the organization applies them to gain reputational capital. There are four strategies – hedge-, growth-, value-, and total return strategies. The strategies are used to evaluate Lego's approach to reputation management. The approaches are financially recognized, however, there may be limitations to their use in reputation management. The researcher at least recognizes the possibility that financial and reputational capital may not be treated in the same manner.

The second corporate reputation theory is the RepTrak system for reputation measurement, which will be applied in the analysis of Greenpeace's reputation. The theory in itself is not critiqued here, but there may be limitations in this thesis. It is normally applied as a guide to the RepTrak annual survey. In this thesis, the data collection process and theoretical assessment process were misaligned, resulting in an inconsistency between the theory's framework, and the questions in the survey that was conducted. This is no fault of the theory, but of the researcher.

4 EMPIRICAL MATERIAL

In this chapter, the empirical material will be described, both the primary data – two web-surveys conducted by the researcher, and the secondary data – RepTrak 100 surveys and CSR RepTrak survey. The aim is to help the reader understand the data on which the thesis is based.

4.1 QUESTIONNAIRES

4.1.1 LEGO'S PARTNERSHIP WITH SHELL

The questionnaire had 50 respondents in total, 17 respondents to the Danish version and 33 to the English version. Below, the responses to the questions will be explored and

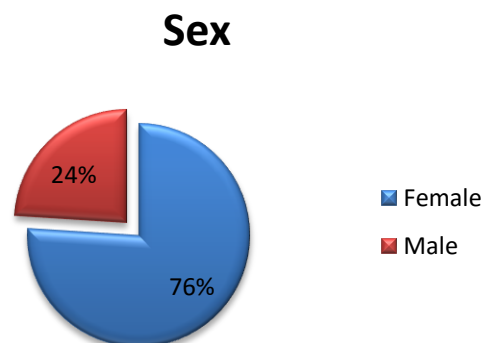
analyzed, both in a statistical manner and in an interpretive manner. Also, the importance of the different questions and responses will be explained.

As there were 50 respondents to the questionnaire, this number corresponds with a full 100%, meaning that every respondent accounts for 2% ($100\% / 50 \text{ respondents} = 2\%$) (See Appendix Three for full questionnaire)

4.1.1.1 *SEX*

The respondents were asked about their gender, and from the results, it seems that most respondents were female.

Female	-	38 respondents	* 2%	= 76%
Male	-	12 respondents	* 2%	= 24%

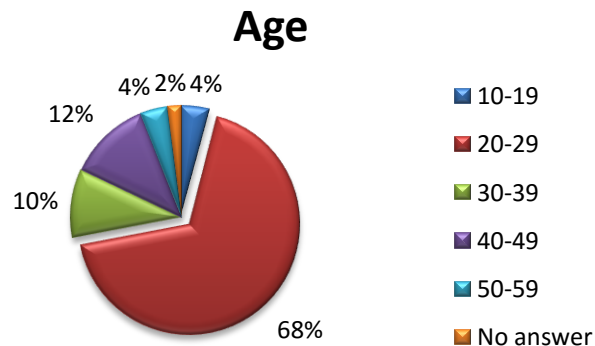


4.1.1.2 *AGE*

Respondents were also asked about their age, and were free to write their age themselves; however, for the purpose of statistical analysis, the responses have been grouped in age intervals in the analysis process.

Age 10-19	-	2 respondents	* 2%	= 4%
Age 20-29	-	34 respondents	* 2%	= 68%
Age 30-39	-	5 respondents	* 2%	= 10%

Age 40-49	-	6 respondents	* 2%	= 12%
Age 50-59	-	2 respondents	* 2%	= 4%
No answer	-	1 respondents	* 2%	= 2%



It seems that most of the respondents are between 20 and 29 years old.

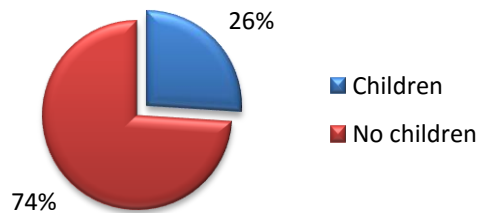
Out of the 34 respondents between 20-29 years of age, 24 respondents were female. That means that almost half of the respondents were females between the ages of 20 and 29 (48%).

4.1.1.3 CHILDREN

As the thesis is about Lego, the researcher found it interesting to ask the respondents if they have children, mostly because there was an interest in finding out if having children had an effect on people's willingness to be influenced by a campaign such as the one Greenpeace made. The children's age was considered not to be of importance in this case, because Lego has been around for so long that even the older generations would most likely have known it. However, most of the respondents did not have children.

Children	-	13 respondents	* 2%	= 26%
No Children	-	37 respondents	* 2%	= 74%

Children



Furthermore, if looking at how many of the females between the ages of 20 and 29 have children, the number becomes very small – only two female respondents between the ages of 20 and 29 have children (4%).

4.1.1.4 KNOWLEDGE OF THE LEGO COMPANY

When asked if they know the Lego company, all of the respondents answered yes. This is very positive, because it means that they all are somewhat able to give their opinion about it.

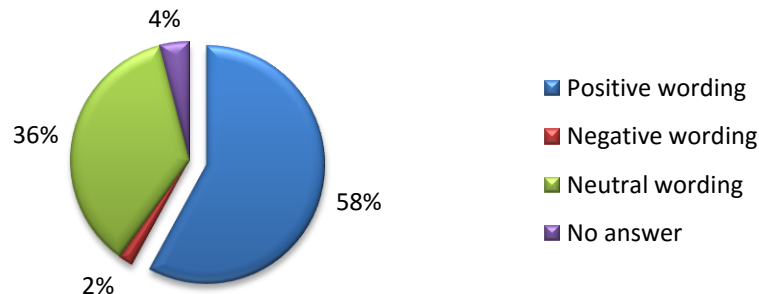
4.1.1.5 DESCRIPTION OF LEGO WITH 3 WORDS

The respondents were asked to describe Lego with three words, and most of them did so, but some only wrote one or two, and some did not answer the question at all. In order to create a statistical analysis, the responses were divided into four groups. One group consists of respondents that answered purely positively, a second group consists of respondents that responded purely negatively, a third group consists of those respondents that used some sort of neutral wording or words that can be interpreted both positively and negatively, and then there is one last group of respondents who did not answer the question at all.

Positive wording	-	29 respondents	* 2%	= 58%
Negative wording	-	1 respondent	* 2%	= 2%
Neutral wording	-	18 respondents	* 2%	= 36%

No answer - 2 respondents * 2% = 4%

Description of Lego with 3 Words



Some examples of the positive responses are:

"Innovativ, Motiverende, Dygtig" (Innovating, Motivating, Skilled)

"Fun, Educational, robust"

"Clever, Innovative, Fun"

The one negative response was:

"lukkethed - kapital - uansvarlig" (Closed, capital, irresponsible)

Some examples of the responses that have been labelled neutral:

"Innovativ, Kreativ, Dansk" (Innovating, Creative, Danish)

"farverigt, til børn, global virksomhed" (colourful, for children, global company)

"Tradition, kreativitet, velstand" (Tradition, creativity, prosperity)

"Big company, educational, responsible."

"Creative, World wide, Foregoing"

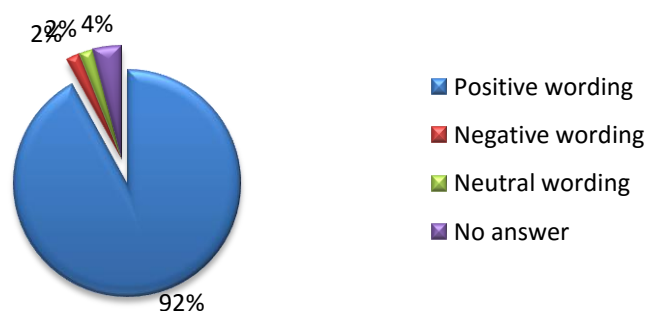
"Danish, family-oriented, political"

While many of the words are positive, words like *"Danish"*, *"global"*, *"velstand"* (prosperity), *"big"*, *"world wide"*, and *"political"* are hard to categorize as positive or negative. All but one of the *neutral* answers consisted of several words, and in most of them, only one of the words was considered neutral. The other words were positive, making it somewhat logical

for the researcher to conclude that the respondent meant the *neutral* word in a positive way as well. Therefore, the researcher has interpreted all of the *neutral* answers as positive except one. That one answer consists of only one word: “Big”, and this makes it hard to interpret, because the respondent did not give any other indications to the researcher on whether it was meant positively or negatively. Therefore, that one response remains neutral.

Positive wording	-	46 respondents	* 2%	= 92%
Negative wording	-	1 respondent	* 2%	= 2%
Neutral wording	-	1 respondents	* 2%	= 2%
No answer	-	2 respondents	* 2%	= 4%

Description of Lego with 3 Words



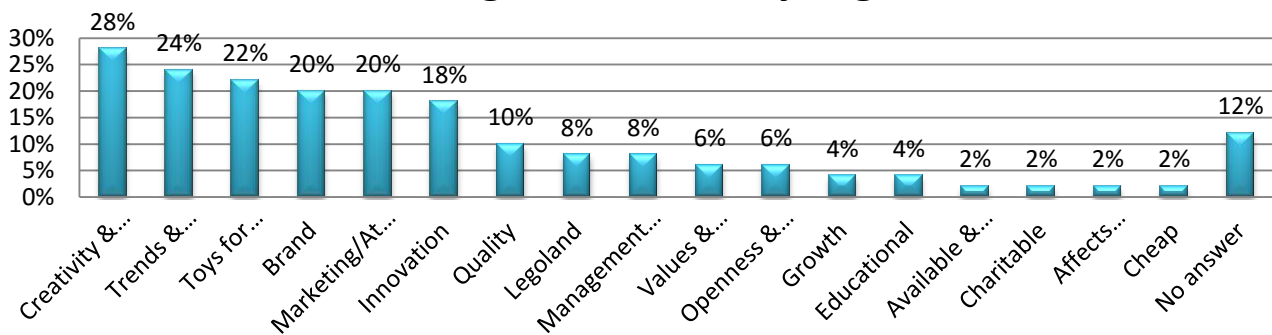
4.1.1.6 1-3 THINGS WELL DONE BY LEGO

Respondents were asked to mention between one and three things they think Lego does well. The researcher was able to find many similar answers, and chose to look at how many respondents said for example ‘branding’, ‘quality’, ‘educational’ etc. The percentage does not add up to 100%, because every respondent mentioned several things, meaning that one respondent may be accounted for in up to three of the categories.

Creativity & Play	-	14 respondents	* 2%	= 28%
Trends & Development	-	12 respondents	* 2%	= 24%

Toys for Everyone	-	11 respondents	* 2%	= 22%
Brand	-	10 respondents	* 2%	= 20%
Marketing/ Attention/				
Familiarity	-	10 respondents	* 2%	= 20%
Innovation	-	9 respondents	* 2%	= 18%
Quality	-	5 respondents	* 2%	= 10%
Legoland	-	4 respondents	* 2%	= 8%
Management & Treat-				
ment of Employees	-	4 respondents	* 2%	= 8%
Values &				
Danish Culture	-	3 respondents	* 2%	= 6%
Openness &				
Handling of Crises	-	3 respondents	* 2%	= 6%
Growth	-	2 respondents	* 2%	= 4%
Educational	-	2 respondents	* 2%	= 4%
Available & Present	-	1 respondent	* 2%	= 2%
Charitable	-	1 respondent	* 2%	= 2%
Affects Legislation in				
Europe	-	1 respondent	* 2%	= 2%
Cheap	-	1 respondent	* 2%	= 2%
No Answer	-	6 respondents	* 2%	= 12%

Things Well Done by Lego

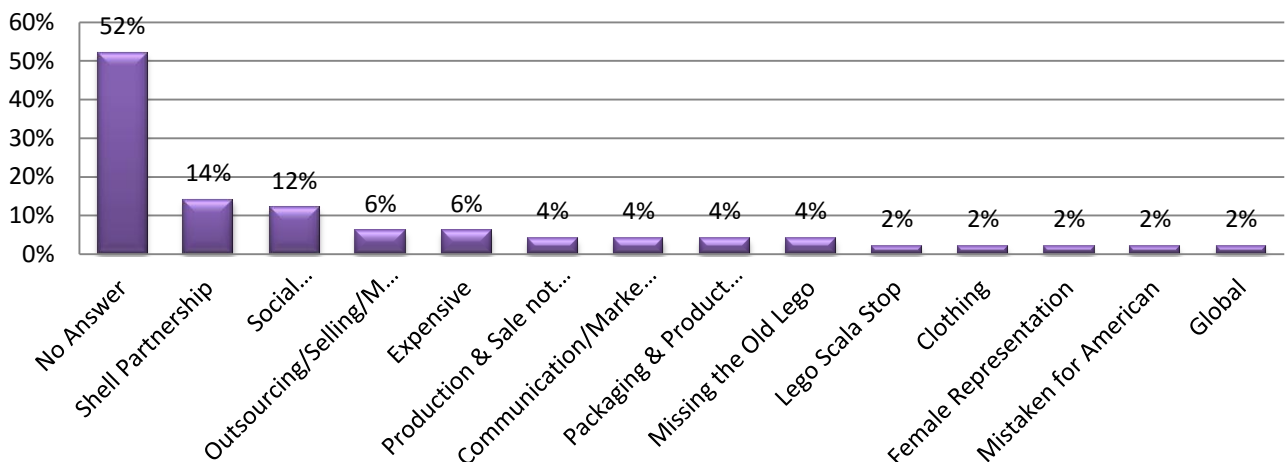


4.1.1.7 1-3 THINGS BADLY DONE BY LEGO

Respondents were also asked to mention between one and three things they think Lego does badly. Once again, the researcher chose to look at how many respondents said a specific thing. The percentage does not add up to 100%, because every respondent mentioned several things, meaning that one respondent may be accounted for in up to three of the categories.

No Answer	-	26 respondents	* 2%	= 52%
Shell Partnership	-	7 respondents	* 2%	= 14%
Social Responsibility/ Environmental Issues	-	6 respondents	* 2%	= 12%
Outsourcing/Selling/ Moving	-	3 respondents	* 2%	= 6%
Expensive	-	3 respondents	* 2%	= 6%
Production & Sale not Aligned	-	2 respondents	* 2%	= 4%
Communication/ Marketing	-	2 respondents	* 2%	= 4%
Packaging & Product Amount not Aligned	-	2 respondents	* 2%	= 4%
Missing the Old Lego	-	2 respondents	* 2%	= 4%
Lego Scala Stop	-	1 respondent	* 2%	= 2%
Clothing	-	1 respondent	* 2%	= 2%
Female Representation	-	1 respondent	* 2%	= 2%
Mistaken for American	-	1 respondent	* 2%	= 2%
Global	-	1 respondent	* 2%	= 2%

Things Badly Done by Lego



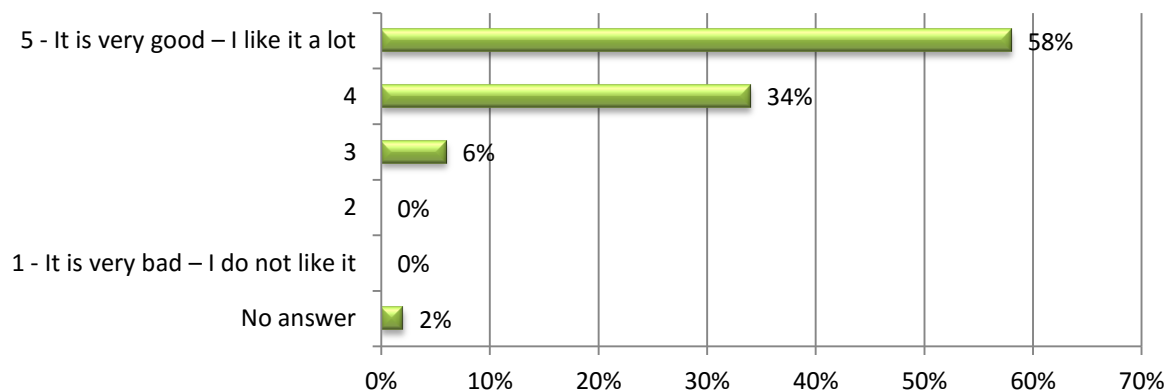
Over half of the respondents did not answer this question, or simply wrote that they do not know or that they cannot think of anything.

4.1.1.8 OPINION ABOUT THE LEGO COMPANY

Respondents were asked about their view on the Lego company, and were given the options one to five – one being “It is very bad – I do not like it” and five being “It is very good – I like it a lot”. The question was focused on the respondents’ opinions on the company as a whole, and its role and responsibility in society.

No Answer	-	1 respondent	* 2%	= 2%
1	-	0 respondents	* 2%	= 0%
2	-	0 respondents	* 2%	=0%
3	-	3 respondents	* 2%	= 6%
4	-	17 respondents	* 2%	= 34%
5	-	29 respondents	* 2%	= 58%

Opinion about the Lego Company



Over half of the respondent gave Lego a score of five, and there were no scores in the negative end.

4.1.1.9 KNOWLEDGE OF PARTNERSHIP BETWEEN LEGO & SHELL

The next question was about the knowledge of Lego's partnership with Shell.

Knowledge of

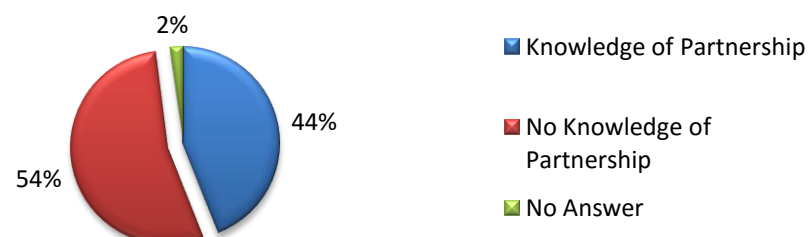
Partnership	-	22 respondents	*2 %	= 44%
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No Knowledge of

Partnership	-	27 respondents	* 2%	= 54%
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No Answer	-	1 respondent	* 2%	= 2%
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Knowledge of Partnership between Lego & Shell



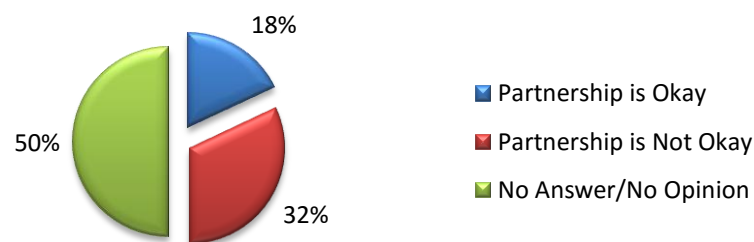
The division between those who know about the partnership and those who do not is almost equal; however, there are a 54% that do not know about it.

4.1.1.10 OPINION ABOUT THE PARTNERSHIP

When asked about their opinion of the partnership between Lego and Shell, half of the respondents did not answer or did not have an opinion on the matter.

Partnership is Okay	-	9 respondents	* 2%	= 18%
Partnership is Not Okay	-	16 respondents	* 2%	= 32%
No Answer/No Opinion-		25 respondents	* 2%	= 50%

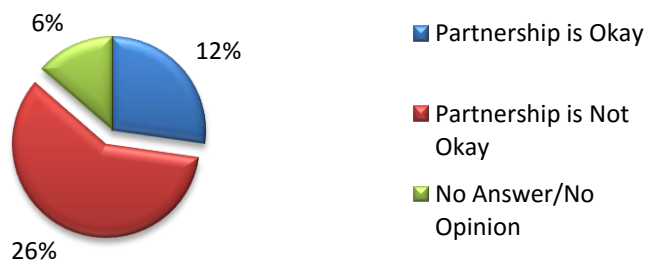
Opinion about the Partnership



The above accounts for all of the respondents, however, the numbers are not realistic, because some of the responses are from respondents who were not aware of the partnership between Lego and Shell, according to their answers to the previous question. Therefore, only the answers of the respondents who knew about the partnership should be accounted for here.

Partnership is Okay	-	6 respondents	* 2%	= 12%
Partnership is Not Okay	-	13 respondents	* 2%	= 26%
No Answer/No Opinion-		3 respondents	* 2%	= 6%

Opinion about the Partnership

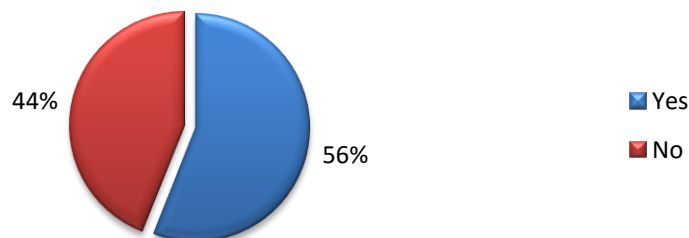


26% of the respondents are aware of the partnership and feel that it is not okay, and 12% think it is okay for Lego to cooperate with Shell.

4.1.1.11 KNOWLEDGE OF GREENPEACE CAMPAIGN

The next question was whether the respondents knew about the campaign that Greenpeace launched in 2014 against Lego's partnership with Shell. 56% knew the campaign and 44% did not.

Knowledge of Greenpeace Campaign



The above numbers account both those who knew about the partnership and those who did not. However, it is considered valid, because it is possible that people had seen the viral video from Greenpeace although they did not know about the partnership. For the sake of being thorough, the researcher has also looked into how many of only those that knew about the partnership, knew about the campaign. 38% of the respondents knew about both the partnership and the campaign against it, while 6% knew about the partnership, but not the campaign.

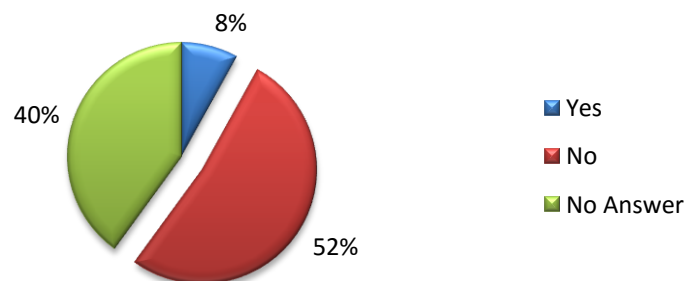
4.1.1.12 EFFECT OF GREENPEACE CAMPAIGN

The next question aimed at finding out if the campaign had an effect on the respondents.

Most of the respondents did not feel that the campaign had had an effect.

Yes	-	4 respondents	* 2%	= 8%
No	-	26 respondents	* 2%	= 52%
No Answer	-	20 respondents	* 2%	= 40%

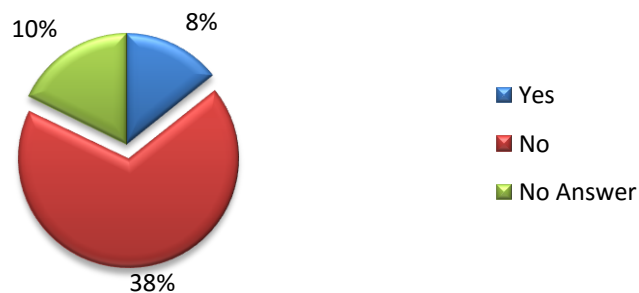
Effect of Greenpeace Campaign



However, once again the numbers are not realistic when taking all of the respondents into account, because some of them did not know the campaign. Only the 56% that knew the campaign should be accounted for.

Yes	-	4 respondents	* 2%	= 8%
No	-	19 respondents	* 2%	= 38%
No Answer	-	5 respondents	* 2%	= 10%

Effect of Greenpeace Campaign

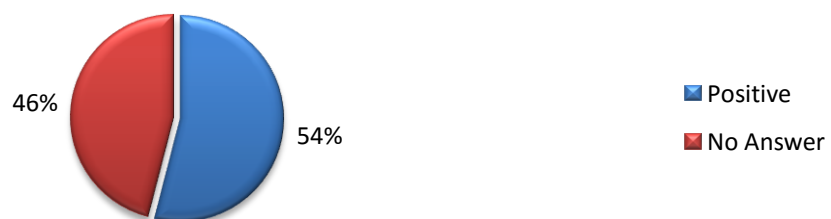


These numbers are important, because they reveal that although Greenpeace used Lego in their campaign, people were not affected much by it.

4.1.1.13 OPINION OF LEGO BEFORE GREENPEACE CAMPAIGN

When asked about their opinion of Lego before the campaign, respondents either answered positively or did not answer at all. It was fairly equal, although the positive answers are ahead.

Opinion of Lego before Greenpeace Campaign



4.1.1.14 CHANGE IN VIEW ON LEGO AFTER GREENPEACE CAMPAIGN

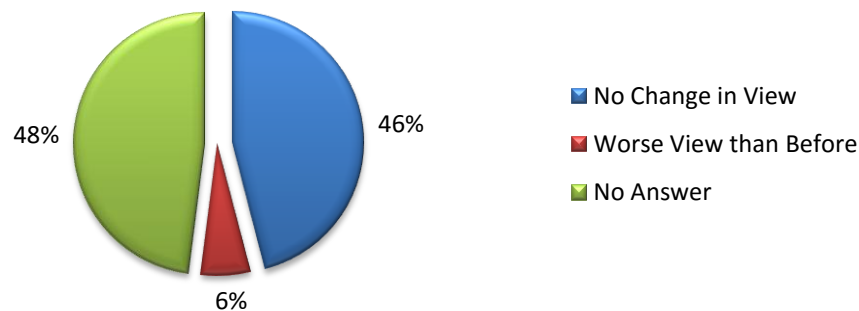
When asked if they had experienced any changes in their view on Lego after the Greenpeace campaign, most of the respondents did not answer, and only a few had had their view changed to the worse. The rest experienced no change.

No Change in View	-	23 respondents	* 2%	= 46%
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Worse View than

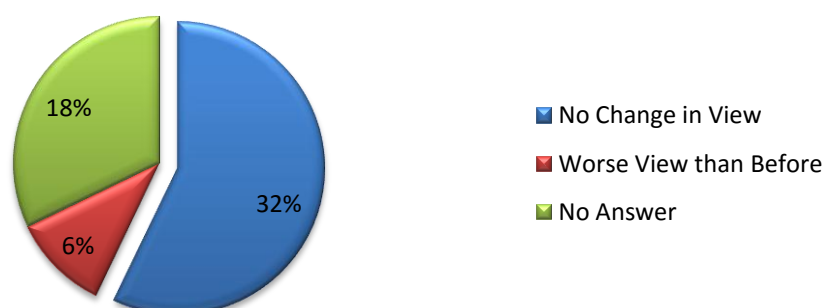
Before	-	3 respondents	* 2%	= 6%
No Answer	-	24 respondents	* 2%	= 48%

Change in View on Lego after Greenpeace Campaign



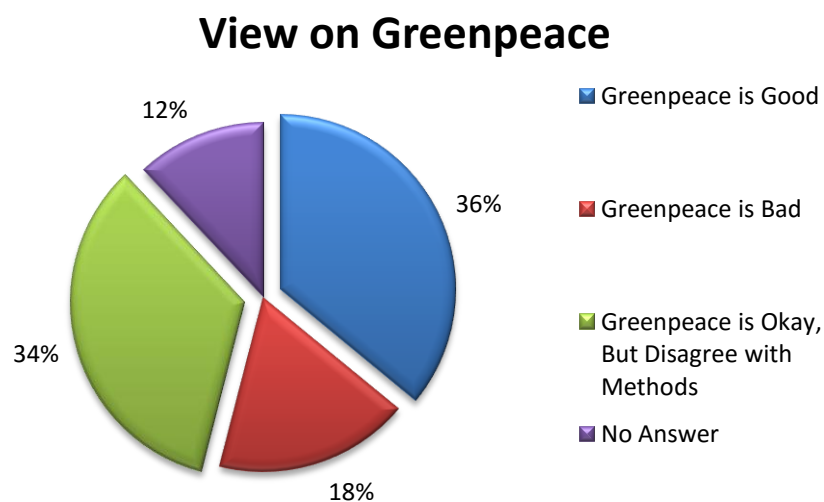
However, the only relevant answers are of those that knew the campaign (56%). 32% of the respondents knew the campaign and had experienced no change in their view of Lego despite it, 6% knew the campaign and had had their view change to the worse. 18% did not answer.

Change in View on Lego after Greenpeace Campaign



4.1.1.15 VIEW ON GREENPEACE

Lastly, the respondents were asked about their opinion on Greenpeace. This question was asked to get a preliminary view on how people feel and think of Greenpeace, because one of the researcher's pre-assumptions was that Greenpeace's campaign had no effect on Lego because its own reputation was not so good. During the time that this questionnaire was active, the researcher could gradually see a tendency in the respondents' answers and therefore a second questionnaire about Greenpeace was made and sent out. The second questionnaire will be reviewed in the next section of this chapter.



Greenpeace is Good	-	18 respondents	* 2%	= 36%
Greenpeace is Bad	-	9 respondents	* 2%	= 18%
Greenpeace is Okay, But Disagree with Methods	-	17 respondents	* 2%	= 34%
No Answer	-	6 respondents	* 2%	= 12%

While most of the respondents said that Greenpeace is good, there are indications that its reputation may not be that good. 18% said that Greenpeace is bad and another 34% that they do not agree with its methods, meaning that a total of 52% of the respondents disagree with Greenpeace on some level. This number is high enough to have encouraged

the researcher to investigate further by sending out the second questionnaire focusing on Greenpeace's reputation.

4.1.2 GREENPEACE REPUTATION

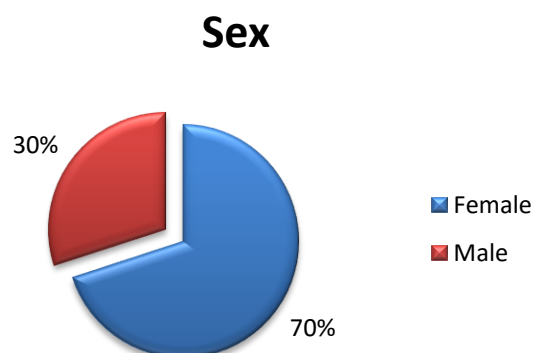
The questionnaire had 58 respondents in total, 20 respondents to the Danish version and 38 to the English version. However, eight of the respondents only answered the questions about age and sex, making them useless. The goal was to receive 50 responses, and this goal was reached by keeping the questionnaires open until there were 50 useable responses. Below, the 50 useable responses to the questions will be explored and analyzed, both in a statistical manner and in an interpretive manner. Also, the importance of the different questions and responses will be explained.

As there were 50 respondents to the questionnaire, this number corresponds with a full 100%, meaning that every respondent accounts for 2% ($100\% / 50 \text{ respondents} = 2\%$) (See Appendix Four for full questionnaire)

4.1.2.1 SEX

As in the former questionnaire, the respondents were asked about their gender. And as was the case with the former questionnaire, most of the respondents were once again female.

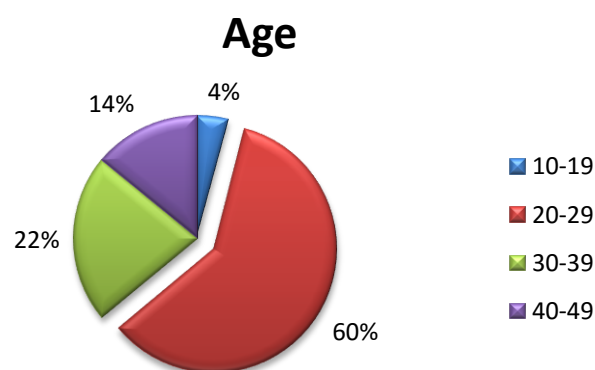
Female	-	35 respondents	* 2%	= 70%
Male	-	15 respondents	* 2%	= 30%



4.1.2.2 AGE

Age has been divided into age intervals, and respondents placed in age groups.

Age 10-19	-	2 respondents	* 2%	= 4%
Age 20-29	-	30 respondents	* 2%	= 60%
Age 30-39	-	11 respondents	* 2%	= 22%
Age 40-49	-	7 respondents	* 2%	= 14%

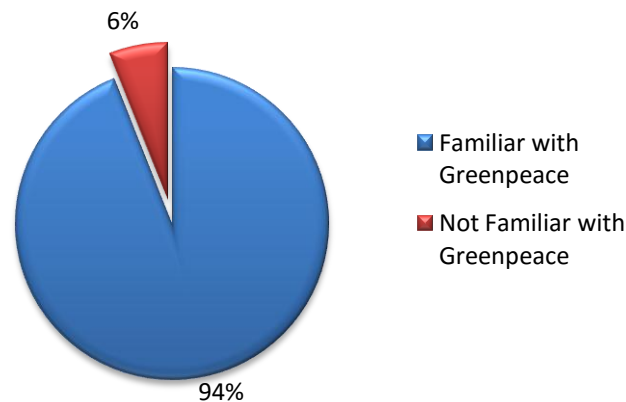


The majority of the respondents are between the ages 20-29 (60%). Out of the 30 respondents between 20-29 years of age, 20 respondents were female. That means that 40% of the respondents were females between the ages of 20 and 29.

4.1.2.3 FAMILIARITY WITH GREENPEACE

Respondents were asked about their familiarity with Greenpeace, and most of them knew of it (94%), however, 6% did not know what Greenpeace is.

Familiarity with Greenpeace

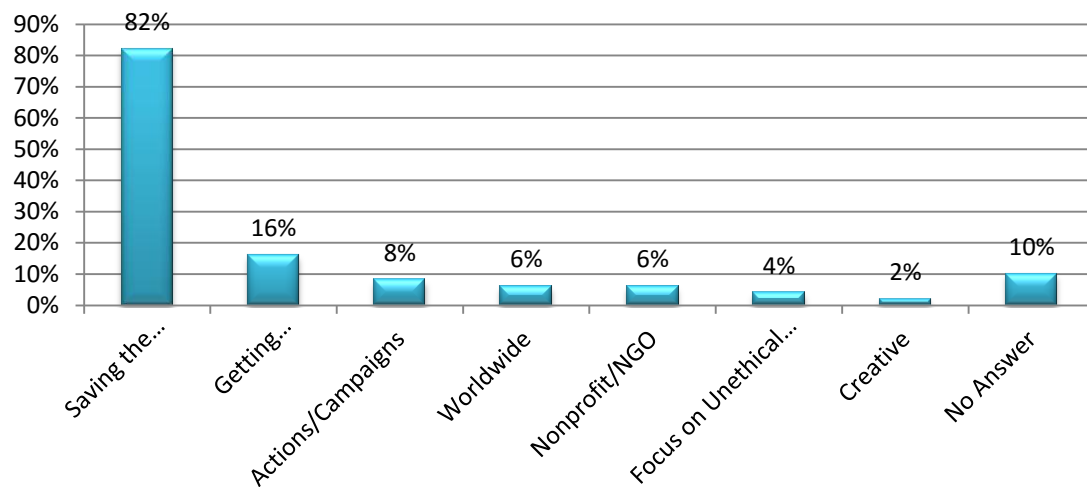


4.1.2.4 POSITIVES ON GREENPEACE

When asked to mention some positive things about Greenpeace, respondents mentioned many different attributes, and therefore, the researcher has divided all of the answers into different categories. For example, there are categories about the environment, and on awareness. Mostly the respondents mentioned Greenpeace's fight for the environment, nature, animals, climate change, and the planet in general. The percentage does not add up to 100%, because every respondent mentioned several things, meaning that one respondent may be accounted for in several of the categories.

Environment	-	41 respondents	* 2%	= 82%
Awareness	-	8 respondents	* 2%	= 16 %
Actions/Campaigns	-	4 respondents	* 2%	= 8%
Worldwide				
Organization	-	3 respondents	* 2%	= 6%
Non-Profit/NGO	-	3 respondents	* 2%	= 6%
Focus on				
Unethical Business	-	2 respondents	* 2%	= 4%
Creativity	-	1 respondents	* 2%	= 2%
No Answer	-	5 respondents	* 2%	= 10%

Positives about Greenpeace



4.1.2.5 NEGATIVES ON GREENPEACE

Respondents were also asked to mention some negative things about Greenpeace, and once again, the researcher has divided all of the answers into different categories. For example, there are categories about Greenpeace's methods, about breaking rules etc. The percentage does not add up to 100%, because every respondent mentioned several things, meaning that one respondent may be accounted for in several of the categories.

Fanatical/

Drastic Methods	-	27 respondents	* 2%	= 54%
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Disregard of Rules

and Consequences	-	11 respondents	* 2%	= 22%
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Lack of Understanding/

Release of Captured

Animals	-	5 respondents	* 2%	= 10%
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Tunnel Vision	-	5 respondents	* 2%	= 10%
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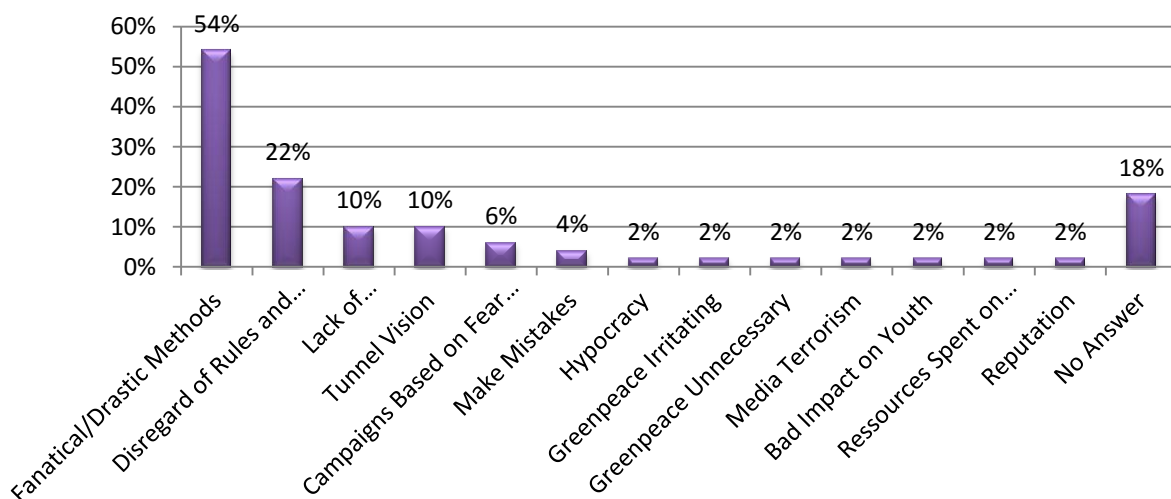
Campaigns Based on

Fear and Emotions	-	3 respondents	* 2%	= 6%
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Make Mistakes	-	2 respondents	* 2%	= 4%
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Hypocrisy	-	1 respondents	* 2%	= 2%
Greenpeace Irritating	-	1 respondents	* 2%	= 2%
Greenpeace				
Unnecessary	-	1 respondents	* 2%	= 2%
Media Terrorism	-	1 respondents	* 2%	= 2%
Bad Impact on Youth	-	1 respondents	* 2%	= 2%
Resources Spent on				
Pointless Events	-	1 respondents	* 2%	= 2%
Reputation	-	1 respondents	* 2%	= 2%
No Answer	-	9 respondents	* 2%	= 18%

Negatives about Greenpeace



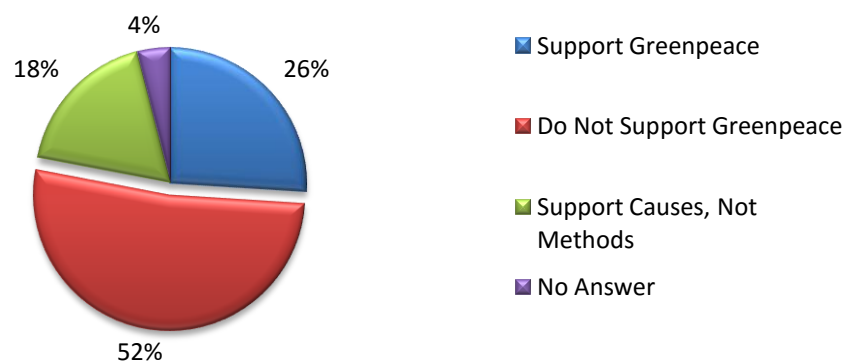
Many of the respondents (54%) said that Greenpeace applies aggressive and drastic methods in its fight for the protection of the environment etc. This was the number one negative attribute. Another thing mentioned several times was that it breaks the rules and disregards the consequences of its actions (22%).

4.1.2.6 SUPPORT OF GREENPEACE AND ITS ACTIONS

When asked if they support Greenpeace and its actions, most of the respondents answered that they do not.

Support Greenpeace	-	13 respondents	* 2%	= 26%
Do Not Support				
Greenpeace	-	26 respondents	* 2%	= 52%
Support Causes,				
Not Methods	-	9 respondents	* 2%	= 18%
No Answer	-	2 respondents	* 2%	= 4%

Support of Greenpeace and Its Actions



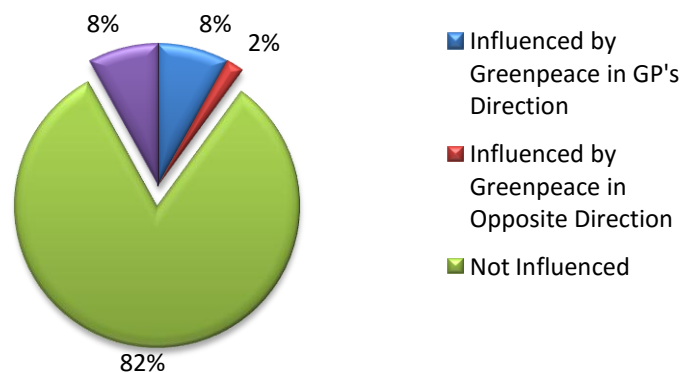
It is interesting to see that some of the respondents find it important to emphasize that although they do support Greenpeace's causes, they do not support its methods.

4.1.2.7 INFLUENCE BY GREENPEACE CAMPAIGNS IN MAKING DECISIONS

The majority of the respondents say that they have not been influenced by Greenpeace and its campaigns in making decisions. 10% have been influenced, however, not all in favour of Greenpeace. One of the respondents (2%) said that Greenpeace actually influenced her in the opposite direction:

"I think so, but then more to the opposite side of what they want. When Greenpeace supports something, I'm not sure if I want to."

Influence by Greenpeace



Influenced by
Greenpeace in

GP's Direction	-	4 respondents	* 2%	= 8%
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Influenced by
Greenpeace in

Opposite Direction	-	1 respondent	* 2%	= 2%
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Not Influenced	-	41 respondents	* 2%	= 82%
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No Answer	-	4 respondents	* 2%	= 8%
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4.2 SECONDARY DATA

4.2.1 REPTRAK 100

Secondary data is also applied in the thesis in the form of the Global RepTrak 100 survey conducted every year. This survey measures the reputations of global companies. The RepTrak 100 survey measures the perceptions about the company's ability to perform and deliver on seven different dimensions: leadership, performance, products, innovation, workplace, governance, and citizenship (Reputation Institute)

The Global RepTrak 100 measures the reputation of the 100 most highly regarded organizations in 15 countries. The highlight is on consumer perspective on the drivers for trust and support, and how the 100 companies live up to their expectations. The survey is

conducted applying the RepTrak methodology. (Reputation Institute 2014, 22, Reputation Institute 2015, 2)

In 2014, the survey was conducted in January/February, and over 55,000 interviews were conducted in the process (Reputation Institute 2014, 22).

In 2015, the survey was also conducted in January/February, and over 61,000 interviews were conducted in the process (Reputation Institute 2015, 2).


Lego was number nine on the list in 2014 (Reputation Institute 2014, 5) and number five in 2015 (Reputation Institute 2015, 7). Moreover, it ranked in the top ten in five of the seven dimensions in 2015: *Products & Services* (4), *Innovation* (9), *Workplace* (7), *Governance* (4), and *Citizenship* (4). (Reputation Institute 2015, 21) The only two dimensions it did not reach the top ten in were *Leadership* and *Performance*. The RepTrak 100 survey in 2015 also found that Lego's success might be influenced by its brand personality – being perceived as *Simple & Friendly* (Reputation Institute 2015, 30)

(See Appendixes Five and Six for relevant extracts from the RepTrak 100 2014/2015 surveys)

4.2.1.1 CSR REPTRAK 100

The CSR RepTrak 100 survey is in some ways an extract from the original RepTrak. In the 2015 survey, more than 150,000 interviews were conducted, applying the standardized RepTrak methodology (Reputation Institute 2015, 6).

This survey is based on the same principles as the RepTrak 100 survey; however, companies are measured by only three of the seven dimensions: *Citizenship*, *Governance*, and *Workplace*.

 The citizenship driver describes the organization as “a good corporate citizen -- it supports good causes & protects the environment” (Reputation Institute 2015, 19)

🧱 The governance driver describes the organization as *"a responsibly-run company -- it behaves ethically and is open & transparent in its business dealings"* (Reputation Institute 2015, 19)

🧱 The workplace driver describes the organization as *"an appealing place to work -- it treats its employees well"* (Reputation Institute 2015, 19)

The three CSR drivers mentioned above account for over 40% of the complete RepTrak methodology – i.e. it drives more than 40% of reputation. (Reputation Institute 2015, 19)

In this survey, Lego ranked number six (Reputation Institute 2015, 15), and was furthermore highlighted in the report for its accomplishments in CSR areas. (See Appendix Seven for extracts from the CSR RepTrak 2015)

🧱 Citizenship

🧩 *"In June 2015, LEGO announced major investment in finding sustainable alternative to plastic* Lego improves sustainability efforts by focusing on integrating energy efficiency and resource sustainability across the production line."* (Reputation Institute 2015, 23)

🧱 Governance

🧩 *"Extremely detailed and Comprehensive CSR reporting"* (Reputation Institute 2015, 23)

🧱 Workplace

🧩 *Works toward diversification of senior management and improving worker performance.* (Reputation Institute 2015, 23)

Moreover, RepTrak added some recent highlights about Lego such as its change in packaging size, and its ending of the relationship with Shell (Reputation Institute 2015, 23).

5 ANALYSIS

This chapter contains the analysis aimed at answering the question: *how has Lego avoided reputational damage during the Greenpeace/Shell crisis?*

The introduction to this thesis contained some interesting questions that have guided the data collection process so far. Was the reason for Lego's success that it has reputational capital, maybe as a result of excellent CSR approaches? Or was the reason that Greenpeace has a poor reputation and therefore its campaign had little effect?

This chapter will be looking further into these questions by applying the theoretical tools and empirical data accounted for.

5.1 LEGO'S CSR

First, Lego's CSR approaches will be explored in accordance with the CSR theories accounted for in the *Theory* chapter of the thesis. As mentioned, there are four groups of theories within CSR according to Garriga and Melé, and each of these four groups will be looked into as to determine which one(s) Lego applies.

5.1.1 LEGO'S INSTRUMENTAL THEORIES

Instrumental theories are those theories that suggest that social responsibility is all about wealth creation. This can mean several things. One theory is that the company's only objective is to secure maximum profit for its shareholders and engaging in CSR activities is a means to that end – the company is *maximizing the shareholder value*. It can also mean that the company engages in CSR activities for competitive advantages, whether this means *social investments, dynamic capabilities, or the bottom of the economic pyramid*. Moreover, there is *cause-related marketing*, meaning “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in a revenue-providing exchanges that satisfy organizational and individual objectives” (Garriga and Melé 2004, 55). From the looks of it, on Lego's web site specifically, it could be that Lego applies the theory of *social investment* to a small extent; however, this can be argued against because there is no reason to believe that

the incentive is competitive advantage. The idea of social investments in this context is that a company engages in philanthropic activities close to its mission to create a competitive advantage. Lego does engage in philanthropic activities that are close to its mission, however, it is difficult to say if it is for the purpose of competitive advantage. It could be argued that if Lego is applying this approach, it should be clear that the objective is to create an advantage for the company; however, Lego explains that its aim is to reach more children in the local communities with activities that will benefit them and their families. (Vestberg 2015)

5.1.2 LEGO'S POLITICAL THEORIES

Political theories are those theories that emphasize the social power of companies. One theory states that a company can easily lose its social power if it does not use it responsibly. Different constituency groups restrict organizational power in the sense that they make sure of its responsible use. This means that organizational power is more or less a result of these different constituency groups' support and influence. (Garriga and Melé 2004, 56) Another theory states that an implicit social contract exists between business and society, in which some obligations of business towards society are implied. In Integrative Social Contract Theory, two types of consent exist – a macro social contract (fundamental rules), and a micro social contract (explicit/implicit agreements). (Garriga and Melé 2004, 56) A third political theory emphasizes the importance of corporate citizenship. Different views on corporate citizenship exist, however, some points they all somewhat agree on – *“strong sense of business responsibility towards the local community, partnerships, which are the specific ways of formalizing the willingness to improve the local community, and for consideration for the environment.”* (Garriga and Melé 2004, 57) Lego shows some correspondence with the *corporate citizenship* theory, in the sense that it does seem to have a strong sense of responsibility towards local communities. (Vestberg 2015)

5.1.3 LEGO'S INTEGRATIVE THEORIES

Integrative theories suggest the incorporation of social demands into business, meaning that business responsibility is dependent on the demands of society in that specific time

and space. One of the theories is the *issues management* theory that puts emphasis on the gap between the expected performance of an organization and the actual performance. These gaps should be evaluated and responded to in order to close them. Issues management also puts emphasis on the actual process of doing this, and moreover, it helps organizations foresee potential issues that might occur in their environment and prompts effective responses. (Garriga and Melé 2004, 58) *The principle of public responsibility* is another theory within the integrative category, and it states that corporate responsibility should be guided by public policy. This does not only include written laws and regulations, but also public opinion, enforcement/implementation practices, emerging issues etc. The responsibilities of the organization are divided into primary and secondary. The primary responsibilities are those basic economic tasks of an organization such as engaging employees. The secondary responsibilities are derived directly from the primary – such as career opportunities for those employees that have been engaged. (Garriga and Melé 2004, 58-59) There is also the theory on *stakeholder management*, which focuses on integrating different stakeholder groups with an interest in the organization into decision making processes. Stakeholder dialogue has become very important, not only for the sake of the organization in understanding its environment, but also in the sense that stakeholder understand more about the difficulties that an organization faces. (Garriga and Melé 2004, 59) *Corporate social performance* integrates some of the previously mentioned theories. The basic of CSP is the inclusion of social legitimacy and processes for appropriate response. (Garriga and Melé 2004, 59-60) Lego does not seem to be applying any of these approaches.

5.1.4 LEGO'S ETHICAL THEORIES

Ethical theories are the last group of theories. These theories focus on the ethical requirements of and expectations to organizations. *Normative stakeholder theory* is one of the theories mentioned by Garriga and Melé, and it is different from the integrative approach in the sense that ethics are essential. Each stakeholder group is identified by its interest in the organization, and they are considered for their own sake and not for the sake of furthering other groups. This means that a responsible organization has to pay attention

simultaneously to all stakeholder groups. In order for it to be operational a set of normative ethical principles are needed, and there are several examples of this being attempted. (Garriga and Melé 2004, 60-61) Another example of an ethical theory is the *universal rights* theory, taking its basis in human rights, which is at the centre of CSR. Examples of such approaches are the UN Global Compact, The Global Sullivan Principles, certification SA8000. All of these are based on the Declaration of Human Rights. (Garriga and Melé 2004, 61) The *sustainable development* theory was developed on macro level, but requires corporate contribution. The term was known from the so called Brutland Report published in 1987, which stated that sustainable development “*seeks to meet the needs of the present without compromising the ability to meet the future generation to meet their own needs*” (Garriga and Melé 2004, 61). Several definitions are proposed for the term; however, it is a custom made process. Organizations need to determine the best way for sustainable development that corresponds to the circumstances in which they exist. (Garriga and Melé 2004, 62) The last of the ethical theories is the *common good approach*, which emphasizes the common good of society. An organization must contribute to the common good as an entity in society like all other entities, and it should be a purely positive participant. An organization can contribute in different ways, however, the creation of wealth and provision of goods are basics, while also respecting the rights of the individual. (Garriga and Melé 2004, 62)

Lego seems to fall under the category of ethical theories when it comes to its CSR approaches. As mentioned, it does have attributes that correspond with some of the other categories; however, it mostly corresponds with ethical approaches. They have attributes corresponding with a few of the theories under this category, for example, *universal rights theory*, *sustainable development theory*, and *the common good approach*.

5.1.4.1 UNIVERSAL RIGHTS & LEGO

Lego is committed to doing responsible business in several ways. In 2003, it signed the UN Global Compact, meaning that Lego committed to following ten principles relating to human and labour rights, environment and anti-corruption. As mentioned, the

commitment to initiatives such as the UN Global Compact signifies a *universal rights* approach. How Lego's commitment shows is elaborated below under each principle.

Principle 1:

"Businesses should support and respect the protection of internationally proclaimed human rights"

(United Nations Global Compact)

One of the ways in which Lego supports and respects the human rights, is by applying the Children's Rights and Business Principles in its organization. This not only supports human right, but does so for one of the more vulnerable groups, namely children. Moreover, Lego has its own Responsibility and Human Rights Policy, in which it elaborates on the promises it makes to its stakeholders. Lego's *Play Promise* states that children's rights must be respected, the *People Promise* states that all employees must be treated with dignity and respect, the *Partner Promise* states the importance of suppliers and partners implementing the same respect for employees and promotes responsible sourcing, and lastly, the *Planet Promise* is about minimizing negative impact on the environment, and striving to leave a positive footprint on the planet. (Busck, Gammelgård and Stecher 2013, 1)

Principle 2:

"Businesses should make sure that they are not complicit in human rights abuses."

(United Nations Global Compact)

Lego has its own Code of Conduct, which suppliers and other business relations are required to follow. This is how Lego ensures that human rights are respected through its entire supply chain, and that Lego itself does not fall complicit in human rights abuses. In the Code of Conduct, Lego specifically states that it expects its suppliers and partners to comply with the UN Global Compact's ten principles (The Lego Group 2015, 3). It also states that it expects suppliers and partners to establish systems and policies that will

ensure that the Lego group Supplier Code of Conduct is respected. This also entails sub-suppliers and the monitoring of these to ensure compliance, and of course, it is expected that laws and regulations are followed by all. (The Lego Group 2015, 5)

Principle 3:

"Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining."

(United Nations Global Compact)

The Lego Group requires that all employees must have the right to join/or not join trade unions, and to collective bargaining. Should there be restrictions by law; suppliers must establish alternative measures to enable independent gathering of employees and free discussion of work-related issues. (The Lego Group 2015, 9)

Principle 4:

"Businesses should uphold the elimination of all forms of forced and compulsory labour."

(United Nations Global Compact)

Lego states in its Code of Conduct that it does not tolerate forced/compulsory labour, and that suppliers must ensure that they are not engaging in or benefitting from it. Lego also states that if guards are used in the workplace, it must be only for reasons of protecting the employees and company property, not for reasons of keeping people in the workplace against their will. (The Lego Group 2015, 6)

Principle 5:

"Businesses should uphold the effective abolition of child labour."

(United Nations Global Compact)

In the Lego Group Supplier Code of Conduct, Lego states that it dissociates itself from child labour, and that it expects its suppliers and sub-suppliers to do the same. Lego states

that the minimum age for full-time employment should be in accordance with the ILO conventions. The ILO conventions state the following requirements:

Light work	→	13 years/developed countries 12 years/developing countries
Regular work	→	15 years/developed countries 14 years/developing countries
Hazardous work	→	18 years/developed & developing countries

(The Lego Group 2015, 6)

Lego also use the ten Children's Rights and Business Principles, to guide their work. These principles were launched by United Nations Global Compact, UNICEF and Save the Children. The second principle is to contribute to the elimination of child labour, and Lego does so by prohibiting child labour in their supply chain. (The Lego Group 2014, 20)

Principle 6:

"Businesses should uphold the elimination of discrimination in respect of employment and occupation."

(United Nations Global Compact)

Discrimination of any sort is not tolerated by Lego, and it states that it should neither be engaged in nor supported by suppliers and partners. Mandatory health tests that have no relevance to the job requirements are also prohibited, and migrant workers must be provided with the same possibilities and benefits as national workers. (The Lego Group 2015, 7)

Principle 7:

"Businesses should support a precautionary approach to environmental challenges."

(United Nations Global Compact)

Lego supports a precautionary approach to environmental challenges, according to its Environmental Policy, in which it also states its support of principles eight and nine. Lego does this in several aspects. In relation to *products*, environmental concerns are taken from development to the daily use and disposal. In relation to *suppliers*, environmental standards are stated in the Code of Conduct, and there is active engagement in ensuring and influencing environmental practices. In relation to *responsibility*, environmental considerations are integrated at all levels, ensuring that all employees take responsibility for reporting environmental issues that may be harmful or unreasonable. In relation to *compliance*, Lego complies with legislation, relevant standards and the UN Global Compact, and it ensures that all production sites must be certified according to ISO 14001. (Brooks and Stecher 2013)

Principle 8:

"Businesses should undertake initiatives to promote greater environmental responsibility."

(United Nations Global Compact)

Lego takes several initiatives to promote greater environmental responsibility. It seeks to lead by example, and therefore has invested in a wind farm in order to reduce emissions (The Lego Group 2014, 33). It has also partnered with the World Wildlife Fund in the Engage2Reduce supplier program, with which it seeks to help suppliers reduce Co2 emissions (The Lego Group 2014, 32). Moreover, Lego has developed the Green Box initiative, which entails reducing the size of packaging in order to reduce the use of cardboard (The Lego Group 2014, 33-34, The Lego Group).

Principle 9:

"Businesses should encourage the development and diffusion of environmentally friendly technologies"

(United Nations Global Compact)

Lego takes many initiatives to encourage environmentally friendly technologies. On the factory level, it has taken steps towards finding more sustainable alternatives to its raw materials by 2030, having all paper used in production to be FSC certified, reducing the Co2 emissions by reducing the use of cardboard for packaging, and producing more renewable energy than the amount it consumes by 2020 with its wind farm. (The Lego Group 2014, 33-35)

Principle 10:

“Businesses should work against corruption in all its forms, including extortion and bribery.”

(United Nations Global Compact)

Lego states in its Code of Conduct: *“The supplier must ensure by training and management systems appropriate to the size of the company that bribes are not offered, promised, given, accepted, condoned, knowingly benefitted from or demanded.”* (The Lego Group 2015, 11)

5.1.4.2 SUSTAINABLE DEVELOPMENT & LEGO

Lego has committed itself to sustainable development, and emphasizes this throughout its business activities. As mentioned, sustainable development is a macro level approach that demands corporate contribution, and Lego does contribute by its own activities and in cooperation with other organizations that promote sustainable development as well. The focus does not only lie on the environmental sustainability, but social sustainability as well, and Lego is very aware of both elements. Lego is very focused on creating a better future for children and leaving a positive impact, and this focus is made very explicit. For example, Lego’s mission: *“To inspire and develop the builders of tomorrow”* (Jensen 2012). Lego’s website also states that it wants *“...children, the builders of tomorrow, to inherit a healthy planet...”*, which corresponds very well with the Brutland Report stating that sustainable development *“seeks to meet the needs of the present without compromising the ability to meet the future generation to meet their own needs”* (Garriga and Melé 2004, 61).

Every organization must determine the best way for sustainable development in its own context, and for Lego, children are the focus.

Many of the aspects of sustainable development have already been accounted for under the ten UN Global Compact principles, because much of it relates to the environment and to social issues as well. In this section, the aspects that have not been mentioned will be accounted for.

Sustainable development in general terms is dependent on the cooperation of different organizations that have the ability to make a difference. In Lego's case, it has initiated several partnerships/cooperative activities that support sustainable development. It is important to mention that the partnership with Shell has not supported this stand point, and was seen, by some, as a direct violation of it, however, Lego has stated that the partnership with Shell supported its *creative play promise*, by helping bring Lego into the hands of more children (Knudstorp 2014). However, in support of sustainable development, Lego cooperates with UNICEF in support of children's rights, it embeds the ten UN Global Compact principles, and it improves energy efficiency with the World Wildlife Fund (WWF). (Vestberg 2015)

The cooperation with UNICEF comes in two forms – one partnership is between the Lego Group and UNICEF, committing to support and promote the ten Children's Rights and Business Principles, and the other is between the Lego Foundation and UNICEF promoting early quality learning through play for children in the entire world. Both partnerships support sustainable social development by protecting children's rights and ensuring that more children have the opportunity for learning and development through play. (UNICEF 2015)

The partnership with WWF was initiated in 2013, and Lego is the only organization in the toy industry to have ever become a WWF Climate Savers Partner. The ambition of the Climate Savers program is to encourage leading organizations to become low-carbon

leaders, and thereby become a positive influence in its network/area. Lego committed to reducing its emissions by 10%, and in 2014, collaboration with suppliers began with the aim of reducing carbon emissions throughout the supply chain. This partnership enables Lego to lead by example and show the way to a more sustainable business approach. (Vestberg 2014)

One of the most ambitious goals that Lego has set for itself is the goal to replace the raw materials; it applies currently in its production of the Lego bricks, with another sustainable material, which is just as safe and durable. This goal is set to be achieved by 2030, and to accomplish that, Lego has established the Lego Sustainable Materials Centre, located in Billund, Denmark. 1 billion DKK has been invested in this project, and Lego estimates that 100 new employees will be hired with expertise in relevant areas. (Trangbæk 2015)









Some of the other initiatives Lego has taken on the road to sustainable development were mentioned previously, but will also be accounted for here shortly. For example, the fact that Lego has invested in a wind farm, because it wishes to apply 100% renewable energy by 2020 (Vestberg 2015). Moreover, it has also begun to produce smaller packaging, resulting in less cardboard use, meaning that there is less Co2 emissions. Furthermore, Lego has transitioned into applying only FSC certified paper in every aspect, meaning that it is guaranteed that trees are not used faster than they can be reproduced, animals and plants will be protected, and forestry workers have fair working conditions. (Vestberg 2014)

5.1.4.3 THE COMMON GOOD APPROACH & LEGO

The last of the ethical theories is the *common good approach*, which emphasizes the common good of society. An organization must contribute to the common good as an entity in society like all other entities, and it should be a purely positive participant. An organization can contribute in different ways, for example, by creating wealth, providing goods in a fair way, and simultaneously respecting the rights of the individual. This approach also emphasizes the importance of contributing to the social well-being and to living in friendly conditions. (Garriga and Melé 2004, 62)

Describing how Lego contributes to the common good seems repetitive as most of its contributions have already been accounted for in previous approaches. In this approach, all of the above attributes are fused together and constitute the Lego contribution to the common good of society. A few additional examples can be made, however. Lego emphasizes the importance of giving back to local communities, and therefore it is known to organize events where children can come and play. In 2014, Lego organized nine of these initiatives around the world, reaching approximately 50,000 children with learning through play. Lego also helped with the reconstruction of a home for underprivileged children in the Czech Republic, established play rooms in hospitals in France, and organized a kid's camp in Germany. (Vestberg 2015)

On its website, Lego has collected all the most important goals and aspirations in one list of eight points.

-  Reach all children with creative play experiences through the Lego System in Play
-  Make a difference in product safety and quality in the toy industry
-  Strengthen child protection governance
-  Reduce own carbon emissions as well as in the supply chain
-  Search for alternatives to raw materials
-  Have the highest standards for business conduct
-  Become world class in employee safety
-  Reach more children in local communities

This list describes in short Lego's efforts for the common good. This approach has many similarities with both the philanthropic responsibilities of Carroll's CSR Pyramid, and with Kyosei. Both of these will be applied below in the further analysis of Lego's CSR approaches.

5.1.4.3.1 CONCLUSION ON LEGO'S ETHICAL THEORIES

Lego, as mentioned, applies mostly ethical theories in its CSR approaches, and while there are different theories, much of Lego's conduct consists with several of them. Arguably, much of Lego's efforts were accounted for under the headline of universal *rights*, because the UN Global Compact principles were the main focus and the principles cover a vast amount of ethical elements. It is clear that Lego has taken this commitment seriously and has incorporated the ten principles greatly in its business approach in general. In relation to sustainable development, once again Lego has committed itself to this as well. This approach being developed on macro level means that Lego merely contributes to an approach that is dependent on cooperation between organizations. Sustainable development cannot be achieved by merely one company. Therefore, there is much importance in Lego's partnerships with relevant organizations such as UNICEF and WWF. On its own, Lego is leading by example by initiating activities that could encourage others to take steps in the same direction, such as the replacement of raw materials and the investment in renewable energy. The partnerships with Shell may have been a small setback for Lego in relation to the sustainability question; however, while respecting its contract with Shell, Lego did decide not to renew it, which means that it is no longer partnering with an oil company. In relation to the common good approach, and as was already established above, the sum of all of Lego's approaches and activities within the sphere of ethical theories constitutes its common good approach, as does the list of Lego's aspirations. It is not possible to select merely one of these theories and suggest that this is the one that Lego applies, because they are all related and all hold important elements which Lego fulfils. Therefore, at this point, it is merely argued that Lego most definitely applies ethical theory in its approach to CSR.

5.1.5 LEGO'S CSR PYRAMID


In this section, Lego will be analyzed in relation to Carroll's CSR Pyramid. All four responsibility areas are vital for any organization that wishes to perform on a CSR basis; however, the top responsibilities – ethical and philanthropic – have gained more attention

and more importance in the eyes of stakeholders over the years. In the following, Lego's CSR pyramid will be looked into.

5.1.5.1 LEGO'S ECONOMIC RESPONSIBILITIES

As mentioned, the economic responsibilities of an organization are essential for the other responsibility areas to be ensured. The success of this first step in the pyramid is enabled by maximizing earnings per share, being as profitable as possible, maintaining a strong competitive position, maintaining a high level of operating efficiency, and being consistently profitable.

Looking at Lego's Annual Reports (available from 1999-2014), many of the above are clearly accomplished. For example, being consistently profitable is clear from the numbers of the last nine years, and not only has Lego been profitable, it has had increasing profits every year since 2007:

 2014	→	DKK 7,025,000,000 (The Lego Group 2015, 2)
 2013	→	DKK 6,119,000,000 (The Lego Group 2015, 2)
 2012	→	DKK 5,613,000,000 (The Lego Group 2015, 2)
 2011	→	DKK 4,160,000,000 (The Lego Group 2015, 2)
 2010	→	DKK 3,718,000,000 (The Lego Group 2015, 2)
 2009	→	DKK 2,204,000,000 (The Lego Group 2010, 2)
 2008	→	DKK 1,352,000,000 (The Lego Group 2010, 2)
 2007	→	DKK 1,028,000,000 (The Lego Group 2010, 2)
 2006	→	DKK 1,290,000,000 (The Lego Group 2010, 2)
 2005	→	DKK 214,000,000 (The Lego Group 2010, 2)

This means that Lego has also been maximizing its earnings per share for the last seven years, while being as profitable as possible and consistent as well. Additionally, Lego has experienced growth in all regions of the world, meaning that have been able to maintain a

strong competitive position (Trangbæk 2015). It seems that Lego is fulfilling its economic responsibilities.

5.1.5.2 LEGO'S LEGAL RESPONSIBILITIES

Legal responsibility consists of several elements just as economic responsibilities do. In this case, it consists of being consistent with expectations of government and law, complying with federal, state and local regulations, being a law-abiding corporate citizen, fulfilling legal obligations, providing goods/services that meet legal requirements.

Lego states that it is rooted in its core values to respect laws and regulations in all countries, and maintain transparency and honesty in the way it does business (Trangbæk 2016). And not only does Lego respect the law, but it expects suppliers to do the same to such an extent that it has specified it in its Code of Conduct (The Lego Group 2015, 5). However, Lego, like all other organizations, consists of a number of individual employees, and while Lego is generally very law-abiding and respectful, recently they experienced a situation where laws and regulations were not respected. In 2012 and 2013, some incidents occurred involving some Lego employees not following internal compliance guidelines resulting in non-compliance with German legislation. Recently, the German federal competition authority, passed judgement in the case – Lego was fined EUR 130,000. The decision is based on internal Lego investigation, and Lego fully accepts it. Furthermore, Lego has taken the matter very seriously and action was taken to prevent such incidents from happening again. (Trangbæk 2016)

This example shows how legal responsibility can easily be compromised by individuals in the organization, however, it also shows how a responsible organization not only takes action after the fact, but takes the lead in resolving the matter.







Another example that should be mentioned in this section is the situation in 2014 with Shell and Greenpeace. Greenpeace put an immense amount of pressure on Lego to drop Shell as a partner through the campaign, however, Lego decided to *fulfil its legal obligations* towards Shell, respecting the contract they had signed in 2011 which stated that the

partnership was active until end 2014 (Knudstorp 2014). While the contract was not renewed, it is important to keep in mind that legal obligations were fulfilled by Lego.

Moreover, the element of providing goods and services that meet legal requirements is being more than just met by Lego. It seeks to improve its products beyond legal requirements. Lego complies with the safety standards of the EU Toy Safety Directive and the US Consumer Product Safety Improvement Act (CPSIA), and furthermore it interprets these in the strictest way possible (Vestberg 2015). For example, Lego verifies compliance with the Toy Safety Directive, US legislation, and internal principles for more than 2,000 raw materials (Vestberg 2013).

5.1.5.3 LEGO'S ETHICAL RESPONSIBILITIES

Lego is very aware of its ethical responsibilities as well. In its own words, it works hard to uphold and promote higher standards by applying business practices that are ethical and transparent. The way it does this is through clear standards and guidance with its corporate policies. The corporate policy framework is based on Lego's values of imagination, creativity, fun, learning, caring, and quality. This has resulted in the following corporate policies:




-  An Environmental Policy
-  A Gender and Diversity Policy
-  A Health and Safety Policy
-  A People and Culture Policy
-  A Responsibility and Human Rights Policy
-  A Quality Policy

Ethical responsibility consists of five elements, mentioned in the Theory chapter. It could be said that Lego fulfils its ethical responsibilities in most aspects, however, there are some situations that could be seen as somewhat unethical, depending on how one views it. Looking at the background for this specific thesis, the situation with Shell could be viewed

as unethical behaviour from Lego, because it is supposed to be environmentally responsible, and therefore, a partnership with an oil company seems misplaced. However, Lego stated that the purpose of the partnership was to enable Lego to fulfil one of its promises - its *creative play promise* – by bringing Lego into more hands of children. Moreover, before Greenpeace initiated its campaign, there was no focus on the partnership between Lego and Shell, although it has existed for quite some time. Arguably, it was not unethical since there was no sign of the partnership being inconsistent with *expectations of society and ethical norms* at the time. It could also be argued that when Lego decided to not renew the contract with Shell, it was a sign of it *respecting new moral norms*, because at this point society had become more aware of the partnership and new ethical norms arose against it.

5.1.5.4 LEGO'S PHILANTHROPIC RESPONSIBILITIES

It can be argued that Lego is very active when it comes to the philanthropic responsibilities for several reasons. For example, it has the Lego Education programme, it arranges local events at which children are welcome to come and explore and learn, it contributes to the Lego foundation, which is an independent actor seeking to improve children's' lives and provide them with the opportunities and right they deserve. Of the five elements within philanthropic responsibilities mentioned in the Theory chapter, only one is not taken into consideration by Lego – *assistance to the fine and performing arts*. However, in all other aspects, it seems that Lego takes its philanthropic responsibilities very seriously. For example, Lego engages its employees to participate in volunteer activities in order to benefit the communities in which they work. It also contributes financially to the local communities, and with product donations. Some of the philanthropic actions of Lego in 2014 are:

-  Contribution to education and reconstruction of home for underprivileged children in the Czech republic
-  Establishment of playrooms in hospitals in France
-  Organization of kid's camps in Germany

- 🧱 Organization of Lego building events in China
- 🧱 The integration of playful learning in seven elementary schools in the US
- 🧱 120 factory tours for children in Mexico

These examples do not only constitute voluntary actions, but also the assistance to educational systems, and the enhancement of quality of life in communities.

5.1.5.5 CONCLUSION ON LEGO'S CSR PYRAMID

From the above analysis of Lego's CSR pyramid, it seems that Lego fulfils all of its responsibilities. A few setbacks in this context just as there were with the sustainability aspect of the previous theory; however, this is to be expected. It would seem odd if an organization was completely flawless, especially in the context of CSR issues, because much of it is based on societal norms and values, and societies differ from each other. Firstly, the economic responsibilities were reviewed, and from the analysis, it seems that Lego is very responsible in this area. It ensures consistent profit for its shareholders, and growth year after year. In relation to the legal responsibilities, it was mentioned that Lego recently had a situation where these were compromised by employees who did not follow German legislation, which resulted in a fine for Lego. However, Lego has taken action to prevent such events from happening again. As was also mentioned, Lego's ethical responsibilities might have been somewhat compromised during the Greenpeace/Shell situation because of its partnership with Shell. However, this was only an issue after Greenpeace started its campaign, whereas the partnership with Shell has existed for quite some time. Therefore, it could be argued that the damage was not too severe, which is also what the survey, conducted for this thesis, showed. Philanthropically, Lego is very active, and fulfils these responsibilities as well.

5.1.6 LEGO'S KYOSEI

5.1.6.1 LEGO'S ECONOMIC SURVIVAL

The first stage is concerned with economic survival, and it is very similar to the economic responsibilities in Carroll's CSR pyramid. Because this is the case, the reader is referred to

the above section with the analysis of *Lego's Economic Responsibilities* under *Lego's CSR Pyramid*.

5.1.6.2 LEGO'S COOPERATION WITH LABOUR

This stage of Kyosei constitutes the cooperation between management and workers in an organization. In Lego's case, this seems to be embedded in its culture, and it shows by employees' satisfaction and motivation. Every year Lego conducts a survey among employees to get a better understanding of employees' experience, and to get inspired for improvements. In 2014, 95% responded, giving Lego a very clear picture of the circumstances. Satisfaction and motivation among employees rose 14%. (The Lego Group 2014, 41)

Kyosei states that when management and workers cooperate, they will come to consider each other to be vital to the company's survival. Lego states: *"We recognise that the success of the company hinges on the people who dedicate their working life to furthering our mission and implementing the LEGO Strategy and our aspiration of innovating and globalising the LEGO System in Play."* (The Lego Group 2014, 41)

Lego also makes great efforts to ensure the health and safety of employees and to give them excellent working conditions, not only internally, but with suppliers as well. Several of the internal corporate policies of Lego state the importance of a safe working environment and the respect and dignity of employees.

In its *Responsibility and Human Rights Policy*, Lego states:

"...The LEGO Group is strongly committed to ensure that all LEGO employees are treated with equal respect and dignity and enjoy decent and motivating working conditions. Our ambition is to remain a workplace of high standards where the international labour rights of employees are highly prioritized and realized." (Busck, Gammelgård and Stecher 2013, 1)

In the *People and Culture Policy*, it states:

"We expect every employee to seek learning in their daily job and make the use of their talents. We believe it is a shared obligation for leaders and employees to create a fulfilling and stimulating environment." (Riis-Hansen 2008)

The last quote above shows Lego's acknowledgement of the fact that management and workers share the obligation to ensure a good working environment, meaning that they acknowledge the importance of *cooperation with labour*.

5.1.6.3 LEGO'S COOPERATION OUTSIDE THE COMPANY

Lego cooperates with several groups/organizations outside the company – for example, its partnerships with both WWF and UNICEF are very important in relation to the Kyosei mindset, because the partnerships are a way to contribute to the common good.

Moreover, Lego cooperates with suppliers, and thereby ensures strong relationships that result in quality products that have been produced under healthy and safe circumstances.

Cooperation with customers can be assumed to be very good, because they seem to have an immense number of loyal customers. In relation to customers, it could be argued that Lego has a very healthy relationship with this stakeholder group, because of the very positive results of the RepTrak 100 survey and also the results of the survey conducted for this thesis about Lego's reputation. Question eight in the questionnaire about Lego's reputation was about one's opinion about Lego, and most of the respondents answered four or five on a one-five scale (1=worst, 5=best). To be precise 92% of respondents answered in the top positive. What is also worth considering is Lego's history, because it has existed for many years with very little change to its base product – the building block, meaning that they have customers in all ages. Almost everyone has played with Lego blocks as children, and therefore, Lego may very well have a lot of sentimental value in the eyes of consumers.

5.1.6.4 LEGO'S GLOBAL ACTIVISM

In relation to global activism, it has been difficult to find examples from Lego that can be compared to the examples mentioned in the Theory chapter – building production facilities in countries with which Denmark has a trade surplus and establishing R&D in foreign countries to improve life quality by training engineers etc.

Lego is building a new factory, however, it is being built in China (The Lego Group 2014, 28-29), a country that Denmark imports much more from than it exports to (Danmarks Statistik 2004). One thing that can be said about this new factory, however, is that it is being built according to environmental standards, and is meant to be as environmentally friendly as possible (The Lego Group 2014, 28-29). This is a sign of global activism in the sense that Lego is introducing technologies to its new production site that are more environmentally friendly, and thereby pollution is reduced, and the global environment is being helped to some extent. In 2014, Lego opened a new factory in Hungary which was also built to be *green* (Trangbæk 2014). In the case of this build, Denmark does have a trade surplus with the country, meaning that it contributes to the global activism of Lego. According to the Foreign Ministry website in Denmark, Denmark's export to Hungary was DKK 3.5 billion in 2010, while the import from Hungary to Denmark was DKK 4.3 billion in 2008. (Udenrigsministeriet)

Moreover, while it has been difficult to find any sign of departments such as R&D being established around the world by Lego, thereby helping train people in the local communities in engineering etc., the fact that Lego builds major factories around the world, does still help improve quality of life in those areas. What is meant by this is that people in the local communities have the opportunity to work for Lego, a company that strives to ensure healthy and safe working environment throughout its organization, and make a living. In Hungary, 250 new jobs were created with the build of the new factory, thereby employing 1,500 people (Trangbæk 2014). In China, Lego expects to have 2,000 employees (Trangbæk 2013)

5.1.6.5 THE GOVERNMENT AS LEGO'S KYOSEI PARTNER

There seems to be no evidence that Lego has reached the fifth stage of Kyosei, where it is supposed to partner with national governments in order to affect legislation in favour of the common good, not in favour of its own goals. However, the fifth stage of Kyosei is very rare, and not many organizations have reached. In the case of Lego, it may be on its way towards such a partnership – or to be more precise, it is a *second-hand-partnership* so to say. Lego has engaged in a partnership with UNICEF (Trangbæk 2015), which has already been accounted for, however, the connection to the fifth stage of Kyosei is that UNICEF is in the position of being able to cooperate with governments and affect legislation, and now Lego cooperates with UNICEF, i.e. *second-hand-partnership*. In this specific example, it is mentioned that: “...by working with the South African government to change policies and programmes, the partnership with the LEGO Foundation has the potential to benefit 4.5 million children aged 9 and under who will receive support and care from parents, caregivers and educators who have been taught to understand and use play as a tool for stimulation and learning.” (Trangbæk 2015)

5.1.6.6 CONCLUSION ON LEGO'S KYOSEI

It seems that Lego has managed to fulfil many of the criteria for Kyosei, although not intentionally. The purpose of this Kyosei analysis is mostly to be able to corroborate the findings from both the ethical theories analysis and the CSR pyramid analysis. Lego has climbed the Kyosei stages steadily up until the fifth stage, which is rarely reached. Economically, it is able to keep a consistent profit, and experiences growth year after year. In relation to Lego's employees, it is also very successful in cooperating with them, and all parties view the organization's success as a shared accomplishment. Lego employees are satisfied and motivated workers, according to the annual survey, it conducts. Cooperation is also evident in external context with other organizations, with suppliers, and with customers. Lego's partnerships with UNICEF and WWF enable it to contribute to the common good of society by protecting children's rights in a global context, and by promoting responsible and sustainable business approaches. Its cooperation with suppliers enables it to ensure healthy and safe working conditions for workers around the


world, and moreover to promote environmental awareness in its supply chain. In relation to its customers, it seems to be very aware of their desires, and supplies them with the right innovative products time after time. However, it is still able to keep the sentimental value of its core product – the traditional Lego block.

5.1.7 CONCLUSION ON LEGO'S CSR

The analysis of Lego's CSR has been triangulated between three different CSR theories/approaches, and each analysis has resulted in the conclusion that Lego's CSR approaches and activities are excellent. Of course, there have been a few glitches and setbacks in the form of an unhealthy partnership with Shell, and a small legal non-compliance issue in Germany, but all of these examples have been handled by Lego in a professional manner. It appears, from the above analyses, that Lego has not had any major crises in its CSR, and that the small crises it did have were handled quickly and responsibly. In conclusion, it seems that Lego engages in extraordinary CSR activities that genuinely appear to be for the sake of society. It recognizes its own power of influence as an international organization and leader, and seeks to lead by example for the common good.

5.2 LEGO'S REPUTATION CAPITAL

In the Theory chapter, four strategies for accumulating reputation capital were described: *hedge strategy*, *growth strategy*, *value strategy*, and *total return strategy*. To introduce the analysis of what is assumed to be Lego's reputation capital, the four strategies will be shortly elaborated on once again. This is done for the purpose of enabling the reader to draw connections between the above analyses of Lego's CSR approaches and the strategy that it may be applying for reputation capital purposes.

 When applying hedge strategies, a company will essentially use a communications strategy to make promises to stakeholders that it expects to be able to fulfil. If the company succeeds, i.e. fulfils the promises, it will gain reputation capital.

In the light of the previous analyses of Lego's CSR, it seems very unlikely that it would apply such a strategy. Lego prides itself in being transparent and ethical, and therefore, it can be argued that a hedge strategy is too risky. Should Lego not be able to fulfil the promise it makes, it would lose credibility, especially if stakeholders become aware of the fact that Lego made a promise it did not know if it could keep. Moreover, Lego has developed a Brand Framework consisting of four promises: *Play Promise*, *People Promise*, *Partner Promise*, and *Planet Promise* (Busck, Gammelgård and Stecher 2013, 1). These four promises constitute the very core of what Lego aspires to do and how it wants to do it. Arguably, Lego does not apply hedging, as it actually builds its brand on being able to fulfil promises – not on hoping to be able to fulfil them.

🧱 Applying growth strategy in relation to reputation means that focus is put on identifying what will drive reputation in the future, and working towards that. This strategy entails immense stakeholder analyzing in order to identify those reputational drivers.

In the case of Lego, it may be that it has applied such a strategy, but arguably, this has most likely been done in a more traditional sense of the term growth strategy. What is meant by this is Lego's expansion into making movies/TV-series/games in 1990's-2004. It seems that Lego was able to identify a growing interest in a more electronic version of its product and complied with this demand. However, there are no indications of this being done for reputational reasons, but more for financial growth reasons, i.e. to reach new markets. Lego's innovative approach at the time proved to be a mistake, because it appeared that most of its sales came from non-electronic products. (Oliver, Samakh and Heckmann 2007) The fact that Lego made this mistake is worth taking into consideration in the reputation-sphere of the term growth strategy, because if an organization misinterprets the reputational drivers, it may cost it its reputation, just as such a misinterpretation in financial terms may cause an organization to lose money.

🧱 A value strategy in reputation management concentrates on keeping high ethical standards, and the view becomes very inward. The focus is on stakeholders – employees, partners, clients etc.

In Lego's case, this seems to be the most likely strategy of the four. This assumption rests on the previous analyses of Lego's CSR approaches, which all indicate that Lego puts great emphasis on ethical business conduct and on its responsibilities towards stakeholders – employees, consumers, suppliers, local communities etc. The above analyses showed the following in regards to different stakeholders:

🧩 Employees

- 🟡 As part of Lego's Brand Framework, it has made four promises, of which one is the *People Promise* that states that all employees must be treated with dignity and respect.
- 🟡 In the Code of Conduct, the organization requires that employees have the right to join/not join trade union and collective bargaining, and that forced labour, child labour, and discrimination is not tolerated.
- 🟡 One of Lego's aspirations is to become world class in employee safety.
- 🟡 According to annual employee satisfaction surveys, Lego has very satisfied and motivated employees.
- 🟡 Lego views the success of the company as being a shared accomplishment between management and workers

🧩 Consumers

- 🟡 As part of Lego's Brand Framework, it has made four promises, of which one is the *Play Promise* that states that children's rights must be protected.
- 🟡 Three of Lego's aspirations are to reach all children with creative play experiences through the Lego System in Play, to make a difference in

product safety and quality in the toy industry, and to strengthen child protection governance.

- 🟡 Lego not only complies with the safety standards of the EU Toy Safety Directive and the US Consumer Product Safety Improvement Act (CPSIA), it also interprets these in the strictest way possible (Vestberg 2015).
- 🟡 According to the RepTrak 100 survey, Lego's reputation is very good, and moreover, the results of the survey conducted for this thesis show the same tendencies towards Lego's popularity. Arguably, it must be doing something right with its consumers.

🧩 Suppliers & Partners

- 🟡 As part of Lego's Brand Framework, it has made four promises, of which one is the *Partner Promise* that states the importance of suppliers and partners, implementing the same respect for employees as Lego does itself.
- 🟡 Lego has initiated several partnerships/cooperative activities that support sustainable development. For example, it cooperates with UNICEF in support of children's rights, it embeds the ten UN Global Compact principles, and it improves energy efficiency with the World Wildlife Fund (WWF). (Vestberg 2015)
- 🟡 While Lego has not renewed its contract with Shell after the Greenpeace campaign, it did refuse to drop Shell as partner before the contract expired. And although this partnership was not beneficial for Lego's reputation, choosing to not break contract is a sign of Lego acting responsibly towards its business partners, whoever they may be and whatever pressure is put on Lego.

🧩 Local communities

- Lego is known to organize play day events for children. In 2014, it organized nine of these around the world, reaching approximately 50,000 children with learning through play. It also helped with the reconstruction of a home for underprivileged children in the Czech Republic, established play rooms in hospitals in France, and organized a kid's camp in Germany. (Vestberg 2015)
- Lego employees participate in volunteer activities for the benefit of the communities in which they work. The organization also contributes financially to the local communities, and with product donations.
- Some other philanthropic actions of Lego in 2014 were:
 - Organizing Lego building events in China
 - Integrating playful learning in seven elementary schools in the US
 - Organizing 120 factory tours for children in Mexico

• A total return strategy does not bring much reputational gain for an organization, because it is a very low risk approach. An organization focuses on making safe bets in its business activities, which often means that it will focus on the quality of its product and be much less concerned with communicational issues. This is a downside in an era of great media coverage, because organizations that do not have well developed communicational skills will have trouble recovering from negative media attention. Lego does not seem to be following a total return strategy, because it does not merely rely on safe bets. It could be argued that Lego takes a great deal of risks by spending so many resources on the responsibility-, sustainability-, research-, local community-, and environmental obligations it has set for itself. These areas do not make profits as such, because these are not products that the company can sell and make a profit from. However, they are more intangible assets, and together with the quality products Lego produces, they most likely are the reason why Lego's reputation is so high-ranking in the RepTrak 100 survey.

This assumption comes from the viewing of the CSR RepTrak survey, which is basically an extract from the RepTrak 100 survey. It measures companies by three of the seven domains: Citizenship, Governance, and Workplace (Reputation Institute 2015, 8) – and Lego ranked as number six in 2015 survey (Reputation Institute 2015, 14). Lego has set high ambitions in these areas and obligated itself in several ways to fulfil on its promise – this is a high risk approach, because if it fails to fulfil its promises several times, reputation can be damaged.

5.2.1 CONCLUSION ON LEGO'S REPUTATION CAPITAL

In conclusion of this section, it can be said that Lego is most likely to apply a value strategy to its reputation capital. This is concluded by both a method of exclusion, because there are valid reasons why it is unlikely it would apply the hedge-, growth-, and total return strategies, and by drawing comparison to the analyses of its CSR approaches. Lego's CSR clearly indicates a correlation with a value strategy in terms of reputation capital.

5.3 GREENPEACE REPUTATION

In the Theory chapter, the RepTrak System to Reputation Measurement was introduced as a theoretical tool to be applied in this section. The objective is to analyze Greenpeace's reputation in a form comparable with Lego's reputation, and since this thesis takes departure in the findings of the RepTrak 100 survey, it is logical to apply the same system for this analysis. However, as was mentioned under the critique of the theory, the researcher failed to align the two processes of theory assessment and questionnaire construction, which has meant that the questions asked in the Greenpeace survey, are not aligned with the seven dimensions/23 attributes of the theory. However, the researcher will apply the same interpretive approach as for the rest of the thesis, and seek out similarities between the dimension/attributes, and the Greenpeace questionnaire.

5.3.1 GREENPEACE'S SERVICES

This dimension is concerned with people's opinion of Greenpeace's services. The questions to be answered are if Greenpeace offers high quality services that are of good value for the money, if it stands behind its services, and if the company is meeting customer needs. As a first step, it can be concluded that since Greenpeace does not charge anyone for its services, and does not receive contributions (Greenpeace), the second question about value for money can be ignored. In terms of high quality services, it first needs to be determined what the term, *services*, covers in relation to Greenpeace. Are *services* the demonstrations and actions that Greenpeace participates in, or is it the service of helping the planet in a more overall view? This is relevant, because the Greenpeace survey showed a tendency towards people being supportive of Greenpeace's causes (saving the planet), while being against its actions, or at least the aggressive actions it takes (See sections 4.1.2.5/4.1.2.6 & Appendix Four, Q5 & Q6). Furthermore, there is the question of whether Greenpeace stands behind its services, and the answer to this must be *yes*, because Greenpeace is very determined to protect the environment, and takes actions towards this goal (Greenpeace). Lastly, does Greenpeace meet customer needs? Taking a departure in the survey again, respondents were asked to mention some positive thing about Greenpeace, and 82% of the respondents mentioned the environment, saving the planet and similar attributes (See section 4.1.2.4 & Appendix Four, Q4). This is also what Greenpeace aspires to do, so it could be argued that Greenpeace is meeting customer's needs. However, at the same time, many of the respondents (54%) consider Greenpeace to be too aggressive in the way they conduct their *business* (See section 4.1.2.5/4.1.2.6 & Appendix Four, Q5 & Q6). Arguably, as people view the aggressive methods negatively, it must mean that they are against it, i.e. Greenpeace is not meeting their needs, because that would entail that it fought for the environment without applying aggressive methods. The survey conducted shows that there is generally a negative view on Greenpeace, because while people are very positive about its causes, this seems to fade in comparison to people's view on its methods. In Greenpeace's case, its actions are what it offers, i.e. its services. On these grounds, it is estimated that this dimension is viewed mostly negatively.

5.3.2 GREENPEACE'S INNOVATION

This dimension is concerned with people's opinion of Greenpeace's innovative abilities and actions. The questions to be answered are if Greenpeace is innovative, if it is first runner, and if it adapts quickly to change. Greenpeace has been known for initiatives that could be considered innovative in its area of expertise, for example with the creation of the Mobilisation Lab, which is aimed at supporting the Greenpeace organization and other allies by finding, testing, and pushing the envelope on the use of technology in campaigns (Mobilisation Lab). However, considering the Greenpeace survey, innovation does not seem to be something that respondents relate to Greenpeace. Only one respondent mentioned that Greenpeace is *creative & inventive* (See section 4.1.2.4 & Appendix Four, Q4). In terms of being first runner, it is generally very active in its mission to save the planet. This is indicated by the fact that the media often mentions Greenpeace when there are environmental demonstrations etc. to be reported. Typing the word *Greenpeace* in the search box on several media sites, such as BBC, CNN, Fox News, TV2Nyhederne (Danish), and DR Nyhederne (Danish) results in many articles and news report about Greenpeace activities. Although this does not show that they are *first*, it does show that they are very active. Does Greenpeace adapt quickly to change? Arguably, yes it does, because it is necessary in order to make a difference.

While the Greenpeace survey does not indicate that people consider Greenpeace to be innovative, other factors do, and since the survey conducted is small-scale, the thesis relies on external sources for this dimension, meaning that Greenpeace is considered innovative.

5.3.3 GREENPEACE AS WORKPLACE





This dimension is difficult to evaluate on in Greenpeace's case, because there is little information to be found on its website, and the survey did not cover it. However, it could be argued that since Greenpeace is an environmental activists group, that people who work for the organization are passionate about its mission. Therefore, it could be assumed that people are passionate about working for Greenpeace. The questions that need answer, in order to evaluate on this dimension regard fair rewarding of employees, a demonstration of concern for health and well-being of employees, and equal opportunities

in the workplace. Without being able to verify, the thesis thus assumes that an environmental organization such as Greenpeace, that fights for the environment, the planet etc., would of course, emphasize those elements as a workplace. The most visible demonstration of Greenpeace's view on its employees was the following quote:

"One of Greenpeace's greatest strengths is our people and we are investing substantially in recruiting, training and retaining our staff. We are also increasing our investment in working with our supporters and volunteers: campaigning with them to win bigger victories." (Greenpeace)

5.3.4 GREENPEACE'S GOVERNANCE

The three main components of governance are the transparency and openness of the company, the ethical behaviour of the company, and fairness in the company's business activities. In relation to Greenpeace, it has been an active participant in establishing the first global Accountability Charter for the non-profit sector (Greenpeace). The charter entails core values and operating principles for NGOs, including governance principles (INGO Accountability Charter). Good Governance requires the NGOs to:

-  Publish clear and transparent missions, governance structures, and decision making processes.
-  Have a governing body supervise and evaluate the CEO, oversee programme/budgetary matters, and define overall strategies corresponding to the mission. It will ensure efficient use of resources, measurement of the performance, financial integrity and maintenance of public trust.
-  Have written procedures that cover appointment, internal accountability, responsibilities, and term limits for members of the governing body.
-  Have effective risk management and compliance with laws.

- 📄 Publish annual financial reports which are audited by a qualified independent auditor.

(INGO Accountability Charter)

Greenpeace has agreed to follow the Accountability Charter and thereby follows the above principles for Good Governance. In terms of the RepTrak System, this corresponds very well, as does the *Transparency* (INGO Accountability Charter), and the Environmental Responsibilities commitments (INGO Accountability Charter). Summarily, Greenpeace has actively engaged in activities of good governance, and the Greenpeace survey does not show anything relevant in relation to governance – respondents mostly focused on the environmental ambitions of Greenpeace. Therefore, it is assumed that Greenpeace is doing well in terms of governance.

5.3.5 GREENPEACE'S CITIZENSHIP

Citizenship is most likely the dimension in which Greenpeace would score highest, because its entire organization is built around the attributes that constitute citizenship. Greenpeace acts responsibly to protect the environment – and strives to make every other organization do the same. Greenpeace supports good causes – and strives to make every other organization do the same. Greenpeace has a positive influence on society, or at least it tries to, because in this case it could be argued that its methods are too aggressive, and therefore, it has a somewhat negative influence (See section 4.1.2.5/4.1.2.6 & Appendix Four, Q5 & Q6).

5.3.6 GREENPEACE'S LEADERSHIP

Leadership is characterized by a strong and appealing leader, excellent managers, by the company having a clear vision for the future and being well-organized. Greenpeace has just assigned a new Executive Director, Mads Christensen (Greenpeace 2016), however, for the last six years; the leader of Greenpeace was Kumi Naidoo (Greenpeace 2015). He has made some e significant changes in the organization (Streep 2015), and could be perceived as a strong leader. The quality of management is hard to determine, as there is no

information available other than the management structure in the organization, which in turn signals that the organization is well-organized. In terms of a vision for the future, Greenpeace seems to be clear about this as well.

"A green and peaceful future is our quest. The heroes of our story are all of us who believe that better world is not only within reach, but being built today." (Greenpeace)

5.3.7 GREENPEACE'S PERFORMANCE

The performance dimension is concerned with the financial situation and prospects of a company. So the questions of relevance are if Greenpeace is profitable, delivers better financial results than expected, and shows strong prospects for future growth. In terms of being profitable, Greenpeace operates with fundraising. From the 2014 Annual Report, it seems that Greenpeace Worldwide had a surplus in its fund of 172,702,000 Euros, meaning that it has been profitable, as was it in 2013 with 168,154,000 Euros (Greenpeace 2015, 29). Whether results were better than expected is difficult to say, as the Greenpeace Annual Report mostly emphasizes the objectives it has reached in its environmental actions etc., and much less the financial side of the organization. In relation to showing strong prospects for future growth, the former Executive Director stated: *"...I believe that once our transition to our new way of working is complete, Greenpeace will be achieving victories that we would not have considered possible under the old approach..."*

This dimension is difficult to measure for a NGO like Greenpeace, because it operates with much more focus on its values and mission, and less on finances. It could be argued that this is because of the way Greenpeace receives its money – through donations. This obligates Greenpeace in a different way than a regular company would be obligated, because its supporters voluntarily donate money for which they neither receive a product nor a service as such – only the promise that Greenpeace will work to *save the planet*. But in broad terms, and from the Executive Director's letter, it seems that performance might not be too good at this point. Greenpeace seems to have had some challenges lately in redirecting its organization. However, prospects seem positive.

5.3.8 CONCLUSION ON GREENPEACE'S REPUTATION

Conclusively, it could be argued that theoretically, Greenpeace is doing well in many of the dimensions mentioned above. But simultaneously, although small scale, the Greenpeace survey still indicates that its reputation is faulty, because people's perceptions of it are influenced by the drastic methods it applies in its campaigns and actions. For the further discussion and conclusion of the entire analysis, including the Lego analysis, it is assumed that Greenpeace is taking many of the right steps toward a more beneficial reputation, but is limited by some of its actions. In order to reach a more precise result, a new and improved survey should be conducted which applies the correct tools in relation to the theoretical framework of the RepTrak System.

6 CONCLUSION

The thesis was introduced with the story of how Greenpeace campaigned against Lego's partnership with Shell in 2014, and how Lego entered year 2015 with a stronger reputation despite it. This story evoke an interest in examining the mechanisms behind Lego's strong reputation, since it was able to endure such negative attention, and lead the way to some questions that have helped guide the process of data collection and the analytical phase.

These questions were:

- 🧱 Has Lego managed to utilize effective crisis communication?
- 🧱 Does Lego have reputation capital?
- 🧱 Is the ineffectiveness of the Greenpeace campaign really a result of a poor Greenpeace reputation?
- 🧱 Or did Lego fix the problem by not extending its contract with Shell?

The first question was answered fairly quickly, as it was clear that Lego had not communicated about the situation, and therefore it is clear that it did not utilize effective crisis communication. The rest remained to be answered.

The second question was fuelled by the idea that Lego's CSR approach may have given it reputation capital, and therefore a theoretical foundation for examining its CSR was laid. The analysis began with an examination of the instrumental, political, integrative, and ethical theories/approaches that Garriga and Melé set forth. Each group of approaches holds a number of theories to CSR, and all were looked into in relation to Lego and its approaches. While Lego has attributes that are comparable with several of the theories, the most noticeable comparison is the one with the ethical theories, of which three were applicable for Lego – universal rights, sustainable development, and the common good approach.

The next theoretical framework was Carroll's CSR Pyramid, to which Lego was once again compared. This corroborated the previous analysis in the sense that it was found that Lego fulfilled all four areas of responsibility – economical, legal, ethical, and philanthropic. Moreover, it seems that Lego is very active at the top of the pyramid.

Lastly, Kyosei was introduced to the equation for the purpose of triangulating the analysis, and determining Lego's approaches to CSR. Lego does not follow the Kyosei *path*, but unknowingly it has reached four of the five stages, and has one foot in the fifth stage already through its partnerships.

Summarily, three different theories are pointing towards Lego being ethically oriented in its CSR approaches – but why did Lego then partner with Shell? This becomes a very valid question in the light of this analysis. The answer could be that it was simply just the way things were – and no one thought of changing it, before someone actually pointed out that a change was needed. Lego and Shell had partnered for many years, renewing contracts when they expired, so there was a relationship between them.

After having established Lego's CSR approaches, its reputation capital was looked into. While it is not known if Lego aims at gaining reputational capital, the analysis showed a clear indication that it has done so. Four strategies to reputation capital were explored,

originally applied in financial capital. Hedge-, growth-, value-, and total return strategy. From the knowledge that was gained during the first analysis, it became fairly clear that with Lego's emphasis on ethical behaviour, it was best comparable with the value strategy. This lifted the study to the next level and helped answer the question about whether Lego has reputation capital. A new understanding has been reached.

The avoidance of reputational damage was further explored, by analyzing Greenpeace's reputation under the framework of the RepTrak System of Reputation Measurement. This was done in order to answer the next question – does Greenpeace simply not have a good enough reputation to affect Lego's reputation? This analysis did not give as clear results as did the analysis of Lego, but this thesis has been conducted from a interpretive view, and therefore everything is subject to interpretation. It is assumed that Greenpeace is limited by some of its methods, but are taking the right steps towards a more beneficial reputation. The last question asked in the introduction to help guide the process was whether the avoidance of reputational damage was due to Lego's non-renewal of the Shell partnership. This seems very unlikely in light of the entire analysis; however, it is a sign of Greenpeace's influence. As mentioned, the Lego/Shell partnership has existed for a long time, and now it has been terminated as a result of the Greenpeace campaign, indicating Greenpeace's influential power. Arguably, this would mean that Greenpeace could have damaged Lego's reputation, and that it is able to do so.

Conclusively, the only question left to be answered is the central question of the thesis:

How has Lego avoided reputational damage during the Greenpeace/Shell crisis?

🧱 It was not a result of effective crisis communication.

🧩 Lego did not apply crisis communication at all.

🧱 It was not a result of Lego's decision not to renew its contract with Shell.

🧩 However, this demonstrated how influential Greenpeace is.

🧱 It was not a result of a poor Greenpeace reputation.

🧩 Although Greenpeace should consider reputation management initiative in relation to its aggressive methods.

🧱 It seems that Lego has been able to generate reputation capital applying a value strategy originally applied in financial terms.

🧩 This is supported by a triangulated analysis of Lego's CSR approaches, which all indicate that it is very ethical in its business conduct.

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8 APPENDIXES

8.1 APPENDIX ONE – LEGO'S FIRST COMMENT / JULY

Jørgen Vig Knudstorp, CEO of the LEGO Group, comments on the Greenpeace campaign using the LEGO® brand to target Shell.

The LEGO Group operates in a responsible manner and continually strives to live up to the motto of the company since 1932: "Only the best is good enough".

We are determined to leave a positive impact on society and the planet that children will inherit. Our unique contribution is through inspiring and developing children by delivering creative play experiences all over the world.

A co-promotion contract like the one with Shell is one of many ways we are able to bring LEGO® bricks into the hands of more children.

We welcome and are inspired by all relevant input we receive from fans, children, parents, NGOs and other stakeholders. They have high expectations to the way we operate. So do we.

The Greenpeace campaign focuses on how Shell operates in a specific part of the world. We firmly believe that this matter must be handled between Shell and Greenpeace. We are saddened when the LEGO brand is used as a tool in any dispute between organisations.

We expect that Shell lives up to their responsibilities wherever they operate and take appropriate action to any potential claims should this not be the case. I would like to clarify that we intend to live up to the long term contract with Shell, which we entered into in 2011.

We will continue to live our motto of "only the best is good enough" and deliver creative and inspiring LEGO play experiences to children all over the world.

Jørgen Vig Knudstorp, President and Chief Executive Officer of the LEGO Group.

8.2 APPENDIX TWO – LEGO'S SECOND COMMENT / OCTOBER

Jørgen Vig Knudstorp, CEO of the LEGO Group, comments on the Greenpeace campaign using the LEGO® brand to target Shell.

Children are our major concern and the central focus of our company. We are determined to leave a positive impact on society and the planet that children will inherit. Our unique contribution is through inspiring and developing children by delivering creative play experiences all over the world.

A co-promotion like the one with Shell is one of many ways we are able to bring LEGO bricks into the hands of more children and deliver on our promise of creative play.

The Greenpeace campaign uses the LEGO brand to target Shell. As we have stated before, we firmly believe Greenpeace ought to have a direct conversation with Shell. The LEGO brand, and everyone who enjoys creative play, should never have become part of Greenpeace's dispute with Shell.

Our stakeholders have high expectations to the way we operate. So do we. We do not agree with the tactics used by Greenpeace that may have created misunderstandings among our stakeholders about the way we operate; and we want to ensure that our attention is not diverted from our commitment to delivering creative and inspiring play experiences.

The long-term co-promotion contract we entered with Shell in 2011 delivers on the objective of bringing LEGO bricks into the hands of many children, and we will honour it – as we would with any contract we enter.

We continuously consider many different ways of how to deliver on our promise of bringing creative play to more children. We want to clarify that as things currently stand we will not renew the co-promotion contract with Shell when the present contract ends.

We do not want to be part of Greenpeace's campaign and we will not comment any further on the campaign. We will continue to deliver creative and inspiring LEGO play experiences to children all over the world.

Jørgen Vig Knudstorp, President and Chief Executive Officer of the LEGO Group.

8.3 APPENDIX THREE – LEGO/SHELL PARTNERSHIP SURVEY

Tidsstempel	Sex?	Age?	Do you have children?	Do you know the LEGO company?	Describe the LEGO company with 3 words	List 1-3 things that you think, the LEGO company does very well.
05/10/2015 12.16.05	Male	27	Yes	Yes		
05/10/2015 12.26.26	Female	38	No	Yes	Creative, innovative and colourful	Charity advertising Comes around all groups of people
05/10/2015 12.46.58	Male	16	No	Yes	Danish Awesome Epic	Make children happy Cheap toys Good toys
05/10/2015 13.22.42	Female	21	No	Yes	fun educational	
05/10/2015 13.30.34	Female	45	Yes	Yes	Creativity, play and danish	Toys for all ages
05/10/2015 13.35.43	Female	25	No	Yes		
05/10/2015 13.44.38	Female	26	No	Yes	Environmentally aware And responsible	creative and trendy
05/10/2015 13.46.26	Female	28	Yes	Yes	Fun Educational robust	Marketing new collections that follows tendencies Base product not changed since start
05/10/2015 14.44.18	Male	21	No	Yes	clever, responsible, innovative	Innovate things, taking care of employees, branding
05/10/2015 14.58.12	Female	25	No	Yes	Big company, educational, responsible.	Big entertainment value. They handle the critic and problems well - solve them, find a solution.
05/10/2015 16.40.23	Female	28	No	Yes	Creative Danish responsible	
05/10/2015 20.25.54	Female	30	No	Yes	Innovative Fun Rich	Being innovative Good at employer branding
05/10/2015 20.28.53	Female	45	Yes	Yes	Creative World wide Foregoing	Imagination Education Playing
06/10/2015 00.36.48	Female	25	No	Yes	For me LEGO is blocks, so words to describe would be creativity, joy and fun	
06/10/2015 07.56.03	Female	39	Yes	Yes	Joyful - playful - magic	They make magic in children's eyes .. The idea of making something by yourself is fantastic
06/10/2015 16.29.03	Female	33	No	Yes	Big	Legoland
15/10/2015 22.59.58	Female	42	Yes	Yes	Creative Educational Quality	Branding Developing new "worlds" for the children (ninjago, Friends, elves, chima - blocs, movies, magazines and so on)

Tidsstempel	Sex?	Age?	Do you have children?	Do you know the LEGO company?	Describe the LEGO company with 3 words	List 1-3 things that you think, the LEGO company does very well.
20/10/2015 14.20.47	Female	46	Yes	Yes	educational creative innovative	adapting to the future
27/10/2015 10.52.54	Female	23	No	Yes	- Responsible (for the employees around the world (at the cost of outsourcing)). - Dynamic (it is possible to say a lot bad about LEGO - but they do have a way of staying dynamic and increase sales and make new products) - Respected (it is a respected company by many people)	LEGO is a respected company all over the world for the way they treat their employees - and that is a good thing, especially because they are outsourcing as well as anybody else is.
27/10/2015 12.15.09	Male	22	No	Yes	Successful, big, educational	Finance, development
27/10/2015 12.56.08	Female	40	Yes	Yes	quality, legoland, worldwide	toys, legoland
27/10/2015 12.57.17	Male	25	No	Yes	Successful World Wide Know How	Advertising
27/10/2015 13.52.14	Female	49	Yes	Yes	educational, responsible, familiar	It appeals to all cultures (in most aspects of the term culture). It seems to be universal. Serious fun.
27/10/2015 14.11.36	Female	26	No	Yes	Playful, interesting, educational	It incorporates things which are educational with fun - they make it fun to learn They think of kids and what they need They keep their brand story relevant today and keeps themselves relevant
27/10/2015 15.49.00	Male	25	No	Yes	Educational, consistent, global	They are successful at keeping products and marketing consistent. They manage to handle crises. They follow social trends.
28/10/2015 12.47.15	Female	24	No	Yes	responsible, innovative and educational	Lego treats its employees very well! I know Lego arranges days where employees from around the world gather for both business and pleasure.

Tidsstempel	Sex?	Age?	Do you have children?	Do you know the LEGO company?	Describe the LEGO company with 3 words	List 1-3 things that you think, the LEGO company does very well.
28/10/2015 14.09.14	Female	24	No	Yes	Responsible Educational Childhood	- Create memories between family members (both dad, my self and hopefully my children will play with LEGO) - Advertising is interesting - LEGP keeps it fun park and headquarter in Billund
29/10/2015 03.12.34	Male	21	No	Yes	Successful Respected Educational	Quality control Brand
13/11/2015 08.23.38	Male	23	No	Yes	Creative, fun and educational	Creating joy among children
13/11/2015 09.48.16	Female	22	No	Yes	Danish, family-oriented, political	1) produce creative products 2) ensure that children have an alternative to electronics like tablets, smartphones and computers 3) are able to influence legislation at a European level that ensure safe standards across the industry and counteract poor standards promoted by the chinese
04/12/2015 11.07.17	Female	24	No	Yes	Innovation, inspiration & fun	- They are very innovative in terms of developing their products - They have a creative mind at the work place and there is room for being creative in one's own way - They work with children and let them try out their new products so they can adjust them accordingly before they will be released on the market.
04/12/2015 13.53.08	Female	23	No	Yes	Inspiring, fun and clever	Product development, its ability to follow trends and its marketing abilities.
05/12/2015 12.02.38	Male		Yes	Yes	Clever Innovative Fun	High quality standards A great and innovative toy Speak to the child in us all
05/10/2015 11.24.23	Kvinde	26	Nej	Ja	Innovativ Motiverende Dygtig	Skabe vækst
05/10/2015 12.49.50	Kvinde	58	Ja	Ja	Kreativ - udviklende - sætter Danmark på verdenskortet.	Brande sig selv
05/10/2015 13.02.40	Kvinde	26	Ja	Ja	Innovativ, lærerig, spændende	Favner børns leg og udvikling bredt

Tidstempel	Sex?	Age?	Do you have children?	Do you know the LEGO company?	Describe the LEGO company with 3 words	List 1-3 things that you think, the LEGO company does very well.
05/10/2015 13.14.16	Mand	26	Nej	Ja	Innovativ Kreativ Dansk	Åben kommunikation De er ikke bange for at branche ud (LEGO movies) Arbejder efter deres værdier
05/10/2015 13.30.00	Kvinde	27	Nej	Ja	Innovation kreativitet redefinerende	De er blevet virkelig gode til at redefinere dem selv, deres produkter og brand, så det følger med tiden og udviklingen i børn og forældres forbrugeradfærd.
05/10/2015 13.55.50	Kvinde	25	Nej	Ja	farverigt, til børn, global virksomhed	være present på markedet, være innovativ, skabe opmærksomhed omkring produkter
05/10/2015 14.42.19	Kvinde	39	Ja	Ja	Innovativ Kreativ Dygtig	Brander sig godt Udvikler sig kontinuerligt
05/10/2015 17.48.44	Kvinde	56	Nej	Ja	lukkeheds - kapital - uansvarlig	leg - udvikling - kreativitet
06/10/2015 23.53.21	Kvinde	22	Nej	Ja	Holdbart Alsådt Kvalitet	Kvalitet
27/10/2015 10.57.07	Kvinde	20	Nej	Ja	Kundeorienteret, Innovativ og genkendelig.	Bruger kunder til at udarbejde nye produkter Markedsfører dem selv bl.a. igennem film. Har styr på, hvornår det gavner dem mest at komme med nye produkter
27/10/2015 12.38.53	Mand	20	Nej	Ja	Kreativ, Dansk, Nørdet	De skaber nogle attraktive produktsærier i alle aldre. De formår at forny deres forretningsplan.
29/10/2015 12.46.16	Kvinde	20	Nej	Ja	Legende, voksende, og dansk	Lego er innovativ Har et stærkt brand Er verdenskendt
10/11/2015 11.44.41	Mand	20	Nej	Ja	Fantastisk, Inspirerende, lærende	Deres forlystelsesparker At de køber rettighederne til at kunne lave legesæt fra Star Wars, Marvel, Indiana Jones, Batman m.m. LEGO har en kæmpe kendskabsgrad. Alle børn ved, hvad LEGO er. Det er deres største fordel. Kendskabet til virksomheden.
12/11/2015 09.48.43	Kvinde	19	Nej	Ja	Kreativ Ansvarlig	Ved ikke
12/11/2015 10.14.00	Kvinde	24	Nej	Ja	frontløbere selvpromoverende inkluderende	branding konceptudvikling ledelsesstil

Tidsstempel	Sex?	Age?	Do you have children?	Do you know the LEGO company?	Describe the LEGO company with 3 words	List 1-3 things that you think, the LEGO company does very well.
12/11/2015 11.24.58	Kvinde	23	Nej	Ja	Global, kreativ, børnevenligt	De er inovative De laver "legetøj" til både børn og voksne
10/12/2015 13.11.58	Kvinde	22	Nej	Ja	Tradition, kreativitet, velstand	Dansk kultur, kreativitet, branding

List 1-3 things that you think, the LEGO company does very badly.	What do you think of the LEGO company?	Do you know about the partnership between LEGO and SHELL from 2011-2014?	What do you think of the partnership between LEGO and SHELL, and why?	Do you know about the 2014 GREENPEACE campaign against LEGO's partnership with SHELL?
		No		Yes
Expensive	5	No		No
Nothing	5	Yes	I don't know	No
	5	No		No
	5	No		No
	4	Yes	Didn't like it. But I like, that Lego reconsidered the partnership, and wasn't too proud to say they made a mistake.	Yes
I don't know	4	Yes	Glad Lego backed out the partnership	Yes
I cant actually list any.	5	Yes	Bad sales trick by shell.	No
	5	Yes, No		Yes
At least with the SHELL partnerships, they should probably have thought about the outcome - SHELL isn't known for green values.	4	Yes	I didn't like it, LEGO was supporting and cooperating with a company that "hurts" the world - not a clever thing to show the kids who love playing with LEGO blocks. The GREENPEACE video was made with LEGO blocks and toys, which made it interesting to watch for the younger crowd.	Yes
	5	No		No
Maybe not Always being the most environmental Company in the world	5	Yes	Have no problem with the partnership	Yes
Clothing	4	No		Yes
	5	No	Its a weird partnership. Toys and Oil.	Yes
I really don't know ..	5	No		No
Shell reklame	4	No		Yes
Cant remember any	5	No		Yes
adapting to the environment (all companies can make improvements here)	4	No	When big companies goes together - I just often find it mystical. But surely it has been done to earn money	No

List 1-3 things that you think, the LEGO company does very badly.	What do you think of the LEGO company?	Do you know about the partnership between LEGO and SHELL from 2011-2014?	What do you think of the partnership between LEGO and SHELL, and why?	Do you know about the 2014 GREENPEACE campaign against LEGO's partnership with SHELL?
I think that LEGO associating themselves with SHELL was the worst thing they could do to their image. Their outsourcing is terrible as well. To close the factory and send it to Eastern Europe (no I cannot remember to which country they send it) and disemploy so many Danish employess.. That was an extremely dumb move - well, economically for them, of course, then it was a smart move. But it gives a shitty (yes, SHITTY) image in Denmark to do so.	3	Yes	I think that Shell got a great partner with a good image - LEGO on the other got a partner that in some way support the climate changes which is very bad! So I do not think it is the best match.	Yes
Advertising	5	Yes	As it creates shared value there is of course some economic outcome to collect. The partnership does create some ethical problems though.	Yes
prices are too high	4	No		No
Nothing really	5	No	Good thing for SHELL since LEGO is more exposed	No
Can't think of any.	5	No	Just saw it because of the Greenpeace protest.	Yes
Handle their situation regarding female scientists, and female characters in general (but no, not VERY badly, but they could have done better) other than that, no not so much	5	No	I have no clue, because I do not know which kind of partnership they have, and your study sort of introduced it to me in the email that I should find it bad since greenpeace is involved, but I do not know anything which allows me to form an opinion on this matter.	No
I don't think there is anything that they are generally VERY bad at.	4	Yes	I support LEGOs decision to take part in any partnership that they want.	Yes
	4	No		No
	5	No	It surprises me - I don't see the connection between the two	No
price	4	Yes	Teaches children about the oil industry	Yes
Don't know that much	4	No	I don't know	No

List 1-3 things that you think, the LEGO company does very badly.	What do you think of the LEGO company?	Do you know about the partnership between LEGO and SHELL from 2011-2014?	What do you think of the partnership between LEGO and SHELL, and why?	Do you know about the 2014 GREENPEACE campaign against LEGO's partnership with SHELL?
1) It is a shame that many Americans think that it is a American brand and not a Danish brand	5	Yes	In a way, controversial.. It goes against the popular opinion of companies supporting green energy and the transformation to more sustainability in all practices	Yes
- They were cooperating with Shell, here in DK, and that was highly criticised in the media as it made LEGO look like they were supporting the oil industry. - Other than that, I do not have any negative things to mention. I only know of things they do very well.	5	Yes	Well, before some humanitarian organizations made a big deal out of it, I didn't think badly about it in any way. I think it's good that companies cooperate. Just because LEGO and SHELL work together, it does not mean that LEGO support the gasoline- and oil industry.	Yes
LEGO is sadly enough moving away from being a Danish company to being a more global enterprise.	5	Yes	I think it is an odd partnership, and I do not completely understand the motivations for entering it.	Yes
Environmental concerns, such as plastic and cardboard packing holding too much air compared to the content. Though they have been doing better in recent years.	5	Yes	It was unnecessary. Lego earn more than enough money without having to get the extra exposure from being a "reward" for buying gas at Shell. On the other hand: Lego is a plastic product and most plastics are still made as an oil by-product, so in that sense the partnership was a natural thing, something that those opposing it seems happily forget.	Yes
LEGOland solgt til udlandet	5	Nej	Kender ikke til deres samarbejde - hvad samarbejder de helt præcist med?	Ja
Synes ikke de gør noget skidt.	5	Ja	Samarbejdet er ok, der er mange andre store virksomheder der samarbejder og hvor det giver gode resultater for begge.	Ja
	5	Nej	Det er ikke noget jeg har spekuleret videre over	Ja
	5	Nej		Nej

List 1-3 things that you think, the LEGO company does very badly.	What do you think of the LEGO company?	Do you know about the partnership between LEGO and SHELL from 2011-2014?	What do you think of the partnership between LEGO and SHELL, and why?	Do you know about the 2014 GREENPEACE campaign against LEGO's partnership with SHELL?
	5	Ja	Jeg kan godt se pointen i af indgå et samarbejde med en tankstationsgigant og i at producere Shell legetøj og dermed fremme salget af LEGO på tankstationer. Oliebranchen er desværre bare et problematisk valg, da de altid har miljøorganisationer på nakken og en potentiel ojlækssag i vente. Så fra LEGO's side burde man nok have tænkt sig en ekstra gang om. Ser det lidt som celebrity endorsement gone wrong - ligesom Nike med Tiger Woods, Oscar Pistorius og Lance Armstrong.	Ja
Kan godt nok ikke komme i tanke om noget	4	Nej		Nej
Ved ikke...	4	Nej		Nej
manglende socialt ansvar - håndtering af miljøproblemer - kommunikation	3	Ja	Negativ - Shell er ikke en positiv samarbejdspartner	Ja
Str på kasseme passer ikke til indholds mængden	5	Nej	Det fint	Nej
At gå ud på markeder, hvor de ikke hører til Shell samarbejdet	3	Ja	De skulle have ladet være. De hører ikke sammen med Shell.	Nej
De mangler deres historie som klods fabrikant i mange af deres nyere produkter. Sjælen og den trykethed vi havde før i tiden er ikke altid tilstede nu.	4	Ja	Jeg er enig i at man som virksomhed har et ansvar for, at ens underleverandører ikke strider sig imod alle etiske overvejelser. Lego skal ikke arbejde sammen med Shell hvis de borer efter olie i arktis.	Ja

List 1-3 things that you think, the LEGO company does very badly.	What do you think of the LEGO company?	Do you know about the partnership between LEGO and SHELL from 2011-2014?	What do you think of the partnership between LEGO and SHELL, and why?	Do you know about the 2014 GREENPEACE campaign against LEGO's partnership with SHELL?
De havde lidt problemer med hensyn til deres samarbejde med Shell. Nogle af deres nyere produkter er ikke så 'lego' som da jeg var barn. De stoppede med at lave Lego Scala.	5	Ja	Er ret sikker på at deres samarbejde går længere tilbage end 2011, for da jeg var barn havde vi da samlesæt med Shell tankstation osv, og det er tilbage i slut 90'erne. Som barn tænkte man nok ikke så meget over det, jeg vidste knap nok hvad Shell egentlig var. Som ældre begynder man dog at undre sig lidt over valget af samarbejdspartner når vi snakker om noget til børn. Min holdning er nok hældende mod det negative, da jeg ikke mener at børn skal tænke på tankstationer af bestemte mærker. Det skal selvfølgelig også siges at selvom jeg ikke vidste hvad Shell var, fik jeg det da at vide ved at spørge mine forældre.	Ja
Tidligere har de haft problemer med at kunne producere klodser op til jul. De må koordinere produktionen ift. Hvornår salget er størst. Eks: Hellere at de løber tør for klodser i sep. okt. og bibeholder noget af deres vare beholdning, så de kan klare julesalget. For December (uden at vide det) må være LEGOs bedste omsætnings måned.	5	Nej	Kan ikke se, hvad problemet er ift. SHELL. Det er legetøj, det er ikke en slags politisk organisation, der kan påvirke SHELLS strategier. Jeg forstår ikke, hvorfor folk er sure over LEGO forbindes med SHELL.	Nej
Ved ikke	4	Nej	Ved ikke	Nej
Deres produktion er halter efter salget skidt beslutning at samarbejde med Shell	5	Ja	Da jeg så at samarbejdet blev til var min første tanke, det er virkelig skidt for deres brand at de samarbejder med en virksomhed (Shell), som har været igennem Greenpeaces mølle. Og dernæst, hvorfor vil man associeres med en virksomhed der skader miljøet, når man selv har fokus på bæredygtighed. Så derfor er min holdning, at det var en dum beslutning at samarbejde med Shell.	Ja
?	4	Ja	Jeg er ikke påvirket af samarbejdet -	Ja

List 1-3 things that you think, the LEGO company does very badly.	What do you think of the LEGO company?	Do you know about the partnership between LEGO and SHELL from 2011-2014?	What do you think of the partnership between LEGO and SHELL, and why?	Do you know about the 2014 GREENPEACE campaign against LEGO's partnership with SHELL?
Ved ikke - måske kunne de gøre mere for at fremstå etiske ift miljø?	4	Nej	Kender ikke til det	Nej

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
No			Hippler
No			I dont like greenpeace
I don't know	LEGO made awesome toys for children.	Nothing. GREENPEACE doesn't have influence on my decisions.	They're ok.
No			
No			They fight for what the believe in, but use illegal methodes to do it.
No			I like their work, its important to take care of the environment.
I don't know	I didn't really have one	they know the importance and power of being green	good, but I don't really know enough to have a view
No, I don't know	-	-	Greenpeace is a orginasation that is hysterical. If it was a person it would be the girl that always creates drama. Maybe their point have some validity but they are not getting it across.
No	I thought (and think) it's a responsible and good company for the employees. Besides that their product is good, they have a healthy environment and a very good branding department.	Nothing. You can find bad things about everything if you look close enough.	They put focus on great things, but not always in the best possible way. Sometimes they drive it too far.
Yes	I sort of answered that in the earlier question. But again, I didn't like LEGO's partnership with SHELL. LEGO showed wrong values.	A lot changed! They showed that they did care, they saw the problem and fixed it. It changed, cause they changed and showed that their values was better as first expected.	The made a very good campaign with LEGO's and SHELL's cooperation, but other than that I don't really follow their work.
I don't know			I like Greenpeace as an organisation but I do not know about the campaign. I will read about it after this survey.
No	A good company		Greenpeace is an important player for our planet however They are sometimes to extreme
No			?
No	I didn't know there was a partnership between Shell and LEGO. I watched the film with drowning LEGO-figures. Didn't connect though. So LEGO was whatever it has always been, my childhood.	Nothing has changed	It is great, that there is an organisation that takes care of Nature and wildlife. Unfortunately Oil is a huge part of our everyday life.

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
I don't know			Greenpeace fight for a cleaner world and better conditions for the earth. I think that's a good thing. I'm not all into what they exact do and where - but it love that some are doing something... We all chose our way's of helping in something we believe in..
Yes	Good Company	Bad company	They do A good work
No		I dont know enough about it to make it change my mind	They create focus om important subjects.
No, I don't know	Good company	Nothing. I did not notice the was a campaign.	Super actually - good that they reveal some things that should be changed!
Yes	To be honest I had not thought that much about the image of LEGO before the Greenpeace campaign	From thinking "nice firm" I know just think: "dumbass". I really believe that associating themselves with Shell is an extremely stupid move.	<p>I honestly believe that Greenpeace is too extreme - and that's why I would never support Greenpeace with money or anything.</p> <p>They have some good ideas and values about the climate and the welfare of the planet but they are too aggressive when they try to capture oil platforms and all that. I know they do it with the best of intentions but they become more like extremist in my point of view. I know they just try to make everything better for the planet - but I do not think their way is the best to do it. I think we need a more profound change in the mind of people - common people - and just in organizations and politics. The common people are the consumers and those who mostly "destroy" the planet. A profound change takes time, that's for sure - but people are slowly realizing that something needs to be done.</p>
No			An NGO which is maybe necessary in the society. I see it as a necessary company to shed light on problems regarding CSR etc.
No			It is a large NGO doing things for environment

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
I don't know	LEGO does everything right, I do not know of the GREENPEACE campaign	Not heard of the GREENPEACE campaign	GREENPEACE are extremists who doesn't know when they should stop
Yes	Flawless prior to my knowledge of the campaign.	I generally dislike co-branding - even product placement. Maybe my knowledge of marketing influences my view.	I like most of what they do, but not always the way they do it.
No	The same	nothing	they are usually a bit extremist and I don't oppose them, but I do not support them either. Their opinion will very unlikely affect my opinion of something.
No	It dominates the market, manages to stay relevant and create consistent products.	I understand the decision to terminate the partnership.	I do not respect any corporation that bases its marketing on making people feel bad about themselves if they do not pay the company money.
I don't know			Somewhat positive, but I am not sure whether the society really benefits from its campaigning.
			Greenpeace is a terrible organisation that manipulates with people and companies - only to get it their own way. It is okay that they will protect the environment, but there are limits for what acceptable and respectable behaviour is! And I hate the way they always stop when I am shopping to get my signature against something.
No	Generally positive	Nothing	They should all be shot. They are a bunch of whiny hypocritical hippies that don't understand how the world works.

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
No	I have always liked LEGO	Nothing	I think that Greenpeace is scam. They spend so much energy on causes which for some reasons can't be changed, or ain't that big of a deal.. They spend some much time focusing on how they rain forest in South America is felled because of coal and such. Instead of focusing on the real issue, animal farming. Not a fan of Greenpeace. A company as all other organizations.
No	I liked it very much	Nothing has changed? It is a leading question.	I support its goals but not its means. Its approach is totally unacceptable. Almost ridiculous.
No	As explained in the list with the 3 things they do very well, I really like LEGO and thought very highly of them.	To be honest, nothing has changed. I'm still a big fan of their products. I still buy them and I think their products should be available for every child on the planet. They are amazing and increases the child's creativity and creative thinking.	I'm definitely not a fan, if you can call it that. In my opinion, they are way too extreme. It's good that they have their opinions and their point of view but they do not have to put it on everyone else. I think of them as a group that do not like you if you don't follow their views on a certain matter. And that's not okay for me.
I don't know	My opinion of LEGO was that it was a company with high abilities to enter clever partnerships that helps to increase LEGO's great reputation.	Even though this specific partnership was not clever for LEGO to enter, the campaign by Greenpeace made the partnership appear to be a much worse decision.	Generally, I like Greenpeace and all the great work that they had done, however, I also believe that the people from Greenpeace is a bunch of extremists that have no respect for the law. I do not like the fact that they do not hesitate to ruin good companies' reputation, thereby potentially ruining their business.

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
No	<p>I loved it.</p> <p>I have always been a fan of being able to build the things that come into my mind and Lego was the perfect medium for giving form to my imaginings.</p>	<p>Nothing.</p> <p>I know that Lego is made from plastic, which is a by-product of oil production. Knowing that, I cannot condemn them for being in a partnership with another part of the oil industry.</p>	<p>They did good work once, but they have become more and more extremist in their methods over the years, especially their mindless stunt in Peru recently is a good example of how they are going from well-meaning eco-hippies to environmental extremists.</p> <p>Once I liked them for what they did, but I am becoming more and more disenchanted with them due to their methods.</p>
Nej	Min holdning til LEGO har altid været neutral - positiv	Intet	Deres aktivister opfører sig alt for uprofessionelle og det har en negativ virkning på organisationens integritet. Efter egen optik, fremstår Greenpeace ikke længere som værende elskværdig. Jeg støtter hellere andre organisationer.
Nej	Positiv holdning - fordi det giver Danmark omtale ude i verden som er solid og udviklende virksomhed.	Ingenting	Jeg synes bestemt Greenpeace gør et kæmpe arbejde for miljøet og det kan vi kun være taknemmelige for.
Ved ikke	Jeg mener at LEGO leverer et godt produkt der er med til at udvikle børn	Jeg mener at LEGO bør fokusere på legetøj, som de er rigtig godt til.	Jeg mener at miljøbevægelser generelt er gode, men at Greenpeace til tider er lidt for yderliggående i deres interventioner.
Nej	Ingen holdning	Ingenting.	<p>Jeg mener at arbejdet mellem organisationer og NGO/NPO organisationer er yderst vigtigt i disse tider hvor virksomheder SKAL have større fokus på miljø og social ansvar for at kunne differentiere sig og eksistere som virksomheder.</p> <p>Greenpeace er en god vagthund til virksomheder som måske kan være mere social ansvarlige, men jeg mener også at man for det første burde indgå i dialog før man drager til drastiske midler, som man tidligere har set Greenpeace gøre.</p>

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
Nej	Min holdning til LEGO har altid været positiv og på trods af kritik fra forskellige miljø- og kvinderettighedsorganisationer etc. så synes jeg stadig de gør et ekstremt godt stykke arbejde og laver et håndværk, der fremmer fantasien og kreativiteten blandt børn og voksne i alle aldre. Der vil altid være rum til forbedring - sådan er det med alle virksomheder - men jeg har indtrykket af, at LEGO gør meget ud af at lytte til sine forbrugere og tilrette sig dem. If. Shell-pagen mener jeg også, at LEGO valgte at respektere deres kontrakt med Shell på trods af Green Peaces video, men at stoppe samarbejdet ved kontraktens udløb i 2014. Det synes jeg egentlig er en god måde af gøre det på, hvor man viser respekt for alle parter og samtidig står ved sine samarbejdsaftaler frem for at tørre lorten af på dem.	Intet har ændret sig.	Generelt er jeg et meget miljø- og dyrebævidst mennesker, der har været medlem af både dyrenes beskyttelse, WWF og Anima. Jeg har det på nogenlunde samme måde med Anima, som jeg har det med Green Peace. Jeg kan relatere til deres overordnede formål, men jeg synes det har været flere eksempler på, at deres ideer er blevet udført af halvhjernede tumper, som ikke har tænkt fra A til B eller sat sig ordentligt ind i dyrenes tarv, eller som er for ekstreme i deres holdninger. Mit bedste eksempel er nok redningsmissionen på minik, der var opdrættet i fangenskab og ikke havde forstand på at overleve i naturen. Prænt dumt at lade dem til det fri! Måske Green Peace kunne få hjælp af LEGO til at lære, hvordan man kan redefinere sit brand. Mit indtryk af dem er i hvert fald meget uprofessionelt.
			Jeg kan lide deres måde at udfordre andre og ikke at give op. Nogle gange agerer de faktisk meget aggressiv, men det tror jeg faktisk er nødvendigt iht deres mål.
Ved ikke			I princippet en god organisation med et sundt formål men måden de praktiserer deres holdninger på er ofte for voldsom.
Ved ikke			Meget positiv - en organisation som tør satsen for at gøre noget godt for miljøet og dermed for os alle sammen.
Ved ikke			Kender det ikke.
			Nogle gange for meget, men de gør noget godt for verdenen.

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
Nej	Lego er en fantastisk virksomhed som desværre indimellem glemmer deres historie.	Desværre Intet. Jeg har ingen etiske skrupler når jeg køber Lego.	Jeg er enig med alt hvad Greenpeace gør. Greenpeace er en fantastisk organisation som har ressourcerne og kompetencerne til, at få den ligeglade del af befolkning til, at tage stilling til nogle miljømæssige problemstillinger.
Nej	En ting som et samarbejde med et oljeselskab har ikke påvirket min holdning mod Lego som virksomhed, ene og alene fordi jeg vil mene at de har indgået samarbejdet i en anden tid, en tid hvor et samarbejde med et oljeselskab ikke blev set ned på. At de måske skulle have trukket sig fra samarbejdet noget før er en anden sag. Men min holdning til Lego som virksomhed har ikke ændret sig, for jeg synes og har altid synes at de gør det rigtig godt.	Intet.	Kender ærligt talt ikke så meget til Greenpeace, men jeg vil da tro at de prøver at gøre så godt et stykke arbejde som muligt, hvilket jeg beundrer dem for.
Ved ikke	Uændret.	Uændret	De kæmper for den gode sag og deres vision er fantastisk. Men organisationen bruger tit alt for kontroversielle metoder. Metoder, som jeg ikke synes er i orden at bruge.
Ved ikke	Ved ikke	Ved ikke	Ved ikke
Nej	Jeg synes LEGO har en fantastisk forretning.	Min holdning har ikke ændret sig meget, da det var en dum beslutning, men de begår så få fejl hos LEGO, at en uheldig handling ikke får mig til at ændre ved, at jeg synes det har gang i noget fantastisk, både som virksomhed, men også som ambassadør for Danmark.	Jeg har et ambivalent forhold til Greenpeace, da de er med til at presse virksomheder til at udføre ansvarlig business, hvilket falder i den positive kategori. Men deres metoder har jeg ikke altid respekt for, da de til tider selv begår internationale lovovertrædelser, for at sætte fokus på virksomhedens ulovlige drift, dette gør at jeg så mister tillid og respekt for dem.

Did the GREENPEACE campaign have an effect on your view on the LEGO company?	What was your opinion of LEGO before the GREENPEACE campaign, and why?	What has changed in your view on the LEGO company after the GREENPEACE campaign, and why?	What is your view on GREENPEACE, and why?
Ved ikke	Det er en kreativ kampagne, og den giver da også et voldsomt indtryk - Jeg ved bare ikke personligt om jeg påvirkes i sådan en grad at jeg ændre holdning til LEGO + jeg forstår ikke helt hvad det er LEGO har gjort galt.	Intet	Greenpeace er både ondt og godt! Det får sat nogle interessante spørgsmål på dagsordenen, og får samtidig gjort noget ved disse spørgsmål - eks. LEGO opgiver samarbejde med SHELL, men deres metoder er ofte meget voldsomme og over grænsen til hvad der er i min smag!
Ved ikke	Min holdning er og bliver den samme - kender ikke til kampagnen	Intet	Har ingen holdning

8.4 APPENDIX FOUR – GREENPEACE REPUTATION SURVEY

Tidstempel	Sex?	Age?	Are you familiar with the non-profit organization called GREENPEACE?	Name some positive things about GREENPEACE.	Name some negative things about GREENPEACE.	Do you support GREENPEACE and their actions? Explain, please.	Have you ever been influenced by a GREENPEACE campaign/action in making a decision? Explain, please.
04/12/2015 14.36.49	Female	49	Yes	Greenpeace is good at getting attention G does a lot of good for the planet Nonprofit	Sometimes people are close to getting hurt because of quite drastic methods. Sometimes maybe too drastic - causing negative media attention	Mostly, yes. Because I too believe in trying to protect the environment.	In relation to fracking - I don't believe that fracking is safe. You have to pollute very much in order to access the gas - so all in all the negative consequences outweigh the positive ones.
07/12/2015 10.24.13	Male	38	Yes	They aim to protect nature and the environment and all that business.	They've screwed up a couple of times - especially back in the 80s and 90s.	I am sympathetic towards their cause.	No.
07/12/2015 11.26.31	Female	19	Yes	They try to help the world I think. Animals and stuff... I do not really know :D	I don't really know	I don't but maybe I should...	No.
07/12/2015 11.56.17	Male	25	Yes	They're obviously somewhat concerned with nature, which I guess can be considered a good thing - if not a common human feeling.	Their marketing efforts are repulsive. They base their recruiting and donations on making people feel bad about themselves if they do not choose to contribute to the greenpeace business.	I support their legal efforts to save and preserve nature and animals. - Not their illegal actions and not their marketing schemes.	No.
07/12/2015 14.43.55	Female	23	Yes	They fight for the environment.	They are too aggressive.	No. Their protests or actions are very aggressive - I agree totally with them about the environment, something needs to be done - but they are really too aggressive in their behaviour so I don't feel like supporting them.	To be honest I really don't think that I have - not on purpose at least.
08/12/2015 10.10.41	Male	34	Yes	Environmental awareness. Concern for the planet as a whole, not simply individual nations.	Somewhat extremist in their methods. Suffers from tunnelvision, meaning that they seem to look at the world through a very narrow lens, missing other, more important aspects that could help the world in the near-future.	No, I do not. They are too extreme and narrow in their views. They focus only on a few, very obvious, environmental issues, hounding them like they where the most important thing in the world, when other, more pressing issues needs to be solved to help the environment.%	Not in the least. They try too hard to play on emotions over logic. Making me cry will never change my beliefs, but actually showing me why something is better than what I am doing now often will.
11/12/2015 16.29.32	Male	23	Yes	- consistent campaigning on environmental - creating a public debate	- scare campaigns - media terrorism - dont care about the consequences - bad impact on youth - illegal trespassing - Hypocrisy	No I do NOT support Greenpeace, I consider it like a terrorism organization. Everything they do is based on hypocrisy and illegal activities. They produce scare images on social medias. Greenpeace on tell one side of the story, it is basically what I would call propaganda.	I have never been influenced in a positive way by Greenpeace.
23/12/2015 18.38.05	Female	32	Yes	Protect the environment	Taking things too far	I'm indifferent about them	No
04/01/2016 10.11.04	Male	27	Yes	Their commitment to environmental issues.	Their, sometimes, radical approaches.	I don't publicly support their actions, but I do passively support their cause.	No, never.
04/01/2016 10.20.49	Male	41	Yes	none	Intimidating selfdeceit provocative unnecessary	no	no
04/01/2016 10.29.24	Female	17	No				
04/01/2016 10.37.17	Female	21	Yes	They fight for our planet's climate, endangered animals and say/do things politicians won't say or do because their popularity will hurt from it.	They have a reputation of being someone who just puts graffiti on things, lets out minks and other things that won't help. I'm not sure if this reputation truly reflects the organisation though.	Yes I do. I really think its necessary that someone stand up to these things (oil rigs and so) even if some people don't like it.	Not that I know of, but of course I might have been without thinking about it.

Tidsstempel	Sex?	Age?	Are you familiar with the non-profit organization called GREENPEACE?	Name some positive things about GREENPEACE.	Name some negative things about GREENPEACE.	Do you support GREENPEACE and their actions? Explain, please.	Have you ever been influenced by a GREENPEACE campaign/action in making a decision? Explain, please.
04/01/2018 10.57.53	Male	32	Yes	NON	ALL	No	
04/01/2018 11.18.45	Female	19	Yes	They fight for animal and nature's rights		I support Greenpeace, because their flosofi should be law	
04/01/2018 11.24.15	Male	38	Yes	They aim at protecting the environment.	They sometimes make some very stupid mistakes.	Financially, I don't think I've ever supported them. I agree with their cause though, as I also am an environmentalist.	Nope.
04/01/2018 12.12.29	Female	25	Yes	Concern for the environment.	Will sometimes go to extremes to get through with their message	Differs from cause to cause, but I generally do not involve in their actions and seldomly hear about their causes	No
04/01/2018 15.58.13	Male	27	Yes	Heavy into beliefs and ethics about environmental issues. Overall they support an important matter. Their initiatives are bold and draw significant attention.	Lacks an understanding of the politics and economics that needs to change, in order for their environmental objectives the succeed. Their initiatives are in practical translation vigilantism, which is by law illegal in most cases.	I understand the motivations to do what they do, however, I cannot support vigilantism. Therefore, if I were to support Greenpeace, their conduct and approach the creating awareness needs to change. Essentially, Greenpeace should operate within the framework of the law. Consequently, no I do not support them.	No. This is due to their vigilantism aspect again.
04/01/2018 15.38.25	Female	28	Yes	Care for the environment and animals	Ridiculous actions and demonstrations	No, they are too extreme for me with the way they take action and seek attention for certain causes.	I think so, but then more to the opposite side of what they want. When greenpeace supports something, I'm not sure if I want to.
04/01/2018 15.38.24	Male	22	Yes	They want to protect nature and animals	They often do it by using extreme methods that harm other people and businesses. These are actions like demonstrations and taking over ships and other things and therefore violating the law.	No I do not. It is not okay to behave like that even though you're fighting a cause that you believe in.	No, nothing but from the news on TV or magazine articles.
04/01/2018 15.57.37	Female	47	Yes	Worldwide Protecting the world and living creatures Nonprofit	Going over limits sometimes Provoking	Yes. But not active myself.	A few times. In media or by telephone contact.
04/01/2018 23.08.03	Female	23	No				
04/01/2018 23.53.41	Female	21	Yes	They take care of animals and make people see the problems.	They release animals out into the wild from farms.	Some of it, I think they do a lot of good things but I don't like the activists.	I'm not sure if it's greenpeace.
05/01/2018 02.18.00	Female	20	No				
05/01/2018 11.21.55	Female	23	Yes	They do things to improve the environmental conditions in the world	They break rules to obtain they objectives	Yes and no ... Sometimes I do - it is for the good cause, which a common person wouldn't even think about changing or don't think that they are capable of. But greenpeace does it anyway	Not by green peace, but I do actions to improve the environment.
05/01/2018 15.17.29	Female	24	Yes	They set focus on unethical business	They take illegal action to do so	No, I do not support criminals	No
05/01/2018 15.15.15	Female	45	Yes	Sætter fokus på det miljø, vi kun har een gang	Bruger enorme ressourcer på håbløse begivenheder	Nej - de går ofte for vidt. Fint med fokus, men midlene er ikke ok	nej
05/01/2018 11.42.03	Female	24	Yes	That they are truly dedicated to saving various things such as environment and animals	That they do not respect the laws and they are too extreme in their approach	No	No


Tidsstempel	Sex?	Age?	Are you familiar with the non-profit organization called GREENPEACE?	Name some positive things about GREENPEACE.	Name some negative things about GREENPEACE.	Do you support GREENPEACE and their actions? Explain, please.	Have you ever been influenced by a GREENPEACE campaign/action in making a decision? Explain, please.
05/01/2018 13.11.27	Female	38	Yes	They aim to take care of the environment	They sometimes misplace their effort at some wrong things in my opinion	If I agree with the subject	I dont think so
07/01/2018 11.18.29	Female	38	Yes	Focus om the environment	Their reputation is not that good	No	
07/01/2018 11.31.41	Female	28	Yes	I actually dont know what they exactly do?	I dont know enough about Them to answer this question.	The same answer as above.	No. As Said before, I dont know so much about them.
07/01/2018 11.51.09	Male	18	No				
07/01/2018 13.25.38	Female	22	Yes	preserves environment, non-governmental organization, fights for defending the natural habitat big campaigns as to protect the arctic or global warming		I do support this non governmental organization which fights for our sustainable future	I have been influenced by Saving the Arctic. I try to promote their campaign ideas as much as possible.
07/01/2018 18.39.27	Female	30	No	Do not know	Do not know	No	No
08/01/2018 10.48.31	Female	28	Yes	They want to help the environment. They have worldwide reach..	You often hear that they have been very aggressive in their campaigns and that they break Laws.	I support that they wish to help the environment but not the aggressive and illegal behavior..	No never
08/01/2018 12.03.87	Female	30	Yes	Helping animals, environment and prevent pollution	Too aggressive in Their methods	NOT in any ecomic way. I Think some of their doings are great and others not	No
08/01/2018 12.20.45	Female	23	Yes	They are trying to save the envilement and the animals.	I haven't got one.	Ja - men ikke økonomisk eller aktivt i deres protester.	No.
08/01/2018 12.28.29	Female	40	Yes	The mission	The way they try to succeed with the mission	No, i dont like the way they try to solve issues	No
08/01/2018 12.29.45	Female	24	Yes	De prøver at redde verden, både dyr og mennesker.	De generer alm mennesker som passer deres arbejde og forsørger deres familier, ved at være i vejen for dem. Og ofte gør de det på en livsfarlig måde, i stedet for at gå efter formåls top de er uselig med, så går de efter den alm. arbejder som er uskyldig, for de forsørger deres familie og kan måske ikke finde andet arbejde.	Nej, pga af de negative ting, synes de gør det på en dårlig måde.	Nej holder afstand
10/12/2018 10.45.38	Mand	20	Ja	De handler i stedet for at snakke - Miljøbevidste - De kan samle mange mennesker om en ting	Appellere meget til følelserne - Er ikke altid inden for lovens grænser - Udnytter ikke den demokratiske ret vi alle har.	Ja. Jeg kan ikke se, at de gør noget forkert.	Nej. Jeg er allerede meget enig med GREENPEACE
10/12/2018 11.11.88	Mand	28	Ja	De kæmper for en bedre verden.	De kæmper for en bedre verden på en, efter min mening, irriterende og uhensigtsmæssig måde.	Deres principper, ja, men ikke måden, de arbejder på.	Nej.
10/12/2018 14.28.15	Kvinde	24	Ja	Sætter fokus på miljøproblemer	De metoder de anvender har ved flere tilfælde været ulovlige, hvilket gør dem til en lige så skidt en organisation, som dem de angriber.	Nej, se ovenstående kommentar.	Nej.
10/12/2018 17.30.37	Mand	20	Ja	Kæmper for miljøet	De er pga ligeglade med folks rettigheder De er nærmest fæstet omkring deres dagsorden De trodser alt og alle hvis de ikke er enige	Nej, folks privatliv og hvad folk går og laver burde kunne løses uden større indblanding fra non-profit organisationer, i hvert fald på den måde som Greenpeace gør.	nope.





























Tidsstempel	Sex?	Age?	Are you familiar with the non-profit organization called GREENPEACE?	Name some positive things about GREENPEACE.	Name some negative things about GREENPEACE.	Do you support GREENPEACE and their actions? Explain, please.	Have you ever been influenced by a GREENPEACE campaign/action in making a decision? Explain, please.
10/12/2016 21.08.25	Kvinde	23	Ja	Opfindsom kreativ Taler for dem, der ikke selv kan tale	Kontroversielle Går over stregen ind i mellem	Jeg støtter dem ikke decideret, men jeg synes at deres sager har en ret, da sagerne oftest udgør et problem. Jeg synes dog ikke altid om deres metoder. De går over stregen ind i mellem, og måske måden de gør ting på er ikke altid i orden. Ideen med at lave en "alternativ reklame", synes jeg er en god idé (Nesle + LEGO), men nogle af deres tidligere metoder er for meget!	Jeg er blevet påvirket til måske ikke at købe samme varme følelser for et produkt, som jeg havde før jeg så deres kampagner. Eks. deres kampagne for Nesle med Kubat baren med "abefinger".
11/12/2016 08.09.35	Mand	21	Ja	Forsøger at afhjælpe klimændringer Gør samfundet(verden) opmærksom på problemet	Lidt for drastiske metoder tages i brug i forb. med aktiviteter	Nej, det gør jeg ikke, da jeg ikke vil støtte deres aktioner. De er lidt for ekstreme til min smag.	Aldrig.
04/01/2016 10.38.29	Kvinde	23	Ja	At de kæmper for noget som gælder alle, og ikke bare dem selv. Syntes generelt at det er nogle sager de står inde for.	Deres fremgangsmåde kan være meget drastiske.	Ja, det gør jeg. Men deres handlinger kan som sagt godt være en smule drastiske og voldsomme.	Nej, det synes jeg ikke jeg er.
04/01/2016 12.13.45	Kvinde	28	Ja				nej det er jeg ikk
04/01/2016 12.49.02	Kvinde	45	Ja	Kæmper for en miljøvenlig verden, hvor man vil beskytte dyr og natur	Deres metoder minder om besættelser og består af lovovertrædelser, de virker næsten som fanatikere på nogen områder, og det gør at jeg ikke støtter dem så aktiv som jeg gjorde i mine unge dage	Deres metoder minder om besættelser og består af lovovertrædelser, de virker næsten som fanatikere på nogen områder, og det gør at jeg ikke støtter dem så aktiv som jeg gjorde i mine unge dage	nej - ikke rigtig
04/01/2016 12.58.03	Kvinde	37 år	Nej	Hvad ikke hvad det er	Hvad ikke hvad det er	Nej	Nej
04/01/2016 13.05.33	Mand	24	Ja	de laver protester mod ting der skaber debat.	måden de laver protester på giver dem et dårligt image.	nej	nej
04/01/2016 13.05.43							
04/01/2016 19.40.11	Kvinde	28	Ja	Umuligt	Alle deres demonstrationer	Nej på ingen måde	Nej heller aldrig
05/01/2016 21.05.35	Kvinde	35	Nej				
07/01/2016 10.17.21	Kvinde	23	Nej	- Godt for miljøet - Miljøets polit	- nogle gange går forvidt	Ja, da det er godt for vores miljø, men jeg vil dog mene de nogen gange går forvidt.	Nej
07/01/2016 20.20.17	Kvinde	23	Ja	Pas! Ved bare at det er en verdens organisation	Pas!	Nej - deres handlinger virker ofte irrationelle og overlede.	Nej
08/01/2016 12.01.17	Kvinde	28	Ja	De arbejder for miljøet og klimaet	De går kommetider over grænsen ved deres aktioner	Ja men ikke økonomisk	Nej
08/01/2016 12.32.19	Kvinde	28	Ja	De prøver på at redde verden De holder øje med at forskellige organisationer overholder loven	De er en smule halve	Jeg synes at de gør nogle gode ting, men støtter på ingen måde aktivt	Nej..
08/01/2016 12.33.00	Kvinde	35	Ja	Dyrevellyrd Passer på miljøet	Deres formål er godt, men deres virkemidler for ekstreme	Greenpeace og deres holdninger støtter jeg, men jeg er modstander af deres handlinger.	Nej
08/01/2016 12.49.38	Kvinde	41	Ja	Arbejder for miljøet, tager nogle kæmpe op og kæmper	Dårligt renommé når de går over stregen og besætter et skib el. Lign	Nej	Nej

8.5 APPENDIX FIVE – EXTRACT FROM REPTRAK 100 (2014)

Global RepTrak® 100 - Top 10 Past 3 years

REPUTATION INSTITUTE





<u>2014</u>		<u>2013</u>		<u>2012</u>	
Rank		Rank		Rank	
1	The Walt Disney Company 	1	BMW GROUP    	1	BMW GROUP    
		2	The Walt Disney Company	2	SONY
3	BMW GROUP     	3	 ROLEX	3	The Walt Disney Company
		4		4	DAIMLER
5	SONY	5	DAIMLER	5	
6	Canon	6	SONY	6	
7		7	 Microsoft	7	 Microsoft
8	DAIMLER	8	Canon	8	
9		9		9	Canon
10	 Microsoft 	10		10	

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8.6 APPENDIX SIX – EXTRACTS FROM REPTRAK 100 (2015)

Looking Back: The Global RepTrak® 100 (2013-2015)										REPUTATION INSTITUTE 	
Rank	2015	Rank	2014	Rank	2013						
1		1		1							
2		2		2							
3		3		3							
4		4		4							
5		5		5							
6		6		6							
7		7		7							
8		8		8							
9		9		9							
10		10		10							

Highlights

- ☐ BMW Group regains the #1 spot.
- ☐ Google holds on to #2.
- ☐ Daimler regains its footing and jumps to #3
- ☐ Disney takes a hit dropping to #6
- ☐ LEGO posts significant gains rising to #5
- ☐ SONY loses ground dropping to #9

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A Closer Look at the Top 10 in all Dimensions										REPUTATION INSTITUTE 	
	Company	Products & Services	Innovation	Workplace	Governance	Citizenship	Leadership	Performance	Total count		
1	Apple	X	X	X	X	X	X	X	7		
2	BMW	X	X	X	X	X	X	X	7		
3	Daimler	X	X	X	X	X	X	X	7		
4	Google	X	X	X	X	X	X	X	7		
5	Intel	X	X	X	X	X	X	X	7		
6	The Walt Disney Company	X	X	X	X	X	X	X	7		
7	Microsoft		X	X	X	X	X	X	6		
8	LEGO	X	X	X	X	X			5		
9	Rolex	X		X	X		X	X	5		
10	Rolls-Royce Aerospace	X		X	X		X		4		
11	Nike, Inc.		X				X	X	3		
12	Canon	X							1		
13	Johnson & Johnson					X			1		
14	Samsung Electronics		X						1		
15	The Coca-Cola Company							X	1		
16	Volkswagen					X			1		

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8.7 APPENDIX SEVEN – EXTRACTS FROM CSR RepTrak (2015)

