

-MASTER THESIS-

**EXPLORING CSR COMMUNICATION THROUGH CORPORATE CULTURE
IN A GLOBAL PHARMACEUTICAL CONTEXT**

A CASE STUDY OF NOVO NORDISK



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Nominal pages: 78; Characters: 168,842

EXECUTIVE SUMMARY

This thesis explores the research question of how corporate social responsibility (CSR) is communicated as part of corporate culture through the case study of the global pharmaceutical company Novo Nordisk. The need for this investigation stems from the complexities that characterise CSR activities in the global pharmaceutical industry, coupled with the communication imperative implicit in stakeholder engagement. The literature review lays the foundation of the different understandings of the complex and dynamic concept of. The theoretical framework presents the CSR communication imperative and the tools to analyse the CSR communication approach taken by the case company investigated. The analysis of the qualitative data retrieved through semi-structured interviews and secondary data collection reveals some of the keys explanations for Novo Nordisk's success as a leading 'Big Pharma' actor in the CSR global arena: a complex corporate culture based on stakeholder involvement, strategic engagement with third parties through storytelling, and fruitful knowledge sharing through innovative partnerships. The key findings reflect various ways in which the CSR communication approach is constitutive in its nature, however, factors such as the challenging imbalances that exist in stakeholder power dynamics, the distinction of clear organisational boundaries, the strategic nature of CSR communication and the challenge of CSR communication integration across functions in an organisation, all account for a complex case of CSR communication that does not fit into a constitutive approach. By revealing the complexities of communicating CSR as part of corporate culture albeit through the case study of a successful frontrunner in the global pharmaceutical context, this investigation sheds light on the need for further exploring the enactment of CSR communication through organisational corporate culture.

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1. INTRODUCTION

All over the world, companies have struggled to navigate multiple tensions, contradictions and paradoxes in their attempt to balance economic, social and environmental goals when communicating their commitment to diverse and often oppositional goals to their audiences (Ihlen, L. Bartlett, & May, 2011). “Corporate social responsibility is industry’s response to growing public concern about the accountability and the social, economic and environmental impact of global corporations” (K. Nussbaum, 2009).

The world is witness to the transformation in this relationship between corporate actors and the social environment they coexist with. There have been developments along what can be referred to as a “continuum of CSR” (Boggs Davidsen, 2015) along which focus has shifted from companies’ reputation and license to operate to the integration of good corporate citizenship practices into their business models, via partnerships, for instance. In 2011, the “creation of shared value” (CSV) was coined (Porter & Kramer, 2011), spurring the need for companies to constantly look for ways to bridge gaps between business interests and society to claim legitimacy, brand their activities and exploit new opportunities for growth. There has since been a growing global movement to make societal impacts integral to companies’ strategies and now corporate social innovation (CSI) involves the proactive design and implementation of business models that foster deeper collaboration across functions within a firm and with external partners to co-create sustainable solutions to social problems (Mirvis, Baltazar Herrera, Googins, & Albareda, 2016).

The foundation of the pharmaceutical industry’s CSR can be tracked back to the World Health Organisation’s 1946 constitution where “the right to the highest attainable standard of health... as a fundamental right of every human being” is stated (Lee & Kohler, 2010, p. 642). There exists a dichotomy in the way the pharmaceutical industry has been regarded, as it can provide cures to life-threatening diseases, but at the same time is incapable of providing a cure to everyone at affordable prices. The former CEO of Pfizer McKinnell was quoted to have said that “Because we have the moral *ability* to help in so many ways, we have the *moral imperative* to do so.” (Makarova, 2017) (K. Nussbaum, 2009, p. 67). This moral mandate that characterises the business of Big Pharma¹ drives the activity of many companies because of its impact on

¹ Big Pharma: large pharmaceutical companies considered especially as a politically influential group. (<https://www.merriam-webster.com/dictionary/Big%20Pharma>).

their business model and stakeholder relations (Makarova, 2017). Given their privileged access to a global market, society expects pharmaceutical companies to develop necessary products at prices that are affordable and there is an expectation that this be done in a responsible, reliable and sustainable manner, as this plays a part in the wider responsibilities to improve the health of all.

The pharmaceutical industry is characterised by specific challenges, characteristics, restrictions and duties. Several factors come into play and place pressure on pharmaceutical companies to take sustainability seriously, including tight regulations, fierce competition, rising costs and public pressure. The need to provide affordable drugs to all exposes the pharmaceutical industry to very unique challenges in business ethics and CSR (K. Nussbaum, 2009, p. 76). As pharmaceutical firms experience increasing civil society pressure to act responsibly in a changing globalised world, many are expanding and redeveloping their CSR strategies. Some of the features of successful CSR actions in this industry have been identified to be transparency, strategic partnerships, core values, and employee participation (K. Nussbaum, 2009, p. 75). This setting calls for a streamlined strategy of CSR communication for global pharmaceutical companies. Novo Nordisk is an example of one that is well known for conducting its business in a socially responsible way- but how does it communicate CSR as a global entity?

1.1. Problem statement: The communication challenge

Like other major business sectors, the pharmaceutical industry is under constant scrutiny regarding the way it operates and markets its products. The pharmaceutical industry is unique in various ways, and is characterised mainly by the rapid pace of innovation, the need for ethical considerations involved in marketing and commercialising medicines, a human right, its existence in a densely regulated and competitive market, and the need for a network of partnerships.

In the light of such unique characteristics, CSR becomes a central corporate function for these companies. Consequently, at the point where corporate interests converge with social interests, the communication of CSR takes on a strategic importance from an organisational perspective.

The value that this investigation will bring is to identify the key concepts communicated in CSR in the pharmaceutical industry and the main challenges on which a CSR initiative or strategy is built on in a pharmaceutical context. This project strives to be purpose oriented and analytical in examining the research question. Rather than being a knowledge-telling academic paper, the aim will be to treat information selectively in order to relate to the problem statement and to maintain cohesion between the data analysed. Finally, this thesis will have a reader-oriented approach, as the objective is to communicate the CSR imperative that is being investigated in a clear way (Rienecker & Stray Jorgensen, 2013, p. 31).

This introductory section outlines the key cornerstones of the present research, namely, the motivation of the research, the research question to be answered, the delimitation and the structure of the investigation.

1.2. Motivation

Novo Nordisk will be used as a case study and an example to identify such elements. The conclusion of this project will strive to characterise the approach to CSR communication followed by Novo Nordisk as a global pharmaceutical company. Novo Nordisk has been chosen as the case study for several reasons.

Firstly, the researcher's participation in the 2016 case competition organised by this company lit a curiosity to investigate a company that has also been studied in the researcher's master studies recent academic path as well as in the professional arena when organising events related to the UN New Urban Agenda signed in October 2016 in which Novo Nordisk played a role. This has spurred an interest to critically evaluate its activity from various perspectives.

Secondly, and as a consequence of this, the accumulation of information and the opportunity to obtain first-hand accounts from the company has been greatly facilitated and so these contacts have been made use of to obtain interesting information for this research.

Living in Denmark, the birthplace of this company, for two years now, it has become possible to perceive the excellent reputation it has harvested over the years, but still, over the past year, its financial situation, has caused certain uproar on employees, specifically. This has spurred the researcher's interest to examine Novo Nordisk's CSR communication and explore what the keys to its excellent reputation are, despite operating in the challenging global pharmaceutical context.

Finally, as somebody passionate for the need for engaging communication in the context of specialised discourse such as scientific communication, who has grown up in a family of doctors, pharmacists and biologists, many of which work in the pharmaceutical industry, the researchers' interest in the role of communication in a scientific context where so many stakeholders interact was already significant.

1.3. Research Question

This investigation seeks to determine the role corporate culture has on CSR communication in creating value; and in what ways the case study, Novo Nordisk, effectively communicates this shared value. In order to determine the key to Novo Nordisk's performance in CSR communication, this report will address the following research question:

How does Novo Nordisk, as a global company in the pharmaceutical industry, communicate its CSR as part of its corporate culture?

In answering this question, the investigation has focused on the case of the international CSR initiative Cities Changing Diabetes, launched by Novo Nordisk in 2014. A descriptive account of the case study will be presented below. In order to answer this question, the following sub-questions will be investigated:

- How does operating in the pharmaceutical industry affect the understanding of CSR in Novo Nordisk?
- How does the internal understanding of CSR affect the way it is communicated externally? What is the role of corporate culture in communicating CSR?
- Does Novo Nordisk take an instrumental, a relational or a constitutive approach to CSR communication?

1.4. Delimitation

In my research on Novo Nordisk, the focus will be centred on the interaction of CSR strategy as part of the corporate culture lived by this global company. Even though cross-cultural consideration are a recurring element in this investigation, both on internal and external levels of the analysis, the underlying cultural systems of the different national and regional cultural systems that Novo Nordisk's business activity takes place in will *not* be analysed as they are not the object of the investigation.

Specifically, CSR communication will be analysed through the observation of Novo Nordisk's CSR global outreach in tackling diabetes problems worldwide. The result of the project will provide an overview of the approach that defines Novo Nordisk's CSR communication strategy as part of its corporate culture in the midst of the global 'Big Pharma' context.

Finally, this research strives to examine the present CSR communication strategy of the case study company, and therefore will focus on the current activities that define the communication approach. This is why the majority of the documents analysed have been produced over the past four years, and those that date further back in time have been used because they shed light on the understanding of the current strategy.

1.5. Structure

This thesis will be divided into eight main chapters. This introduction has presented the problem statement and the research question that this thesis seeks to elucidate.

Chapter 2 will offer a brief description of the case study analysed.

Chapter 3 will review the methodological approach to the research, including the ontological and epistemological approaches to the research, the research design, the object of the study, the research strategy, the analytical method adopted and the limitations to the method. This way, the reader will be able to understand how the researcher has made sense of the problem, why they have decided to collect the data retrieved, and why they have analysed it the way they have.

Next, Chapter 4 presents a literature review to provide a background for understanding the complex, controversial and dynamic concept of CSR. This review is necessary in order to

clarify the interplay between CSR and CSR communication. The literature review therefore ends with a brief presentation of “the CSR communication imperative”, where the research gap is identified and where the problem statement is addressed in greater detail. This makes sense to better establish the link with the next section.

Chapter 5 is the theoretical framework that sustains the frame to analyse the research question investigated. Here the communication theory tools that will be used to analyse the case study are presented.

Chapter 6 is the will analyse the key findings of the investigation. The data from the semi-structured interviews and the secondary data from Novo Nordisk will be meticulously revised in the light of the theoretical framework (chapter 5).

Chapter 7 will present the discussion. Here, the main findings will be summarised in order to conclude what the communication approach that defines Novo Nordisk’s CSR communication is. This way, the main strengths that explain its success will be identified, as well as the challenges that open up areas for further improvement. Finally, the researcher will suggest areas for further research.

Chapter 8 will close the research project with the conclusion.

Chapter 9 includes all the bibliographical sources used as part of this project. The sources studied as secondary data are presented separately to make it easier for the reader to refer to these documents.

Finally, the appendix comprises notes from relevant meetings for this research, the interview guide and the transcriptions of the semi-structured interviews that constitute the primary data analysed.

2. CASE STUDY DESCRIPTION

Novo Nordisk

Novo Nordisk is a Danish multinational pharmaceutical company founded in 1923 and headquartered in Bagsværd, Denmark employing approximately 41,400 people in 77 countries and markets its products in more than 165 countries (Novo Nordisk, 2017). The company manufactures and markets pharmaceutical products and services, mainly diabetes care medication and devices, but also for other serious chronic conditions such as haemophilia, growth disorders and obesity (Novo Nordisk, 2016).

Novo Nordisk takes pride in following a set of guiding principles that drive all of the company's decisions, the "Novo Nordisk Way" (Novo Nordisk, 2017). Included in this guiding trajectory are elements such as emphasising the importance of product quality and business ethics, making a difference for patients suffering from diabetes and other chronic diseases, creating opportunities for employees to realise their full potential and implementing the business philosophy of the 'Triple Bottom Line' (Novo Nordisk, 2017).

Novo Nordisk's vision is to "be the world's leading diabetes care company" and so holds the belief that "it is possible to be commercially astute and socially aware is part of the company's DNA, and this results in accelerating growth, minimising environmental impacts, earning competitive returns and contributing to economic prosperity for society" (Novo Nordisk, 2017).

3. METHODOLOGY

Methodology refers to the way in which research techniques and methods are grouped together in order to provide a coherent picture. This chapter will present the methodological considerations that have guided the research design and the analytical approach to this project.

Different methodologies affect the way we understand the world around us, and subsequently affect the method and the research strategy upon which a research project is based (Knutsen & Moses, 2007, p. 6). By understanding the philosophical approach, the researcher is able to make sense of their reflexive role, make a creative contribution to the field and recognise what research designs are appropriate to answering the research question (Easterby-Smith, Thorpe, & R. Jackson, 2015). The purpose of explaining the philosophical approach to this research is to facilitate the reader's understanding of the underlying motivation of this investigation and subsequently enable them to assess the validity of the findings and final conclusions in the light of that approach.

3.1. Methodological approach

3.1.1. Ontological approach

From an ontological point of view², this project rests on a relativist assumption about the nature of reality and existence. This approach suggests that scientific laws are not simply out there to be discovered and that they are created by people instead (Easterby-Smith et al., 2015, p. 49). People hold different views about the world around them and their ability to accept other views might be affected by factors such as their status or reputation. Thus, it can be argued that the 'truth' about a particular idea or theory is reached through discussion and agreement between participants or parties involved. Such 'truth' can vary from place to place and from time to time. It makes sense to take a relativist approach here because different views of the strategic edge to CSR communication will be analysed stemming from qualitative data from different authors, origins and in different contexts.

² Ontology studies the basic assumptions about the nature of reality (Easterby-Smith, Thorpe, & R. Jackson, 2015).

3.1.2. Epistemological approach

From an epistemological standpoint³, this project rests on the interpretive method of social constructivism. Contrary to a positivistic approach- which would be based on empiricism and so reject introspection or intuition as sources of knowledge (Alvesson & Skoldberg, 2009)- this view provides the possibility to regard knowledge generation from a subjective point of view. The underlying assumption is that the social world is too complex to grasp through objective observation and fundamental laws, so reality is constructed and given meaning in a subjective manner by people (Alvesson & Skoldberg, 2009, p. 15). This is precisely what will be made sense of in the analysis section in order to reach a conclusion.

A constructivist approach will be taken in this project because this perspective posits that social constructions take place (Alvesson & Skoldberg, 2009, p. 15) in understanding a ‘social reality’ determined by people rather than by objective and external factors. The researcher must identify patterns in social behaviour and comprehend the different meanings that people place upon their experience in order to reach a conclusion. The focus is on what people, collectively as well as individually, think and feel, so the way in which they communicate with each other must be taken into account.

Another reason why this study will be social constructionist in its approach is that explanations will aim at increasing the general understanding of the situation, that concepts will incorporate stakeholder perspectives to make sense of the problem and that the sampling will require small numbers of cases chosen for specific reasons, as opposed to large numbers selected randomly (Easterby-Smith et al., 2015). Furthermore, the researcher will also, at the same time, be interpreting the interpretations reflected in the primary and secondary data sources retrieved.

3.2. Research approach

Research scientists have asserted that in science there is a constant interplay between inductive reasoning (based on observations) and deductive reasoning (based on theory) until one

³ Epistemology studies the origin of knowledge and the assumptions concerning the best way of inquiring into its nature. It seeks tries to find out how we know what we know (Easterby-Smith, Thorpe, & R. Jackson, 2015).

gets closer and closer to “the truth” which can only be approached but not reached with complete certainty (Alvesson & Skoldberg, 2009).

It can be argued that the initial scope of this research is deductive because the point of departure is in existing theory on CSR and CSR communication. However, in contrast with a characteristic deductive approach, this project will not assert that a general rule possibly identified in the analysis of the case always holds true. Instead, the study will be exploratory in the sense that specific mechanisms and traits will be made sense of when exploring the case study in order to identify what defines Novo Nordisk’s CSR communication strategy.

Consequently, an abductive approach to research is the most appropriate one for this investigation, as a single case will be interpreted from a hypothetic pattern or a collection of existing models of CSR communication, which, if identified in the case, could explain it, and contribute to making sense of it (Alvesson & Skoldberg, 2009, p. 4). Hence, it would be possible to evaluate it and further strengthen the conclusive interpretation by conducting further research and collecting more observations and data from that same case as well as from other cases to shed light on the question investigated.

In the method of abduction, some characteristics of both induction and deduction can be identified, but it must be noted that abduction should not be reduced to a simple combination of these two philosophical approaches, as it adds new specific elements (Alvesson & Skoldberg, 2009, p. 4). The main difference is that it allows for a process of understanding, and this again ties into the justification for a social constructivist approach described above. Abduction allows for the combination of the analysis of data with, or preceded by studies of previous theory in a literature review of existing theory – “not as a mechanical application on a single case, but as a source of inspiration to discover and identify patterns that will bring understanding” (Alvesson & Skoldberg, 2009, p. 4) and allow for the researcher to make sense of data collected and of the specific social reality studied.

3.3. Research design

After accounting for the philosophical research approach of this project, this section will outline the chosen research strategy: the case study. This explanation will include an assessment of the type of case study, the theoretical approach adopted and the researcher’s role in analysing it.

3.3.1. Case study approach

A case study approach is chosen to look in depth at one organisation and more specifically to a CSR initiative designed and put forward by this company (Easterby-Smith et al., 2015, p. 89). A case study approach is “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence” (Robson, 2002, p. 178). This will be a single case study that provides an opportunity to specifically spot elements of strategic communication in material that reflects the well-known successful CSR of the company Novo Nordisk. Advocates of single case studies generally come from constructivist epistemologies (Easterby-Smith et al., 2015).

The case research can be viewed as applied research in the sense that the aims of the investigation have been discussed with the case organisation object of the investigation and where the findings would potentially be relevant and valuable to certain departments and to the organisation as a whole. As a point of departure, the researcher gained access to the company through their professional network and through participation in a case competition organised by the company before the start of this project that was linked to the Cities Changing Diabetes programme analysed. An initial meeting with Communications specialists and a Global Senior Advisor of Cities Changing Diabetes served as the beginning of the collaboration for this research. Later on, meetings were arranged, both in person at the company’s headquarters in Copenhagen, as well as at other locations and via telephone calls and email.

The researcher’s role, together with the implications for data collection and potential bias that this research may contain will be examined in the following section where the analytical method is presented.

3.4. Analytical approach

The tools for research may include theoretical concepts obtained from the literature review, the methodology employed, the analytical tools and the qualitative data obtained. This section will account for the specific method and techniques used for data collection and analysis in this project. First, qualitative sources of data will be explained, secondly, the implications for the study of the data responding to the potential limitations of their overall validity will be reflected upon.

The mode of data creation has important implications for how data should be analysed and presented. Empirical data is information gathered in research through experimentation and observation and can be retrieved through two types of research methods; qualitative and quantitative data (Easterby-Smith et al., 2015). This project will be based exclusively on qualitative data. The scientific method involves the gathering of this data, namely the observation of a phenomenon, reflecting on what was observed, testing these ideas and interpretations and distilling results and conclusions based on this evidence.

Qualitative data

Qualitative data includes information gathered in a non-numeric form (Easterby-Smith et al., 2015, p. 133). This kind of data can be defined by their form and by the interactive and interpretative process in which they are created, so qualitative researchers can be regarded as those who study things in their natural setting and attempt to make sense of and interpret these phenomena in terms of the meaning they bring to people (Alvesson & Skoldberg, 2009, p. 7).

In qualitative case studies, we can distinguish between instrumental (they involve looking at specific cases to develop general principles) and expressive studies (these involve investigating cases because of their unique features, which may or may not be generalizable to other contexts) (Easterby-Smith et al., 2015, p. 90). The present study will be an expressive study. The reason for this is because of the unique characteristics of Novo Nordisk's reputation and previous knowledge about the company by the researcher.

The object of my study will be 1. semi-structured interviews with employees from Novo Nordisk and 2. material produced by the company communicating their CSR. The latter will include texts with various different objectives and directed at different target audiences.

3.4.1. Primary data: semi-structured interviews

Interviews are deemed to be the most commonly used method in social research (Seale, 1998, p. 202). Qualitative interviews are directed conversations evolving around questions and answers about a certain topic (Easterby-Smith et al., 2015, p. 138). Interviews are different from everyday conversations in that they are based on series of questions that follow a particular purpose- usually the in-depth exploration of a particular topic or experience. An interview is always contextual and negotiated and (in contrast to an interrogation) its purpose has to be negotiated between the interviewer and the interviewee (Easterby-Smith et al., 2015). The value

of interviews is in that they provide opportunities for mutual discovery and understanding, reflection and explanation, as well as to elucidate subjectively lived experiences and points of view. As viewed from the social constructivist perspective that this project adopts, interviews are “a construction site for knowledge” (Easterby-Smith et al., 2015, p. 141) as they seek to obtain descriptions of the life world of the interviewee with respect to interpreting the meaning of the phenomena under investigation. The researcher will get the chance to access information in context and to learn about phenomena otherwise difficult or impossible to observe.

Before the interviews, the researcher drew out a list of themes and questions in an interview guide (Appendix 10.2) based on the research question as well as on prior knowledge about Novo Nordisk. The list and the order of the themes was similar for all the interviews conducted, but concrete questions varied depending on each participant's specific area of expertise and on the progress of the interview, thereby characterising them as “semi-structured” (Saunders, Lewis, & Thronhill, 2009, p. 321). The aim of engaging with Novo Nordisk employees through semi-structured interviews is to gain first-hand insights into subtle nuances into what the main challenges when putting together an international initiative, how the company's organisational responsibility is understood and communicated by employees in different positions that differ in the degree of responsibility and competences. An effort was made to involve the respondents and encourage them to share their stories and perspectives about the topic in order to illustrate their thoughts and feelings (Easterby-Smith et al., 2015, p. 214). To achieve this, the researcher considered how to make the interviews relevant, credible and attractive (Easterby-Smith et al., 2015, p. 214).

All the participants interviewed from Novo Nordisk were chosen because of their involvement in some way or another with CSR in the company and because they are familiar with the company's global agenda and the engagement with different stakeholders. In particular, most of them were working close with Cities Changing Diabetes, a global partnership that advances the company's CSR agenda through the engagement of various stakeholders under the goal of creating shared value to deal with the issue of urban diabetes around the world.

The interviews were recorded by oral consent from the interviewees and subsequently transcribed to facilitate the analysis of these accounts (Appendix 10.2). The researcher offered all interviewees the possibility to signed confidentiality agreements, but none of them deemed it necessary to do so. Therefore no data used in this investigation is confidential. The initial interview session where contact was established with the company was not recorded but notes

from that meeting are available (Appendix 10.3). The Novo Nordisk employees interviewed were:

- Bo Wesley, Senior Advisor Cities Changing Diabetes (Appendix 10.3)
- Camilla Crone Jensen, Global Project Manager (Appendix 10.4)
- Dorte Blume Boldsen, Associate Project Director (Appendix 10.5)
- Kristine Stoltenberg, Trainee at the Evidence Group of Cities Changing Diabetes (Appendix 10.6)
- Niels Lund, Vice President Cities Changing Diabetes (Appendix 10.7)

Furthermore, the researcher also arranged a meeting with the renown scholar Dirk Matten, specialised in the field of CSR, with the aim of gaining insights and inspiration regarding some key questions in the current debate about the social responsibility that corporations hold in society. This conversation was not part of the data collection so was therefore not recorded. Nevertheless, notes from that interview are included in the Appendix section as well (Appendix 10.1). They are relevant to the research process because together with the literature review, they helped the researcher identify what themes could be interesting to address at the interviews with Novo Nordisk employees.

3.4.1.1. Limitations

In assessing the validity of the responses obtained, certain “research effects” (Easterby-Smith et al., 2015, p. 215) must be accounted for:

- **Reliability**

Interviews are based on a short interaction between the interviewer and the interviewee, where it might sometimes be hard for the researcher directing the interview to fully assess the background and the motivations of the interviewee to respond and communicate in certain ways (Easterby-Smith et al., 2015, p. 215). The lack of standardisation of these semi-structured interviews could be an issue affecting the validity of conclusions if it was argued that perhaps another researcher would obtain dissimilar responses if the questions were structured in a different way. Furthermore, the results from the interview are also dependent on the context and so this dialogue taking place at the interview could not be replicated.

- **Bias**

One of the risks that exists in conducting an interview is the effect that certain comments, use of language, behaviour or other contextual factors may have on the participants, and this is something that can happen in both directions, leading to potential “interview bias” and “interviewee bias”, both of which could affect the validity of the responses obtained (Saunders et al., 2009, p. 156). Given the researcher’s previous indirect contact with the company, for instance through a job interview, through participation at a case competition or through contact with other employees, it must be also taken into account that her background perceptions prior to the investigation could have affected the questions asked and the way in which the interview was conducted.

In addition to this, the Novo Nordisk employee’s portrayal of the company’s activities and their CSR approach could also be tainted by their own personal beliefs or their experience as part of the company, amongst other many factors. Both consciously or subconsciously, they could be enhancing the positive intentions and the CSR objectives that the company holds, affecting in this way the validity of their responses, as the interviewer in their eyes would also be seen as a member of the general public, as a potential employee, or as a stakeholder who after all, also has the power to communicate about how the company engages in its CSR communication.

Furthermore, elements such as language barriers, cultural circumstances or personal reservations about sharing information with an outsider to the company could also have an impact on the communication that took place at the interview. Other factors such as time restrictions in a tight schedule could have also affected the detail could also affect participants’ answers.

Given the assumption that the social world exists independently from “the language used to describe it” (Seale, 1998, p. 202), the stories and information collected in interviews must be assessed and evaluated taking into account their reflection on the world and the existence of potential bias. Nevertheless, from a more idealistic perspective, the account of the world that is built and presented in the answers during an interview is a mere reflection of a way of interpreting the social world, and herein lies their value in that they construct the reality and interpret it (Seale, 1998, p. 203). Furthermore, the researcher will have to also interpret these interpretations in the process of drawing conclusions to sum up this project.

- **Generalizability**

The people interviewed were, together, expected to provide different approaches and interpretations of the research question given their belonging to different areas in the company, their different professional path and their different power position they hold in the company (for instance, both a trainee and the Senior Advisor in CSR were interviewed). The aim behind this was to gather valuable insights from within the company that could help understand the content and the objectives behind the CSR communication of Novo Nordisk as a global entity, as projected upon the secondary data (analysed in the next section). As a result, in order to account for this, in the analysis, the researcher strives to develop the themes and the relationship between them, always with reference to the research question and the theoretical background that sustains the investigation, and avoiding superficial analysis based on anecdotal evidence (Easterby-Smith et al., 2015).

In terms of the interviewees, it must be taken into account when it comes to drawing conclusions from their answers, that their views (potentially influenced by different kinds of bias as specified above) may not be in line with those of the whole organisation and therefore cannot be expected to represent the entire of Novo Nordisk or not even the work of the department they belong to.

Lastly, the validity of the interviews could be increased with more participants, as this would strengthen the investigation by giving more insights about the problem at hand.

- **Other factors**

Finally, the researcher spotted other circumstances that also affected these interviews, including small technical difficulties when setting up the call for one of the interviewees, meeting at a different location to facilitate the process for a very busy interviewer, arranging meetings via email, having to change rooms in the middle of the interview, etc. This could have also affected the quality of the data retrieved in the semi-structured interviews.

3.4.2. Secondary data: CSR communication material from Novo Nordisk

This includes written sources of information produced for a purpose other than research but with some relevance to a given research project and they are often used to complement primary data (Easterby-Smith et al., 2015). The advantage of making use of secondary data lies in the fact that it can open up a historical perspective to a given project, which is not always as clearly visible in the collection of primary data, in this case, the semi-structured interviews conducted. In this project, secondary data will include corporate material about the research topic, provided by Novo Nordisk, referred to by the interviewees or retrieved elsewhere

The following list of sources has been chosen because it sheds light on the process of constructing the meaning of the concept of CSR as understood by Novo Nordisk and because in one way or another they are material used as part of communicating CSR. Furthermore, they present an overall picture of the range of channels where the concept of corporate responsibility is presented to different audiences and so make it possible to identify some of the recurring concepts and strategies used by the case company studied. All of the sources are recent in their date of publication and most of them have been published from 2014 onwards. 2014 marks the date when the international programme Cities Changing Diabetes was launched, as it represents a new take on global innovative partnerships as part of stakeholder involvement by Novo Nordisk. The sources that are previous to 2014 are used because they help to understand not only the approach taken in Cities Changing Diabetes, but the communication approach taken as a whole when it comes to the organisations' current CSR communication strategy.

Specifically, the secondary data analysed includes:

- ❖ Several issues of the Triple Bottom Line Quarterly magazine:
 - *"The Education Issue"* (Novo Nordisk, 2016)
 - *"The Urban Issue"* (Novo Nordisk, 2016)
 - *"The Dilemma Issue"* (Novo Nordisk, 2017)
- ❖ Several issues from the Blueprint for Change Programme:
 - *"The Vision of Sustainable Value in Novo Nordisk"* (Novo Nordisk, 2013)
 - *"Creating shared value through socially responsible initiatives in the United States"* (Novo Nordisk, 2012)

- *“Partnering to Innovate diabetes care in Algeria”* (Novo Nordisk, 2016)
- ❖ The trend research brief by Novo Nordisk *“The New Geography of Sustainability”* (2011)
- ❖ The Discussion Paper titled *“New Geographies of Corporate Sustainability”* (Global Compact LEAD (May 2012)
- ❖ The sustainability report *“20 years in the business of sustainability”* (2012)
- ❖ Press release titled *“Novo Nordisk and C40 partner to improve environment and health in cities”* (Novo Nordisk, 2015)
- ❖ Annual Reports from 2014, 2015, 2016.
- ❖ Reports from the series *“Communication on Progress in implementing the United Nations Global Compact”* from 2015 and 2016.
- ❖ Cities Changing Diabetes information booklet: *“Urban Diabetes: Understanding the Challenges and Opportunities”* (Nordisk, Novo; Steno Diabetes Center; University College London, 2016)
- ❖ Company announcement *“Novo Nordisk announces plans to reduce workforce by approximately 1,000 employees”*, 2016.
- ❖ News release titled: *“Global Rise of Cities Poses Challenge to Sustainable Urban Development”* (World Economic Forum, Feb 2017)
- ❖ News article *“Is there a new Nordic trend in urban planning?”* (May 2017) World Economic Forum Publication (Galskjøt, Lund, Lykketoft, & Sveistrup, 2017)
- ❖ Information published on the company website presenting their strategy and presenting the company in broad terms (2017).

3.4.2.1. Limitations

Again, we see stories and narratives as central to the way managers and employees make sense of what goes on in the company. The research design involves collecting stories from key actors involved in the establishment of CSR within the company as well as the collection of materials that condense the key elements of the company’s CSR and that act as instruments of this CSR strategy. From the analysis of the qualitative data retrieved, it will be possible to identify the major themes or narratives associated with CSR, which will reflect the essence of the conflicting perspectives of CSR as seen through a strategic lens at Novo Nordisk in its Cities

Changing Diabetes programme. While the narrative contained in this secondary data can provide a holistic perspective on organisational behaviour, they are particularly useful in reflecting the development of social stories aimed at different target audiences. At the same time that these differences are interesting to the study of this research question, it must be taken into account that these different texts have different purposes, so this will affect their analysis.

This section has outlined the methodological approach and research strategy taken in this thesis. The data collected in this thesis is qualitative and comprises primary data in the form of semi-structured interviews, as well as secondary data in the form of documents and reports from the case company.

After having laid out the methodological cornerstones of this investigation, i.e. the philosophical approach, the research approach, the research design, the analytical approach and the data sources together with their limitations, the next section will present the literature review.

4. LITERATURE REVIEW

This section is a literature review that presents how the research relates to previous work in the field, laying the foundation of this thesis and explaining key concepts addressed. This review exercise has allowed the researcher to identify the research crossroad where this investigation fits in and that it strives to draw light on through the analysis of the chosen case study.

First, a review of the transformation of the concept of CSR over time will shed light on the intricacies in understanding and interpreting such a broad term. This will be useful in setting the definition of CSR used in this research. Next, the key need for communication in order to successfully execute CSR will be defended and the research gap where this investigation fits in will be outlined.

4.1. Defining Corporate Social Responsibility

As a result of globalisation, in today's business world we witness how the interconnectedness and interdependence of economics has seen a rise of global corporate power where in some societies the power of corporations exceeds that of governments (Motilewa, Worlu, & Agboola, 2016, p. 2443). Greater competition has increased the need for business strategists to reanalyse how to more effectively harness their relationship with society in such a way that they can benefit economically while society benefits socially.

CSR is often discussed at the highest level in companies, and there are various interpretations as to what it actually means, given the overlapping of interrelated terms including 'social responsibility', 'business ethics', 'compliance', 'corporate governance', 'corporate sustainability' or 'corporate social responsibility'. When referring to CSR in this thesis, the researcher will be making reference to the widely accepted definition of the term as described by the World Business Council for Sustainable Development⁴:

⁴ "The WBCSD is a coalition of 120 international companies united by a shared commitment to the environment and to the principles of economic growth and sustainable development. Its member are drawn from 30 countries and more than 20 major industrial sectors. The organization also benefits from a thriving global network of national and regional business councils and partner organizations" (World Business Council for Sustainable Development, 2000).

“Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (World Business Council for Sustainable Development, 2000).

4.2. Stakeholder theory in understanding CSR

The WBCSD definition reflects the complexity in the network of actors involved in a corporation's socially responsible behaviour. It justifies the need to briefly review the main tenets of stakeholder theory, an extensively referenced theory on business approaches to the external environment. The term 'stakeholders' refers to "Any group or individual who can affect or is affected by the achievement of the firm's objective" (Freeman E. , 1984, p. 25). Freeman argued that as a result, it is in the company's interest to assess stakeholders' impact on the company and understand their 'fit' by reflecting on their values, concerns and needs (Freeman E. , 1984).

In the midst of growing external pressures to behave in a socially responsible way, the need to communicate more proactively with a diverse set of stakeholders is on the rise and includes strategies of inclusiveness, partnership and dialogue (Crane & Livesey, 2003). This hinges on the need for a model where stakeholder relationships are understood as "a complex interplay of shifting, ambiguous and contested relationships between and within diverse organisations" (Crane & Livesey, 2003, p. 43).

In order to understand the intricacies of communicating with these stakeholders, the recent transformation of the concept of CSR will be reviewed, as the dynamic negotiation of its meaning plays into the role of such stakeholders and therefore into the dialogue with them.

4.3. Evolution of CSR

It is clear that CSR has been a dynamic phenomenon (Matten & Moon, 2008, p. 405) (Carroll, 1991). During the past decades, corporate executives have struggled with the issue of defining the firms' responsibility to its society (Carroll, 1991, p. 39). It is important to review this transformation, as it reflects how the meaning of CSR has been and still is constantly negotiated, constructed socially and interpreted in different contexts over time. In turn, the

impact on the way private companies interact with society and the way they frame their business activities can be observed.

There have been developments along what some have referred to as a “continuum of CSR” (Boggs Davidsen, 2015). As far back as the 1960s, some saw social responsibility as businesses’ decisions and actions taken for reasons at least partially beyond the firm’s economic or technical interest, which was a defining characteristic of CSR in the 1990s, a time when many companies embraced worthy community causes in areas where they operated, focusing on their reputation and license to operate (Boggs Davidsen, 2015). The focus was mainly on the company’s reputation and license to operate, despite little connection to its bottom line.

Others put special emphasis on the problems that arise when corporate enterprise “casts its shadow on the social scene and the ethical principles that ought to govern the relationship between the corporation and society” (Carroll, 1991, p. 40). In an effort to reconcile the firms’ economic and social orientations, Carroll coined a comprehensive definition of CSR based on a four-part conceptualisation of CSR that incorporates the idea that the corporation has not only economic and legal obligations, but ethical and discretionary (philanthropic) responsibilities as well (Carroll, 1991). In order for a corporation to be socially responsible, it must meet its economic responsibility to be profitable, be a law-abiding entity that behaves ethically in whatever context it is embedded, and fulfil discretionary or philanthropic responsibilities for the society it exists in (Wong & Dhanesh, 2016, p. 90)

4.3.1. CSV: Creation of Shared Value

Continuing this transformation, the Harvard Business Review publication of the *Creation of Shared Value* by Porter & Kramer in 2011 can be seen as a key milestone on the study of CSR at a time when companies had begun to integrate good corporate citizenship practices into their business models, via partnerships, for instance. Shared value creation focuses on identifying and expanding connections between societal and economic progress (Porter & Kramer, 2011, p. 6). This approach spurred the need for companies to constantly look for ways to bridge gaps between business interests and society to claim legitimacy, brand their activities and exploit new opportunities for growth.

The concept rests on the premise that both economic and social progress must be addressed using value principles, where value is defined as benefits relative to cost, not just

benefits alone (Porter & Kramer, 2011, p. 6). In other words, the concept of value creation goes further than the sphere of business: CSV is defined by an effort to merge two major objectives: profit maximisation and social responsibility (Porter & Kramer, 2011). The strategic edge to CSV lies in addressing social issues in ways that help the company's self-interest. This synergy between economic value and societal value is the main difference between CSV and previous approaches to CSR.

Since the "creation of shared value" was coined, there has been a growing global movement by private actors to go deeper than philanthropy, align social outreach with core business products and this way make societal impacts integral to companies' strategies. There is a need to study the concept of shared value creation as part of this thesis because it allows us to understand the motivation behind the different ways in which stakeholders interact and engage as part of the CSR communication of the case company studied.

4.3.2. Limitations of CSV

The theory of CSV has been considerably successful and well received by top leaders in the corporate world and has been significantly successful at pushing forward the broader understanding of the corporate responsibility of large-scale corporations (Crane, J. Spence, Palazzo, & Matten, 2014). Furthermore, their work has also been considered a breakthrough due to its conceptual development of ideas such as "conscious capitalism" that attempt to "re-embed" capitalism in society by putting considerable emphasis on its positive impact (Crane et al., 2014, p. 133).

Nevertheless, Porter & Kramer's influential theory has also been harshly criticised. First of all, it has been viewed as "largely synonymous" with Freeman's stakeholder theory's based on the key principle that "creating value for stakeholders creates value for shareholders" (Freeman E. , 1984) and the fundamental idea that adhering to stakeholder principles and practices achieves conventional corporate performance objectives as well or better than rival approaches, which is the basis of commonly known stakeholder management theory (Crane et al., 2014).

Despite the key role of shareholders and profits, the concern for profits has been viewed as "the driver in the process of value creation" (Freeman, Wicks, & Parmar, 2004, p. 364), taking place where business and society intersect.

Furthermore, CSV fails to evaluate the value created by different industries and in the process of marketing different kinds of products- where is the value created by companies producing products of questionable social good, such as the tobacco, petrol or weapons, given the fundamental nature of the product, which no doubt has some inherent negative impacts on society? (Crane et al., 2014, p. 137). This consideration is relevant to the researcher because of the nature of the product marketed by Novo Nordisk, the case company of this study.

Finally, some have also established a parallel between CSV (Porter & Kramer, 2011) and Moss Kanter's articulation of the notion of social innovation, based on the assertion that "companies view community needs as opportunities to develop ideas, serve new markets, and solve long-standing business problems" (Moss Kanter, 1999) (Crane et al., 2014, p. 135).

4.3.3. Corporate Social Innovation

As part of this growing global movement to innovatively integrate societal impact into companies' strategies, the emergence of Corporate Social Innovation (CSI) has been identified as the latest evolution along this 'continuum' of CSR. CSI involves companies proactively designing and implementing business models that increase incomes and better the quality of life of underserved or vulnerable communities and bottom of the pyramid markets (Boggs Davidsen, 2015). It is the collaborative and co-creative focus of CSI that adds a more holistic edge to the corporate sustainability strategy of a company, which explains research attempts to determine the impact of CSR practices on innovation and simultaneously, to check the effect of innovation on CSR practices (Gallego-Álvarez, Prado-Lorenzo, & García-Sánchez, 2011, p. 1710).

What is key about CSI is that at its core is the goal of producing new sources of revenue and to generate a more socially relevant innovation system and a corporate culture that can be a source of competitive advantage (Mirvis et al., 2016, p. 5014). Furthermore, in contrast with a more traditional approach to CSR, CSI involves deep collaboration across functions within a firm and with external partners in order to co-create something new that provides a sustainable solution to a social problem (Mirvis et al., 2016, p. 1). This again refers back to the central role played by stakeholders in ensuring socially responsible behaviour.

The incorporation of CSR criteria as a value-creating element involves a change of philosophy within companies, spurring the need to apply principles of corporate responsibility

to their products, productive processes and practices that require changes in the technology applied, which comes with an expenditure in R&D (Gallego-Álvarez et al., 2011, p. 1710).

4.3.4. Innovation in connecting with stakeholders

CSR is a dynamic phenomenon because it is affected by changes in these expectations, in environmental and social changes, in demands from external stakeholders and even in the “moral maturity” of organisations themselves (Font, Guix, & Bonilla-Priego, 2016, p. 175). This means that innovative solutions have to keep up with changing expectations, so new ways of reaching out to stakeholders have become more important. Partnerships and new social media channels are two key examples of innovation in action.

In the midst of growing distrust for large companies and exponentially growing demands for information about business’s societal and environmental impact by consumers, the incidence of organisations claiming their corporate social responsibility has risen (Pomeroy, 2011, p. 379). Some argue that this has led CSR to be approached as a competitive corporate marketing strategy; and in order to complement passive information outlets such as annual reports and corporate websites, companies are more and more turning to marketing communications tools of advertising in order to communicate CSR externally (and also internally). (Pomeroy, 2011, p. 379).

The formation of partnerships with other stakeholders offer ways to exploit opportunities and together bear risks and responsibilities on the way towards common goals; the outcomes benefit not only society but also the business’ interests and those of the partners involved in advancing the corporate responsibility (Peloza & Falkenberg, 2009). As part of this call for innovatively engaging with stakeholders, the Intranet and the exponential growth of global digital media has presented an opportunity to organise and coordinate around common interests and collaborate towards best practices simultaneously with making profitable business.

Specifically, the adoption of social media by pharmaceutical companies has been deemed as challenging, partly because of the chance of adverse events being reported openly and also missing the purpose and opportunities of communicating through these channels (Kooi, Schenck, & Smet, 2017, p. 120). Social media engagement potentially contributes to adding value to the organisation as a whole in the opportunity it provides to tie together corporate functions, objectives, social tactics and success metrics (Kooi et al., 2017, p. 123). As part of the

development function, “embracing” is outlined as an objective that comprehends “turning customers into a resource for innovation” (Kooi et al., 2017, p. 123).

4.4. The CSR communication imperative

In viewing stakeholders as those individuals or groups that “can affect or is affected by the achievement of the organisation’s objectives” (Freeman E. , 1984, p. 25), communication provides the potential to help constitute their participation in socially and environmentally responsible business practices. This is why CSR communication can be studied from a social constructivist perspective, as is the case of this project’s approach. Communication is central to understanding how the meaning of CSR is constructed, how it is implemented in organisations and used to achieve organisational goals (Ihlen et al., 2011, p. 11). Furthermore, its role is to align diverse stakeholders in a manner that allows organisations to reap the strategic business benefits of CSR (Chaudhri, 2016, p. 421).

Through communication, organisations bring employees closer to CSR activities in the organisations. This has a double effect as it magnifies the impact of outward communication about CSR with external stakeholders. By “conceptualising CSR communication as strategic auto-communication”, the organisation allows for an endorsement of CSR by external stakeholders and lends legitimacy and authority to the CSR message (Chaudhri, 2016, p. 421). By having a clear internal communication and ensuring that employees believe in the values, communicating them externally becomes much more effective.

Corporate communication’s role is seen through several interrelated functions in the organisation, ranging from building an organisational image, identity and reputation, encouraging stakeholder support, sharing information or proactively deflecting criticism, amongst many others (Chaudhri, 2016, p. 421). Looking into the internal environment of an organisation can shed light on certain processes and systems that enable the implementation of corporate strategy (Morsing & Oswald, 2008, p. 85), and because CSR can be viewed as a corporate strategy, it makes sense to examine corporate culture at Novo Nordisk.

Schein described organisational culture as “A pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way you perceive, think and feel in relation to those problems (Schein, 2004, p. 17).” In

his extensive work around culture, he emphasised how culture is at the heart of managing and improving organisational behaviour (Schein, 2004). Such synergy within an organisation is also required, not only when interacting and behaving internally, but also when communicating outwards. This pattern has also been observed by other scholars, who posit that corporate culture is key when it comes to communicating the corporation's responsibility, as managers identify with organisational values and are prone to opt for cooperative behaviour, as it would be more likely that it facilitates implicit contracting with external stakeholders (Thomsen, 2006, p. 47).

4.5. Research gap

In terms of organisational communication, and given the fairly long and well-established history of interpretive organisational communication research, the lack of research related to CSR is a glaring absence, particularly research on “an important perspective on CSR- the insider's view” (May, 2011, p. 96). Consequently, some have argued that the knowledge currently available on CSR-focused employees and how they account for a “take up” CSR in their day-to-day work lives, is limited. The field of CSR communication is still considered to be a field in transition (Crane & Glozer, 2016), and it is here where this investigation aims to shed some light on, through analysing the case study of Novo Nordisk.

4.6. Problem statement revisited

Operating as a global company in the pharmaceutical industry entails various challenges not only in articulating a CSR strategy, but in making sense of what the company's CSR should be and how it is communicated. Failing to engage in CSR communication comes at the cost of not having a strong CSR message that all stakeholders participate in and that reinforces their trust in the organisation. Therefore, aiming for a constitutive approach to communication that integrates expectations of different stakeholders and targets the interactions with them in a strategic and tailored way under the holistic umbrella of corporate culture, will ensure that there is endorsement from these different stakeholders, which is necessary for the company to achieve its CSR goals.

In the light of this *problématique* and in order to gain a better understanding of the strategic communication of CSR to external stakeholders, the researcher will observe the way in which corporate culture is present in the communication of CSR. This relationship will be studied from a communications perspective in the analysis of the single case study, Novo Nordisk. The following section therefore presents the communicative theoretical framework that this investigation rests upon.

5. THEORETICAL FRAMEWORK

5.1. Approaches to CSR Communication

There is still a great deal of investigation underway around the extent to which social and communicative arrangements are realised by organisations and stakeholders and what the intrinsic implications for CSR communication are (Chaudhri, 2016, p. 422). In the light of this, it becomes possible to identify different perspectives in approaches or orientations to CSR communication, namely: instrumental, relational and constitutive.

5.1.1. Instrumental approach

An instrumental approach to CSR communication rests on the business case for engaging in CSR, which from this point of view would be directed at aims such as risk mitigation, boosting competitive advantage, reputation enhancement, employee recruitment and engagement and customer loyalty (Chaudhri, 2016, p. 420). Consequently, communication is interpreted as a mechanism designed to optimise CSR gains, so can be viewed strategically as a tool. In the instrumental approach to CSR communication we find stakeholder ‘information’ strategies that would rely on a one-way approach to communication and be focused on “corporate attempts at persuasion” (Chaudhri, 2016, p. 422).

A strategic use of communication by a business helps strengthen its reputation and “increase the creditability and trustworthiness” over time (Kakabadse & Morsing, 2006, p. 46). This approach would call for the need for strong relationships with stakeholders and emphasises importance of “implicit contracts” with them that are necessary to cement trust in the responsibility vis à vis the society that the company exists in.

The instrumental approach has also been referred to as the “transmission” view where communication is a channel to transport information and specific messages (Schoeneborn & Trittin, 2013, p. 195), or in other words, a means to achieving a certain goal. This rests on the notion that the organisation exists prior to discourse and it is therefore an “already formed objects with discursive features or outcomes” (Fairhurst & Putnam, 2004, p. 10). At the same time, CSR communication is from this perspective portrayed as a way of influencing the perception of the organisation by stakeholders (Schoeneborn & Trittin, 2013, p. 196).

5.1.2. Relational approach

Still, stakeholder claims are “not always easily articulated or verifiable” so cementing trust might be difficult to enforce (Kakabadse & Morsing, 2006, p. 47). Further building on the instrumental approach is the notion of “bidirectionality and dialogue” (Schoeneborn & Trittin, 2013, p. 196). This fits into a relational approach to CSR communication, based on a “transmission model of communication that is prevalent in a large proportion of publications on CSR” (Schoeneborn & Trittin, 2013, p. 196).

The goal of communication is to build relationships by inviting dialogue with stakeholders and involving them in the construction of CSR messages, and so this approach rests on fostering shared meaning and increasing the level of trust (Morsing & Schultz, 2006) (Chaudhri, 2016, p. 423).

The instrumental view of CSR communication is complemented by this bidirectionality that characterises the relational approach. From a relational perspective, a distinction has been drawn between different CSR communication strategies (Morsing & Schultz, 2006, p. 326) depending on the level of involvement of stakeholders in this CSR dialogue: stakeholder information strategy, stakeholder response strategy and stakeholder involvement strategy.

	The stakeholder information strategy	The stakeholder response strategy	The stakeholder involvement strategy
Communication ideal: (Grunig & Hunt 1984)	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
Communication ideal: sensemaking and sensegiving	Sensegiving	Sensemaking Sensegiving	Sensemaking Sensegiving- in iterative and progressive processes
Stakeholders:	Request more information on corporate CSR efforts	Must be reassured that the company is ethical and socially responsible	Co-construct corporate CSR efforts
Stakeholder role:	Stakeholder influence: support or oppose	Stakeholders respond to corporate actions	Stakeholders are involved, participate and suggest corporate actions

Identification of CSR focus:	Decided by top management	Decided by top management. Investigated in feedback via opinion polls, dialogue, networks and partnerships	Negotiated concurrently in interaction with stakeholders
Strategic communication task:	Inform stakeholders about favourable corporate CSR decisions and actions	Demonstrate to stakeholders how the company integrates their concerns	Invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc.
Corporate communication department's task:	Design appealing concept message	Identify relevant stakeholders	Build relationships
Third-party endorsement of CSR initiatives	Unnecessary	Integrated element of surveys, rankings and opinion polls	Stakeholders are themselves involved in corporate CSR messages

Figure 1: Three CSR Communication Strategies

(Morsing & Schultz, 2006, p. 326)

Morsing & Schultz conclude by arguing in the direction of the stakeholder involvement strategies, where CSR focus is negotiated concurrently in the interaction with stakeholders. The bottom line is that by involving third parties, there is a greater emphasis on interaction and on the need to use technology to spur this interaction.

5.1.3. Constitutive approach

Both of the transmission approaches (instrumental and relational) provide useful communicative guidance to practitioners in the business environment. However, it can be argued that they share a common flaw in the fact that they rest on the underlying assumption that the organisation and that communication exist separately, “as distinct phenomena”, and this

neglects the fundamental constitution of organisations by communication (Schoeneborn & Trittin, 2013, p. 197).

The constitutive approach to CSR communication views the organisation as a phenomenon that emerges through the communicative practices that take place between the organisational members and the organisation's stakeholders (Schoeneborn & Trittin, 2013, p. 197). A constitutive approach to communication takes an emergent stance in viewing organisations: "the unfolding details of organising influence and are influenced by a reflexive immersion in the whole setting and ongoing stream of experience" (Fairhurst & Putnam, 2004, p. 16)

Given that this perspective views organisations as being constituted in and through communication, when looking at CSR, this also means that it is constructed, legitimised and sustained through communication. CSR is viewed as a communicative process; not just a packaged product that is delivered to outsiders to the organisation and a wide range of stakeholders. As a result, the influence or authority of CSR communication depends on how well it is integrated with other communication practices (Schoeneborn & Trittin, 2013, p. 201). Involving third party organisations such as NGOs or other stakeholder groups, it becomes possible to extend the (permeable and communicatively constructed) boundaries of organisations (Schoeneborn & Trittin, 2013, p. 202).

5.2. Key Considerations to CSR Communication

5.2.1. CSR communication 'inside-out'

The social constructivist angle taken in the constitutive approach to CSR communication where CSR related communicative practices become relevant only when they are in close connection to other communicative practices central to the organisation's value creation (Schoeneborn & Trittin, 2013) credits the importance of internal as well as external communicative practices to the organisation. In line with this, scholars have theorised on how an 'empty' concept (CSR) is infused with meaning and how CSR is institutionalised within corporate communication (Chaudhri, 2016, p. 424).

CSR is negotiated and institutionalised on a macro level and internally translated and interpreted by individual members of an organisation, based on their own value systems and

constructions of reality. In line with this approach, Morsing, Schultz, & Nielsen's study (2008) of CSR communication in a Danish context defends an inside-out approach as a method for companies to motivate organisational support for the corporate CSR communication strategy.

Taking stakeholder theories a step further into the organisation, such an "inside-out" approach to CSR activities means that initially, employees are the key stakeholders of concern for CSR activities and are therefore involved "all the way" (Morsing et al., 2008, p. 103). As a ripple effect of this, the likelihood that employees feel committed and become more prone to organisationally supporting the corporate CSR agenda increases.

The dichotomy between external and internal communication and interpretation of CSR also comes into contact with the interlocking objectives of communicating CSR to different target audiences. In response to this need, Morsing et al. (2008) proposed "two different communication processes for targetting internal as well as external stakeholders with corporate CSR messages" (p98). First, employees become committed and personally identify with the CSR agenda and therefore are willing to support these activities. Secondly, and subsequently, based on their involvement and commitment, the corporate CSR agenda can be enlarged and effectively communicated outward (Morsing et al., 2008, p. 104).

5.2.2. Communicating CSR to different audiences

As part of the challenge of being perceived as a socially responsible business by stakeholders, the question is, first, how to show them that the company is dedicated to its CSR ambitions and goals and second, to what extent and how this deliberate communication should be executed (Morsing et al., 2008, p. 98). Two "interdependent processes for communicating CSR" to different groups of stakeholder can contribute towards building the company's reputation in different ways (Morsing et al., 2008, p. 105).

On the one hand, expert communication is aimed at those stakeholders who already know something about CSR and are interested in understanding what the company is doing in that area (Morsing et al., 2008, p. 106). Consequently, sustainability reports and large CSR conferences can be seen as a focus for very elitist and specialised communication. This target audience has thus been considered "an exclusive group of opinion makers" (Morsing et al., 2008, p. 106).

On the other hand, a great amount of CSR communication is targeted at the general public. The endorsement of CSR activities is seen as key to any company wishing to avoid appearing as a self-complacent and self-serving organisation in the eyes of the general public and customers: “Communicating CSR via third party experts is a much-appreciated strategy” (Morsing et al., 2008, p. 107). This interdependence between the two CSR communication processes calls for their enactment to happen simultaneously in order to serve the purpose of communicating CSR activities in an inconspicuous but attractive way to meet the communication challenge (Morsing et al., 2008, p. 108).

5.2.3. Implicit vs. Explicit interpretations of CSR

Still, CSR information can be viewed as “a double-edged sword” (Morsing & Schultz, 2006, p. 331) if we analyse CSR communication efforts, because despite the importance that corporate CSR initiatives have to the general public, communicating through other channels such as corporate advertising or press releases, or through other channels such as annual reports and websites, can have different impacts. Such considerations call for material that contains CSR communication to vary in how implicit or subtle the message it contains is, as this affects its credibility (Morsing & Schultz, 2006, p. 332).

In effectively implementing a CSR communication strategy that would allow to set objectives for both expert and endorsed communication, as studied by Morsing et al. (2008), Matten & Moon (2008) distinction between implicit and explicit CSR provides the key contribution because the way CSR is understood internally as explicit or implicit would consequently affect the way in which it is communicated and thus the tools used to do so. Their debate emphasised how the interaction between CSR communication and internal interpretations of corporate culture have been documented to differ across cultures (Matten & Moon, 2008).

The following table indicates some of the factors that explain the nature of CSR in specific national contexts:

Explicit and Implicit CSR Compared	
Explicit CSR	Implicit CSR
Describes corporate activities that assume responsibility for the interests of society	Describes corporations' role within the wider formal and informal institutions for society's interests and concerns
Consists of voluntary corporate policies, programs, and strategies	Consists of values, norms, and rules that result in (often codified and mandatory) requirements for corporations
Incentives and opportunities are motivated by the perceived expectations of the different stakeholders of the corporation	Motivated by the societal consensus on the legitimate expectations of the roles and contributions of all major groups in society, including corporations

Figure 2, Explicit and Implicit CSR Compared.

(Matten & Moon, 2008, p. 410).

The value of this research lies in the fact that it sheds light on the reason why CSR communication can differ across cultures, and, more importantly for this investigation, it provides a basis to explain why cross-cultural factors must be considered when communicating CSR in a global context. In their comparative study between The US and Europe's different ways of doing CSR, they distinguish between two different elements of CSR: "the *explicit* and the *implicit*" (Matten & Moon, 2008, p. 406). They concluded that explicit CSR has gained momentum and is spreading across Europe (Matten & Moon, 2008, p. 411).

Nevertheless, the conclusion of their work leaves the question unanswered about whether there exists a trend whereby implicit CSR is actually becoming more explicit nowadays. Furthermore, it could be argued that this dichotomy between implicit and explicit CSR communication is too clearly cut and that perhaps they should not always be viewed as mutually exclusive interpretations of CSR.

5.3. Conclusion

This section has presented the communication theoretical framework that sets the foundation to analyse how CSR is communicated as part of corporate culture at Novo Nordisk.

The instrumental, relational and constitutive approaches to CSR communications have been laid out, followed by an overview of the key considerations for CSR communication, namely the ‘inside-out’ mechanism, the strategy behind targeting different audiences and the implications of explicit and implicit interpretations of CSR across cultures. In conclusion, the study of these theories reflects how a constitutive approach to CSR communication could be expected to be the most effective way of achieving high levels of stakeholder engagement and create shared value.

The following analysis will make sense of the data collected through reflecting on how CSR is embodied in the Triple Bottom Line (TBL), on the transformation of the TBL over time, on some key defining traits of communication in the pharmaceutical context, on the range of stakeholder audiences reached through different channels of CSR communication, and finally, an analysis of the value created through global partnerships as seen through the lens of CSR communication will be presented.

6. ANALYSIS

This section will deal with different themes that were observed in both the semi-structured interviews and the content of the secondary data revised in the light of the theoretical communication framework laid out in the previous section. The researcher will analyse the findings in the key themes of Novo Nordisk's vision of CSR through the Triple Bottom Line, the transformation of the TBL over time, the specificity of communicating the TBL in the global pharmaceutical context, the engagement with different audiences as part of CSR communication, and, finally, the value generated through partnerships and the way this value is profiled as part of CSR communication.

6.1. The “Triple Bottom Line”

As a point of departure in analysing how CSR is lived, interpreted, understood and communicated at Novo Nordisk, the first step is to evaluate the definition it is given in the organisation itself. As expressed by two top managers interviewed, “here at Novo we don't use the term ‘CSR’” (Appendix 10.3 & 10.7), instead we have evolved into an idea that allows us to be more related to our business” and that is why “talking about ‘corporate sustainability’ allows us to be more opportunity oriented in search of sustainable solutions” (Appendix 10.3). Instead, the company works under the principle of the Triple Bottom Line, which is understood as an approach to business:

“To ensure we continue helping people affected by serious chronic diseases, our business needs to grow both profitably and responsibly. We call this approach the Triple Bottom Line. It means Novo Nordisk is committed to considering the financial, social and environmental impacts of every decision as we work to create value for individuals, society and investors.” (Novo Nordisk “Backgrounder”, 2017).

It is possible to observe in the TBL the commitment to not only being a profitable business, but also to fulfilling responsibilities in the financial, social and environmental spheres. All respondents to the interview made reference to the TBL (Appendix). Furthermore, it is an element that is referred to recurrently throughout most of the company's material.

As part of this overarching commitment that defines the company and that is explicitly addressed on the company website, “The Novo Nordisk Way” is an element that is understood as “a set of guiding principles which underpins every decision we make” (Novo Nordisk, 2017).

“The Novo Nordisk Way describes who we are, how we work and what we want to achieve, and sets a clear direction for our company and our employees. Ultimately, it’s a promise we make to each other - and to the millions of patients all over the world who rely on our products to lead full and healthy lives. The Novo Nordisk Way describes who we are, where we want to go and the values that characterise our company.” (Novo Nordisk, 2017)

While these two concepts may seem like two halves of the same walnut, Novo Nordisk differentiates them in referring to the TBL as a business approach or “philosophy” (Lund, Appendix) and to the Novo Nordisk Way as an idea that is closer to a set of principles, or a “promise we make to ourselves”, as described on their website (Novo Nordisk, 2017). What is relevant about both of these ideas is that they focus on the value created for stakeholders: “what is best for patients, our employees and our shareholders in the long run” (Novo Nordisk, Annual Report 2016, p. 19). Despite the overlap between these parallel concepts and the different denominations that a socially responsible behaviour receives in the company, the one that all interviewees made reference to was the TBL, which is also the one that is most commonly referred to throughout business activities, as the analysis of secondary data material has shown.

Respondents to the interviews portrayed the TBL as a holistic strategy that surrounds the company as a whole in all its operations and engagements, internal and external. What stood out was its integration and presence across the whole organisation: “we don’t want to see TBL sort of like a separate activity that we do on the side, but as something that all employees should consider in their particular job”; “we use it as a lens for decision making” (Appendix 10.4). Furthermore, the focus on results as part of communicating the TBL was made clear in documents such as annual reports, as “We prefer to let the numbers do the talking” (Novo Nordisk, June 2012), which showed how the company believes that there is the need “to spend not so much time defining and more time doing” (Appendix 10.4). This transmits the message that the company is worried about results, about the end ‘product’ or the value created, rather than reflecting on making sense of the term ‘CSR’, on branding an empty concept for the sake of marketing or on investing time and resources in “mere ‘greenwashing’” (Schoeneborn &

Trittin, 2013, p. 193).

6.1.1. Creating Shared Value in the TBL

Despite the branding of their CSR as the TBL or the Novo Nordisk Way, what stands out is the use of the discourse of Porter & Kramer's "Creation of Shared Value" (2011) throughout the material that communicates Novo Nordisk's CSR. The reference to *value* impregnates all CSR communication, based on their desire to "act as a corporate citizen based on a shared value perspective so we borrow a lot from the perspectives of Michael Porter and their shared value thinking, so what we do as a business has and should also have a value for society more in general" (Appendix 10.7). The concerns addressed run deep in the company since its foundation, which further strengthens the focus on value creation: "The company's founders put great emphasis on respect and care for the patient as a person, for employees' well-being and for concern for the environment- in short, the elements of what today constitutes 'good corporate citizenship'" (Kingo & Stormer, 2011, p. 295).

Employees define the company's corporate social responsibility as actions whereby the company uses its resources for "a good purpose" (Appendix 10.6) and "helping beyond business incentives" (Appendix 10.5). The idea of contributing further than by just generating the product that the company exists to market was also recurrent in the answers: "CSR means being responsible beyond providing insulin" (Appendix 10.5) and finding a way to "maximise the upsides and minimise the downsides" (Appendix 10.4). A significant point addressed was the deep commitment embedded in the company's responsibility to society, and the fact that, as was the case in some of the earlier understandings of CSR when it first was coined decades ago (see Literature Review, p. 25), the TBL today is not seen as a tool to avoid other aspects that the company must account for: "We don't do the activities in health advocacy and in other areas to get in easier through certain challenges that might be faced in the pharmaceutical market" (Appendix 10.7).

6.2. Transformation of the TBL philosophy

The concept of the TBL in Novo Nordisk is not a new one. Despite the fact that it may have been subject to certain changes over time, amongst employees it remains clear that even if

its practical implementation undergoes review and there may be changes depending on specific contexts and resources, “as a business philosophy it hasn’t changed” (Lund, Appendix). In 2012, the publication “20 Years in the Business of Sustainability” profiled this transformation and told the story of the history behind the TBL, how the company has lived sustainability over the years and what the main cornerstones in this process have shaped its meaning (Novo Nordisk, June 2012). This report is open and transparent as well as accessible to the general public. It gives the reader a reflexive account of what have been the company’s priorities in its relationship with society over the years, referring to mistakes as well as praising successes. Contextual factors changed, but core objectives remained strong.

The underlying philosophy of the TBL is that it will safeguard the company’s success and profitability in the long run while simultaneously reflecting its contribution to global societal growth of sustainable development and balanced growth (Kingo & Stormer, 2011, p. 295). Even at current times, when the company has undergone some financial difficulties over the last year (Novo Nordisk, 2016), the level of employee confidence that the TBL will remain a constant is proof of its deep roots in the company:

“...of course you don’t know what it will be like 10 years from now, but I think I’m I’m pretty optimistic, of course, it’s also being challenges... [...]...but I don’t think that the Triple Bottom Line as such is being questioned. It’s more about how to work with it in the most strategic way. The Triple Bottom Line will always, at least I hope it will, be part of our DNA, yeah.” (Appendix 10.4)

In the light of this transformation, currently, the business approach to sustainable business means “The Triple Bottom Line enables us to balance corporate profitability with corporate sustainability, stay attuned to stakeholder concerns and exploit opportunities for innovative collaboration” (Novo Nordisk, June 2012, p. 80).

6.2.1. Communicating the TBL as corporate culture

This emphasis on history and philosophy behind the TBL shows how it is not just a collection of stories that you hear inside the company, but something that is literally in the DNA of the firm, as it appears in the Articles of Association. As underlined by the 2011 Novo

Nordisk Executive Vice-President and Chief of Staff, and the Vice-President of Global TBL Management, it is not only the Board and Executive Management's responsibility to ensure performance and continued improvement around it, "but equally importantly it is the task of every single Novo Nordisk employee to bring the Triple Bottom Line principle into action" (Kingo & Stormer, 2011, p. 295). There therefore exists the need to target employees as part of CSR communication and the company makes use of "different internal channels that are of course targeted at our employees and there we also of course pitch content that is related to the Triple Bottom Line" (Appendix 10.4).

"Sustainability cannot be an add-on, it has to be perceived by management as a strategic priority" (Novo Nordisk, June 2012, p. 81), and as part of ensuring the long-term sustainability of the business, stakeholders are the centrepiece of the equation. As part of the Triple Bottom Line, patients, communities and employees lie in the "social" realm of the company's TBL (Dirk Matten, Appendix). It could be argued that there is a clash between the strategic view of CSR, lying closer to objectives linked to "reputation and license to operate" (Boggs Davidsen, 2015) than to the integration of innovative social objectives in the realm referred to (Gallego-Álvarez et al., 2011).

As part of making the business case for the creation of shared value that is advocated for throughout the communication of Novo Nordisk's activities, clearly profiling who stakeholders are is key. In the most recent annual report, the company makes reference to its "key stakeholders" as including "people with diabetes, general practitioners, diabetes specialists and employees" (Novo Nordisk, 2016, p. 12), and specify that their reputation amongst them sets an indicator of the extent to which Novo Nordisk lives up to their expectations and the likelihood that there will be continued trust, support and engagement from these stakeholders.

As part of communicating CSR, internalising the mission that is embedded in the TBL is a key element of CSR communication (Morsing et al., 2008). The respondent that had the least experience, responsibility and who had been employed at Novo Nordisk for the shortest time, conveyed her shock at how explicitly the TBL and the 'Novo Nordisk Way' were presented to her when becoming part of the organisation: "you have to be aware of as a newcomer in the company, as a new employee that's really the first thing you meet" (Appendix 10.6). This can be interpreted as proof of the extent to which CSR at Novo Nordisk is "infused with meaning" (Chaudhri, 2016, p. 424) and how corporate behaviour is a part of corporate culture that is approached and lived "inside-out" (Morsing et al., 2008).

When asking employees whose professional responsibility was closely tied to strategizing the communication of Novo Nordisk's activities, it was possible to distinguish certain references to cultural nuances engrained in the communication approach the company takes as well as in different understandings of what CSR actually means. Such considerations were said to interact with the cultural influence behind the company's own historical journey in terms of its corporate responsibility focus and its Scandinavian essence:

"it's based very much on your geographical, your national culture, yeah, and I think maybe some years back we were primarily a Danish company, but then maybe over 10 years, we really developed into a much more global company, and maybe we've also then become a bit more explicit about the way we talk about the Triple Bottom Line because this is very Scandinavian kind of culture, saying "Ahhh, we shouldn't brag too much", and I think we still have that- we prefer not to, just be totally out there with everything. (Appendix 10.4)

This analysis shows the relative danger that can exist in labelling CSR activities and how broad concepts can be interpreted so differently on an individual level. This explains the reluctance to use the term 'CSR' in the company

"it is very different how this it is interpreted- for example in the US is more or less, totally, philanthropy, so basically, going in and supporting projects that can be but are also not associated with the business itself. What we want to do is act as a corporate citizen based on a shared value perspective- so what we do as a business has and should also have a value for society more in general. And that includes being a good corporate citizen so making sure that whatever we do with our business, short term or long term, has a positive contribution both on the social and the environmental front." (Lund, Appendix)

The reference to philanthropy ties into Matten & Moon's observation that organisations in the U.S. are often more likely to use their discretion to engage in firm-specific responsibility practices and to articulate these as CSR, regardless of the fact that corporate responsible behaviour continues to be implicit to the activity of their business (2008, p. 405). Their

comparative study between the U.S. and Europe's different ways of 'doing CSR' concluded that explicit CSR has gained momentum and is spreading across Europe (Matten & Moon, 2008, p. 411) and insofar as the analysis of Novo Nordisk reflects, this is a challenge that CSR communication has to take on and confront.

The researcher has also been able to observe how understanding CSR internally is also subject to different interpretations that are affected by culture. On an individual level, this is very much the case in Novo Nordisk, and employees from the communication department referred to a small study that reflected this: "we did this little campaign where we encouraged employees to nominate other colleagues if you know, they thought that he or she is a great example of you know, how the Triple Bottom Line should be practiced in real life in their jobs" (Appendix 10.4). Insights were retrieved from "many different people from across the world" and responses included "everything from "He's a really nice person, a great leader, who really, you know, takes care of her employees" to "He has a compost at his home, and he thinks about the environment and he always walks to work", so, it was a big mix" (Appendix 10.4). The fact that it is so hard to identify what constitutes being a good corporate citizen on an individual level due to national or cultural understandings of CSR, or being a good corporate citizen due to you closely tuning into the company's corporate culture; points at the fact that indeed corporate culture impregnates the company's involvement in society, and the other way round.

A difference was pointed out when it came to European and Northern American employees, as the latter's way of living the TBL generally included activities ranging from walking to work, having a compost, being a great leader, volunteering, etc. This is important to notice and to analyse from Novo Nordisk's part, because "we can help also colleagues in the markets that can articulate and can understand what is Triple Bottom Line to them, and hopefully that can also make them more engaged, more motivated and yeah, able to do even more of what they do well" (Appendix 10.4). At the same time that there is a desire to unify perceptions of the meaning of TBL and "expand their horizon on you know, TBL is not only this volunteering exercise" (Appendix 10.4); the company is also aware of the fact that "there should also be some room for people to live it in their own way" and not "dictate" (Appendix 10.4).

The all-encompassing and holistic nature of the TBL as lived in Novo Nordisk was also reflected in the responses linked with the connection between corporate responsibility and corporate culture. There exist as many different ways of understanding the Triple Bottom Line

as employees in the company. Despite the fact that the mission of Novo Nordisk and the Novo Nordisk Way of doing business are “engrained” (Appendix 10.4) in the company culture, from the communications departments, there is a drive to improve CSR communication internally: “we could be better at becoming even more clear about what does it mean for me in my day to day job”, for employees to be able to better perceive “how they are contributing to the TBL directly through their work” (Appendix 10.4). As a way to achieve this goal, the role of leadership was highlighted so that “leaders also would become better equipped at explaining to employees what is the Triple Bottom Line” (Appendix 10.4).

This investigation has shown how different approaches have been taken to involving employees in the corporate culture of the TBL, from more implicit ways to more explicit ways as the company has expanded into a global ‘Big Pharma’. One of these employee engagement strategies was “Take Action” where individual employees were called to get involved in social activities” (Novo Nordisk, June 2012, p. 79). This process opened discussions amongst employees about why and how their workplace could contribute to society, allowing them to “identify areas on the boundary between the company and our stakeholders on how we can improve our relationships in a way that is mutually beneficial.” (Novo Nordisk, June 2012, p. 79). This reflects the importance of employees in constructing the company’s TBL identity and in solidifying what the corporate culture really is. If unifying the understanding of CSR internally is already a challenge, how is it possible to effectively conduct a CSR communication strategy that is unified and powerful in the message it delivers? This is a challenge, and data collected as part of this research also reflected how the concept of the TBL was subject to certain changes, and is affected in specific ways by certain factors that define the pharmaceutical industry.

6.2.2. Drivers of change in the TBL

While the recurrent reference to stakeholders can be seen as a constant in the TBL, it is possible to underline some of the key elements that play a role in deciding the extent to which the TBL or the focus of the company’s CSR is malleable or not. These can be considered internal factors that are not specific to the pharmaceutical industry.

6.2.2.1. Leadership

Leadership was identified as a decisive factor in affecting the direction and development of the TBL; for instance, Lise Kingo is referred to in the interviews (Appendix 10.4) as someone in leadership (role) who caused a breakthrough in the TBL and had an enormous impact on the implementation and practices of CSR and on integrating these into the company's culture, which has been identified as significant influence from managers (Thomsen, 2006). In the "20 Years in the Business of Sustainability" booklet, as Executive vice president and chief of staff, she reflects upon the communication achievement whereby Novo Nordisk has "begun to document our societal and business impact through case studies and this, I think, will help us have an impact on a much larger scale" (June 2012, p. 12). Still her legacy as an influential leader in the TBL has remained strong even after she left the company.

6.2.2.2. Risks and changes in the market

Another element that has affected changes in the TBL and basically how the company engages with society and the environment has been changes in the market. The vice president of Cities Changing Diabetes highlighted that continued debates and discussions have taken place between top management actors and even though the TBL's practical implementation might be subject to changes in the midst of difficult times, the TBL as such "is not being questioned" (Appendix 10.4)- "If anything, the commitment to the TBL has been strengthened" (Lund, Appendix). According to the respondents, the core of the TBL is a constant and a fundamental base to the company's activity; what is open to change is its application to everyday life inside the company.

6.3. Communicating the TBL in the global pharmaceutical context

A great deal of the transformation that the TBL undergoes over time is parallel to the context in which the company operates in and specific characteristics of the pharmaceutical industry. This is something that of course the company is aware of and openly communicates as well in its material that relates to CSR.

6.3.1. A highly regulated and rigid business context

First of all, the structure of the market is a unique characteristic of the pharmaceutical world: “to a large extent it is driven by private companies but operating in the public sector” (Lund, Appendix) and this consequently calls for the need to “be diligent and observant” of the interactions that take place in it. In connection with this, the pharmaceutical scenario was described as “a strict model that goes two ways” (Lund, Appendix), and so poses both a challenge and an opportunity. The rigidity of this environment ties into the need to be aware of regulations and the fact that the “pharma industry is under great scrutiny” (Appendix 10.4). The existence of risks is not hidden to stakeholders, and they are in fact addressed directly in publications such as the TBL Quarterly magazine, where it is emphasised that certain dilemmas cannot always be avoided in a “risky business”, more so “when you operate globally” (Novo Nordisk, 2017, p. 6). This reality is something that is used to further strengthen the company’s resilience in its commitment to overcome these risks and continue to strive to be frontrunner in all three aspects of the TBL and never compromise on safety and quality. On the other side of being in the midst of a highly regulated and scrutinised industry, the other “way” that this model goes, as described by Niels Lund (Appendix 10.7), is that there is potential to profile your successes more visibly, because you constantly face the public and you become a well known company, “especially after becoming a Big Pharma” (Appendix 10.4).

6.3.1. Societal expectations and accountability to stakeholders

The creation of shared value is further emphasised by the influence that societal expectations have on the TBL and its practice, particularly, the expectations that exist given the fact that the product that Novo Nordisk markets is a life-saving medicine. Employees reflected the belief that all industries have responsibilities to the societies they operate in: “society is important for everyone, therefore you could argue that it should be the same for everyone” (“it”= level of responsibility”) (Appendix 10.5). In addition to this, the point was made of how hard it is to measure the degree of responsibility that an organisation may have in an industry with respect to another (Lund, Appendix). The unique nature of pharmaceutical products was also addressed, and respondents emphasised “it’s about life saving medicine, it’s not just any other consumer product” (Appendix 10.4) and the fact that there exists a “societal contract”

between private actors and the social environment that is to be taken into consideration (Lund, Appendix). The nature of the products marketed was not the only aspect that the interviewees highlighted as unique traits of corporate societal obligations in the pharmaceutical sphere.

A strategy often used by Novo Nordisk is to publish results and use evaluation tools such as barometers in *Cities Changing Diabetes* (Novo Nordisk; Steno Diabetes Center; University College London; 2016) or *Blueprint for Change* publications that show what progress has been made and provide stakeholders with feedback to reflect on and continue engaging with the company. Furthermore, annual reports also evaluate social performance in the light of current risks that might accrue to the company's situation that year (Novo Nordisk, Annual Report 2016, p. 11).

6.3.2. The drive for innovation

In response to these contextual characteristics in the pharmaceutical industry, innovation has been identified as a key element that characterises the TBL. When it comes to conceptualising its relationship with stakeholders and the value created by the company, even though the language of Porter & Kramer's (2011) CSV is widely identifiable, the idea of Corporate Social Innovation is integral part to the most recent approach that the TBL has adopted. Examples of this include the tone of TBL Quarterly magazine publications, or communication material about the *Cities Changing Diabetes* programme, amongst others. Explicitly presenting the stakeholders is a visible part of Novo Nordisk's CSR communication, as it underlines the focus on the goals they are seeking to achieve. However, there is also a need to look at the way in which stakeholders can contribute in order to maximise this value. This is where innovative partnerships come in.

Innovation was also identified as a driver of change and new projects in the realm of the Triple Bottom Line. The innovative edge to the company's activities was deemed to be something unique to the corporate mindset and an element "engrained in our company culture" (Appendix 10.4). As something that "goes down through all our departments and programmes" (Lund, Appendix), it is relevant to highlight the fact that managers are identified as key actors in this process: "I think it is something that our leaders are also good at mentioning, I think there are many good examples of how colleagues are living the Triple Bottom Line" (Appendix 10.4).

Programmes like Cities Changing Diabetes are very much defined by the concept of innovation. It has been seen as tying into the idea of persistence and long-term engagement, which resulted in the most innovative aspects of this successful programme, which according to its Vice President were “active collaboration” and “bringing important stakeholders together” (Lund, Appendix). Furthermore, the core component of adaptability was also underlined as key to Cities Changing Diabetes’ success (Lund, Appendix). Innovation is to be encouraged in order to catalyse and propel an approach that has the power to drive change (Lund, Appendix). Innovation through new partnerships will be addressed in greater detail later on in this analysis by using some illustrative examples.

6.4. TBL engagement with different audiences

As opposed to the “scattergun approach” (CSR Aarhus Communication Conference 2013, p. 73) to stakeholder communication, a more structured and tailored approach to communication is achieved through close stakeholder identification in the direction of achieving their involvement (Morsing & Schultz, 2006).

In the words of the expert in communication interviewed, “we can also become better at telling the story so that people can see the value that we create” (Appendix 10.4). Connections with stakeholders, which are a requisite in the involvement system mentioned earlier, are at the same time an indicator of innovation and a stepping stone towards having a positive social impact on a global scale: “we have connections, we have some stakeholders within that space, so maybe yeah, within that space, the health space, perhaps we are probably more obliged to do something” (Appendix 10.5). This reflection in particular reflected the role that Novo Nordisk has at the moment in the health sector.

As part of “conveying differently to different audiences” (Appendix 10.5), there clearly exists the need to adapt content for external target audiences according to their level of expertise in the topic addressed. There often exists a need to talk about the TBL “as a business principle” very explicitly (Appendix 10.4), as it is a tool that justifies the way business is made. Nevertheless, such a continued emphasis is not always required so explicitly when referring to the TBL, as “we would rather like show it than tell it” (Appendix 10.4). This is where the use of different communication channels becomes strategic in communicating CSR. The following sections will present the findings around these different methods of CSR communication that

were observed and analysed throughout the semi-structured interviews and the secondary data collected.

6.4.1. Regular TBL Publications

6.4.1.1. TBL Quarterly: ‘telling the story’

In cementing stakeholders’ trust in Novo Nordisk, company behaviour and achievements are transmitted in different ways. The TBL Quarterly magazine is a publication where “we don’t mention Triple Bottom Line all the time in the articles, I mean, it’s more about telling a story” (Appendix 10.4). On the company website, the TBL is referred to as “sustainability storytelling” that contributes to the objective the company has to “provide a complete picture of how we are driving change to defeat diabetes and other serious chronic conditions” (Novo Nordisk, 2017).

Currently, because of Novo Nordisk’s character as a global company, opportunities have multiplied, but at the same time, competition has also increased, and with it, the need to boost the TBL’s face around the globe. As a result, this is a priority when communicating the Triple Bottom Line: “if you want to also differentiate yourself from competitors and so on, you have to tell these good stories, or else people will not know” (Appendix 10.4). In making such “good stories” known, it is possible to identify the dilemma of the ‘Catch 22’ of communicating CSR (Morsing et al., 2008, p. 97) where, despite the encouragement that companies feel to engage in CSR for various different reasons, they are simultaneously discouraged to communicate about this engagement openly. This is why corporate responsible and ‘good’ behaviour is communicated through stories and expressed in a journalistic way.

As explained on the company website, “Novo Nordisk's TBL Quarterly tells the actions, challenges and opportunities of conducting a sustainable business. Each quarterly issue offers articles, photos, videos and infographics that demonstrate how responsibility supports long-term value creation” (Novo Nordisk, 2017). Furthermore, what also stands out about this magazine is that there are “different topic(s) for every issue, so some topics might cater to a very specific target audience” (Appendix 10.4). For instance, some of the most recent ones have dealt with topics such as education (“The Education Issue”, Novo Nordisk, 2016), urban diabetes (“The Urban Issue”, Novo Nordisk, 2016), risks faced by Novo Nordisk on different aspects (“The Dilemma Issue”, Novo Nordisk, 2017), etc. It is possible to clearly identify in these publications

how a strategy of stakeholder involvement (Morsing & Schultz, 2006, p. 326) is adopted, as the stories revolve around stakeholders and always include input and first hand accounts from them.

To take an example of the TBL Quarterly magazine issue that focused on the “Education Issue” (Novo Nordisk, 2016), expert insights from Novo Nordisk were offered in an “Interview with Team Leader in Novo Nordisk’s Business Ethics Compliance Office”, so somebody who is supposedly expert in working with the company’s CSR strategy. Interestingly, as part of the education initiatives addressed in this issue of the publication, there is a division between targeting health practitioners, pharmaceutical companies as a whole and patients, but the insights given by the person interviewed here focus on “interacting” with two distinct groups. These groups are patients and healthcare professionals (“The Education Issue”, Novo Nordisk, 2016). This not only reflects the company’s conscience of the existence of different stakeholder groups that they focus on; it could be interpreted as a way of going for a relational approach (Morsing & Schultz, 2006) (Chaudhri, 2016) that is guided by international codes of business ethics referred to here, together with a patient centred focus and transparency in interactions with stakeholders (“The Education Issue”, Novo Nordisk, 2016).

These quarterly magazines are relevant to look at in this thesis because they have been published since the year 2013, so they run parallel with other material analysed here and fill in the approach to CSR communication that is being analysed. These publications are available online and most importantly, when it comes to stakeholder involvement, there is a direct call for input from the reader on the website: “We would like to hear from you! Please help us improve future issues of the TBL Quarterly by sending your comments or questions to sustainability@novonordisk.com” (Novo Nordisk, 2017).

6.4.1.2. Blueprint for Change Programme- measuring success

While the TBL Quarterly magazine is a journalistic way of telling people through stories and experiences what value Novo Nordisk is creating around the world in its global business, the Blueprint for Change Programme (BFCP) publication assesses the impact of these initiatives.

It strikes as surprising that it is the same group of people who produce the Blueprint for Change Programme publications and the TBL Quarterly magazine (Appendix 10.4). While the former is much more analytical, the TBL Quarterly magazine also targets Novo Nordisk’s own

employees, and underlines the proximity of what is being done on different levels to put the TBL forward. The TBL Quarterly magazine is available online in English, but it stands out that the BFCP publications have been better adapted for the specific case studies they address; for instance, the publication dealing with healthcare in Algeria during Ramadan, was available in English, French and Arabic (Novo Nordisk, 2016).

The objective of the BFCP lies closer to profiling the company as a transparent organisation that strives for the improvement of its business activities and therefore is open to share its progress with its key stakeholders and share its next objectives towards improved and more innovative solutions. The concept of ‘change’ is very much central to the content of the BFCP. It is possible to spot an emphasis on the relational side of corporate sustainability activities when presenting ideas of shared value for society, rather than for Novo Nordisk in these publications. The partnerships established with local communities, educating patients and training healthcare practitioners is central to the creation of value for society, nevertheless, the strengthening of these partnerships is addressed in a less explicit way (Novo Nordisk, 2016, p. 20). Enhancing the quality of life of patients is a central piece of the equation, and this is why special attention is paid to considerations such as engaging with local healthcare professionals in countries such as Algeria, where cultural differences are specifically accounted for in this issue of the BFCP (Novo Nordisk, 2016, p. 14).

Still, it must be pointed out that it is not only the external side of CSR that is profiled as ‘value’ in these publications, as employees and company culture are recurrently referred to as an indispensable piece of the value-creating puzzle: “People who work for Novo Nordisk accept the challenge to live the values” (Novo Nordisk, 2012, p. 18).

6.4.2. Targeting the general public through the media

While the CSR communication regular publications are openly about the ‘good deeds’ of Novo Nordisk, communicating to the immense audience of the general public can pose a challenge. As part of realising the “Catch 22” of communication (Morsing et al.), “third-parties” (Schoeneborn & Trittin, 2013, p. 195) acquire great importance. Novo Nordisk’s focus on

maintaining a good relationship with the media reveals how essential the endorsement from third party organisations is for a company in the pharmaceutical industry.

As a result of the growing prevalence of diabetes worldwide, the need to provide the public with information about the various aspects of the condition and to raise awareness about ways to prevent and manage the disease is greater than ever. In this sense, “the media plays a crucial role in disseminating such information and raising awareness” (Kingo & Stormer, 2011, p. 306). Over the years, Novo Nordisk has developed a relationship with the media, and “external catalysts enabled the company to learn to *engage* -and subsequently learn- with stakeholders” (Kingo & Stormer, 2011, p. 309). This imperative for a high level of engagement ties into the need for a stakeholder involvement strategy (Morsing & Schultz, 2006). The media is also invited to participate in other events, as they are seen to play a crucial role in disseminating information and raising awareness (Kingo & Stormer, 2011).

An example of this can be found in them going a step further: since 2003, the company organises a Novo Nordisk Media Prize, where “the best print article, best online article or best TV feature about diabetes” is credited (Kingo & Stormer, 2011, p. 306). This way, Novo Nordisk subtly encourages a better education of diabetes and implicitly, profiling themselves as experts in the field, as they are ‘worthy’ of giving a prize. This initiative further contributes to the goal of giving value to society and also generates trust among journalists, which serves to ensure that the company will be profiled positively whenever news about them is broadcasted on the media. It is necessary to underline that engaging with the media through press releases or media events is very much targeted at the media locally as well as internationally, and that these two levels are thought of separately (Appendix 10.4). This engagement reflects a desire to bet for good science communication in the interest of the patients that use their medicines and also of the general public’s general knowledge, for them to become healthier and prevent the number of people affected by diabetes to continue increasing.

The strategic advantages of engaging with the media can also be observed in the endorsement that Novo Nordisk receives from them plays. For instance, receiving the 2015 “Frost & Sullivan’s 2015 Diabetes CSR Company of the Year” Award in Indonesia was a success that was shared. In the short description of the company given by the media, apart from its age, HQ location and its area of business, Novo Nordisk’s corporate behaviour commitments were underlined as its *raison d’être* as a company:

Novo Nordisk strives to conduct its activities in a financially, environmentally and socially responsible way. The strategic commitment to corporate sustainability has brought the company onto centre stage as a leading player in today's business environment, recognised for its integrated reporting, stakeholder engagement and consistently high sustainability performance. (3BLmedia, 2015)

Such appraisal is appealing to stakeholders and communicating CSR successes through positive evaluations by reputed opinion makers is a valuable achievement. Actions for which it was awarded this prize were “public awareness activities, capacity building or health workers and supporting diabetes clinics.” By getting the media so involved into the communication of CSR, the understanding that journalists have of the challenges that diabetes presents for individuals and society as a whole is strengthened (Kingo & Stormer, 2011, p. 306). Even if this is explicitly the value that this brings, a ripple effect is that Novo Nordisk's image improves.

6.4.3. Non-financial reports

While the TBL Quarterly magazine and the Blueprint for Change Programme are non-financial publications specifically communicating around CSR initiatives, in a more direct or indirect way, other non-financial reports produced by the company are worth analysing as well in this research investigation. These reports can be considered a type of subtle CSR communication which aims at informing and convincing public audiences (Morsing & Schultz, 2006). They are valuable resources because they provide material that can help potentially critical stakeholders make sense of what the company stands for in terms of CSR activities and approach. Nevertheless, non-financial reports have been criticised for working in a one-way direction, as they “risk becoming illusory” because they can lead managers into thinking that they control the meanings and perceptions when communicating through them (Morsing & Schultz, 2006, p. 333).

6.4.3.1. Cities Changing Diabetes

The non-financial report analysed here is the one published in January 2016, when the programme was being implemented in the cities of Houston, Mexico City, Copenhagen,

Tianjian and Shanghai. New information material is in the process of being produced and will include cities that have recently become part of Cities Changing Diabetes, namely Vancouver, Johannesburg and Rome (Appendix 10.3).

Specifically, the programme Cities Changing Diabetes, which reflects the Novo Nordisk Way and the Triple Bottom Line's principles of business behaviour, requires adaptation to different cultures. Extensive fieldwork has gone into the production, collection and analysis of the data that is basis of developing the global initiative of Cities Changing Diabetes. In a very transparent way, the 2016 information booklet on all aspects of the project makes reference to the data: quantitative research was gathered from each of the cities and used to analyse the incidence of urban diabetes from a numerical perspective using the 'Rule of Halves', whilst qualitative data came from widespread vulnerability assessments based on individual interviews that were the main object of the fieldwork study (Novo Nordisk; Steno Diabetes Center; University College London; 2016, p. 46).

The information booklet uses non-technical language to convey the complexity behind the combination of factors that are social and cultural in their nature and that can and must be addressed in order to prevent people living with urban diabetes from reaching a serious "tipping-point of chronic disease" (Novo Nordisk; Steno Diabetes Center; University College London; 2016, p. 57). By using what is referred to as a "vulnerability spectrum" the message put across is that along this continuum that illustrates risks to diabetes, biological risk factors are not the only limited fixed set of risk factors. It is possible to observe how extensive research and the intricacies of a complex study are condensed here into a simplified and approachable source of information.

As part of the ambition to profile this young initiative as a global one, it is not only transparency and depth that are implicit in this report, but also the company's awareness of the complexity of dealing with diabetes, of dealing with diabetes in an urban environment and of dealing with it in different cities around the world. By tailoring the 'problem' to different people in different cities, the report becomes more relatable to those who might read it. It could be argued that this is part of the value that the whole CCD programme offers.

In the report, a separation is made between social cultural factors that have an impact on the incidence of urban diabetes. Social factors are described as "the conditions in which individuals are born, grown, live, work, and age", classified into categories such as financial constraints, time constraints, resource constraints and geographical constraints (Novo Nordisk;

Steno Diabetes Center; University College London; 2016, pp. 58-59). According to the report, these constraints reflect how an individual's vulnerability increases and how this vulnerability can change when these social factors are accounted for and improved, be it individually or in combination with other factors (Novo Nordisk; Steno Diabetes Center; University College London; 2016, p. 59).

Before analysing cultural determinants and breaking them down into more understandable concepts, the term 'culture' is defined very generally in this report as shared conventions manifest in act and artefact, which could be argued is not an easy definition to interpret in the context of health and urban diabetes (Novo Nordisk; Steno Diabetes Center; University College London; 2016, p. 60). The categories that the cultural determinants have been split up into as part of this report are: agency and opportunity, traditions and conventions, health and illness, change and transition, self and order. In a very systematic way, the report examines the main characteristics of the five cities that are part of Cities Changing Diabetes. Followed by a brief historical overview to give some background about the city and its inhabitants, numerical information is presented visually to illustrate some of the health quantitative data gathered in the study. What is more interesting is the way in which the social and cultural factors that affect urban diabetes vulnerability in these places is made sense of, communicated and explained here. Whilst in Houston factors such as change and transition, nourishing traditions, peer appearance or the concept of 'time-poverty' (Novo Nordisk; Steno Diabetes Center; University College London; 2016, p. 41); in Tianjin, for instance, the vulnerability to diabetes is mainly affected by the financial burden of diabetes, beliefs and attitudes around the disease, diabetes literacy and education and the mental health implications behind it.

In order to back up why certain sociocultural factors carry more weight than others, we see in this booklet that extracts from the interviews and first hand testimonies from patients that have participated in the fieldwork are included. A few accounts from different patients are included in the analysis of each of the five cities. We can read about patients with different backgrounds, age groups, and who are affected by diabetes in different ways and who are impacted by certain social and cultural factors to different extents. Furthermore, Novo Nordisk provides a brief explanation to the reader that justifies the reason why their specific case is interesting, or in other words, relevant to analyse, and offers direct quotes from interviewees. On each of the presentations of the different cities, a space is also kept for an expert's opinion

under the heading of “A fieldworker’s take on the vulnerability assessment” where a direct quote is included (Novo Nordisk; Steno Diabetes Center; University College London; 2016). This group of experts includes presidents of hospitals, anthropologists, university professors, local partners from the cities, etc.

Such an individualised approach reflects how the voices of their stakeholders, including patients and including experts reflects the values that the company takes pride in presenting as their corporate culture and that are part of the TBL or the Novo Nordisk Way. In the same way that caring for their employees on an individual level is key to the company, through this analysis that accounts for the diversity in the audience that they are seeking to create value for, they express the company’s desire to take their stakeholders into account individually and this way create a collective, global difference.

Given the global scope of this very ambitious CCD programme and the fact that stories from each of the cities are collected and included in this report, it could be expected that it reach the people in each of these cities and beyond. Nevertheless, when asked about the language this report is available in, there is not a clear strategy when it comes to making CSR communication material such as this report available in different languages: “I think that our affiliate would translate in China, for example, but most of our material that we put at least on our website, that’s only English...[...]... but of course it’s important, because we can’t just assume that everyone will be able to read English.” (Appendix 10.4).

6.4.4. Financial reports

As part of the secondary data analysed in this research, a look at financial reports is relevant, as it gives an idea of how CSR is communicated to investors and a very specific audience of experts that publications such as the annual report would be aimed at. These experts after all are also stakeholders (often shareholders), so CSR communication also targets them. Simultaneously, it could be expected that they would also be interested in the expenditure on CSR and its communication, for instance.

In the 2015 Annual Report (Novo Nordisk, 2015) it is possible to spot an interesting reference to innovation in the CEO’s opening letter. Even though this material produced by Novo Nordisk is not one of the “non-financial reports” referred to by Morsing & Schultz (2006, p.333), the fact that the CEO’s letter is titled “It’s all about innovation” points at the importance

it holds for the company throughout- and how it would tie into everything that will be addressed in this report (Novo Nordisk, Annual Report 2015, p. 2). Annual reports serve as a way to get the CEO involved as well in communicating what is at the very top of the company's agenda, and emphasising how this is part of the TBL:

“Lars Rebien Sørensen hopes that Cities Changing Diabetes will be life-changing for everyone involved: “With this initiative, more people with diabetes will be diagnosed and treated – which will be good for patients, society and Novo Nordisk’s business. But ultimately we hope to prevent diabetes. This is what drives me and motivates our employees.” (Novo Nordisk, Annual Report 2014, p. 35)

A recurring element that can be spotted in all of these financial reports is the direct reference in the CEO's letter to thanking “stakeholders and partners for their collaboration” (Novo Nordisk, Annual Report 2015, p. 3). An evaluation of social performance is also a key element of these reports, where a division is made between “... three dimensions: improving access to medical treatment and quality of care for patients, offering a healthy and engaging working environment, and providing assurance that responsible business practices are in place, with the aim of contributing to the communities in which the company operates” (Novo Nordisk, Annual Report 2016, p. 11). Once again, the creation of shared value is at the heart of the CSR communication message.

6.5. Profiling partnerships as generators of global shared value

Novo Nordisk's CSR communication material to a great extent emphasises “long-term value creation” and how it “requires partnering with local stakeholders and creating an organisational culture that attracts and retains the best people” (Novo Nordisk, Blueprint for Change Programme, 2016). Being portrayed as frontrunners in innovation gives credibility, and partnerships are in the spotlight when it comes to creating innovative solutions, more so in the pharmaceutical world, where research and development are known to be driving forces of the business and of scientific progress in general.

When communicating the value that Novo Nordisk gets out of these initiatives, success is presented as dependent on work around diabetes “in partnership with stakeholders in the

communities where we do business” (Novo Nordisk, Blueprint for Change Programme, 2016, p. 22), which in turn feeds into enhancing reputation

Still, the challenge in engaging with actors around the globe was identified as a communication challenge, because collaboration can differ in different countries and “it’s all about how you fit into the local context” (Appendix 10.6). Furthermore, some of the material used as part of CSR communication, such as reports for instance, is “communication out in the cities is mainly driven by our affiliates” (Appendix 10.5), which poses the challenge of divergent messages, more so if translations are involved.

6.5.1. Becoming part of global partnerships

6.5.1.1. Cities Changing Diabetes

Partnerships produce material that cements the credibility of CSR communication. For instance, the Cities Changing Diabetes programme was born and launched in 2014 as a result of previous work conducted by Novo Nordisk to identify markets to operate in. CCD emerged from the need for “more active collaboration” and “a more persistent and longer engagement time” (Appendix 10.7). As one of the employees interviews asserted, “you could argue CCD could be a door-opener to actually share our story”, where the ‘story’ refers to Novo Nordisk’s TBL (Appendix 10.5), which reflects how closely intertwined CSR and TBL are, as CCD “fits perfectly into our Triple Bottom Line concept” (Appendix 10.5).

This partnership brings together reputable well-known and internationally recognised organisations (Novo Nordisk; Steno Diabetes Center; University College London, 2016) with the aim of sharing expert knowledge to co-create solutions to a social problem (Appendix 10.7) (Mirvis et al., 2016) and to raise awareness, not only among those at risk of diabetes, but amongst “people that have a role in urban planning and cities” (Lund Appendix). The later fits into the objectives of corporate social innovation (CSI) (Gallego-Álvarez et al., 2011).

Profiling new partnerships is a way of communicating explicitly about these new collaborations and how innovation is at the heart of making progress and constructing new networks to share knowledge that will ultimately allow Novo Nordisk to realise the goals of the TBL. Following the launch of Cities Changing Diabetes, partnering to “improve the environment and health in cities” is an advancement that runs parallel to such a global initiative.

This collaboration as profiled in a press release emitted by the company, is profiled under a knowledge-sharing objective between experts across disciplines (health and the environment in this case) “to generate new insights on a range of co-benefits of climate action” (Novo Nordisk, 2015). Implicit in the language used, Novo Nordisk communicates its strong belief in the importance of working together, of integrating knowledge and most importantly in the belief that this generates shared value, or “co-benefits” (Novo Nordisk, 2015). This can translate into value-generation mechanisms with all other stakeholders, where the takeaway is that collective work and stakeholders engagement creates shared value.

This emphasis can also be spotted in the value-creating story communicated in texts such as this press release, where Novo Nordisk explicitly lays out its expertise in understanding their needs, thus hinting at the importance that stakeholders’ expectation have for the direction that the company follows: “Novo Nordisk brings to the partnership a deep understanding of how the condition affects individuals, families, health systems and societies” (Novo Nordisk, 2015).

Furthermore, expert endorsement is also included, which provides evidence to the reader that this “deep understanding” (Novo Nordisk, 2015) has a solid foundation in research and dialogue with experts. Amongst these “expert opinion-makers” (Morsing et al., 2008, p. 106), quotes are included from Mexico City Mayor (from the C40 side of the partnership) as well as from the Executive Vice President Jakob Riis (from Novo Nordisk’s side). As part of the objective of targeting a knowledgeable and expert audience, the company is aware that specific communication channels are to be exploited, and Twitter is an example of how social media is used strategically by ‘Big Pharma’ (Kooi et al., 2017, p. 123), as Novo Nordisk can find people there “who are more knowledgeable, have professional backgrounds and use it as a pool for their interactions” (Appendix 10.7), so can reap the benefits of these expert networks.

6.5.1.2. Global Compact LEAD

It was back in 2002 when Novo Nordisk became part of the Global Compact LEAD⁵, which is an example of Novo Nordisk jumping onto the bandwagon of another global requiring

⁵ LEAD is a platform for a selected group of approximately 50 UN Global Compact companies to drive leadership to the next generation of sustainability performance. (<https://www.unglobalcompact.org/system/attachments/20297/original/Novo-Nordisk-UNGC-CoP-2012.pdf?1360067617>)

support from powerful actors worldwide: “as facilitators in developing our role as a company in society, we have also joined the NCD Alliance for instance”⁶ (Appendix 10.3). When interviewing Bo Wesley, Senior CSR Advisor for Cities Changing Diabetes, he referred back to this previous work and offered an example of a piece of CSR material - a “trend research brief” (Novo Nordisk, 2011)- condensing some of the main objectives and finding of the Global Compact LEAD with the outcomes of the UN meetings where the “Emerging Market Perspectives for Rio+20” had been projected, looking at China, India and Brazil more closely. The report was also authored by BSR⁷. The analysis of this material through the lens of CSR communication is relevant to this research because it reflects the beginning of the company’s involvement in this particular partnership and this collaboration with the UN is still ongoing and has opened up more paths to creating shared value in other partnerships.

This trend research brief can be seen as a way of targeting an expert audience as well as the organisation’s employees. An expert audience is able to grasp the extent to which Novo Nordisk is a company that is keeping up with and engaging in dialogue with others in an elite group of actors worried about CSR on a global scale. The brief, in a very objective way, addresses the formation of this Global Compact LEAD by the UN, where there is reference to a ‘higher’ set of goals, not just to doing business. Novo Nordisk is committed to *greater* good. Furthermore, this great responsibility as a global citizen that the company takes upon itself is further underlined by the fact that there is a publication dedicated specifically to the progress made in this area, called “UN Global Compact Communication of Progress”, as they “are being recognised as a UN Global Compact ‘advanced level reporter’” and therefore there is a need for them to set the bar high when it comes to transparency and accountability (“*Communication on Progress in implementing the United Nations Global Compact*”, Novo Nordisk, 2015, 2016).

A difference can also be appreciated in the way that Novo Nordisk joining the Global Compact LEAD is described here in this brief to the way it is described in the “20 years in the

⁶ NCD Alliance: Non-Communicable Diseases Alliance (<https://ncdalliance.org/who-we-are>)
The mission of the NCD Alliance is to combat the NCD epidemic by putting health at the centre of all policies. Founded in 2009, it is a civil society network uniting 2,000 civil society organisations in more than 170 countries. Together with strategic partners, including the World Health Organization (WHO), the United Nations (UN) and governments, the NCD Alliance is transforming the fight against NCDs. This section introduces the diverse members of our global network.

⁷ BSR is a global nonprofit organization that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. (<https://www.bsr.org/en/about>)

business of sustainability” booklet (Novo Nordisk, June 2012), which is more of an internal reflection of the company’s journey of sustainability and where this is referred to more like a milestone and an achievement to be proud of. In this trend research brief, there is a meta-reference to sustainability discourse (when this very material can be viewed as sustainability discourse itself), when the assertion is made that “sustainability discourse is defined by people in Western Europe and North America and institutions dominated by the same culture and tradition” (Novo Nordisk, 2011, p. 1). By adding the concern for the fact that “trust in business is low in these regions”, there is an implicit call to trusting the company (Novo Nordisk, 2011, p. 1).

In presenting the uncertainty surrounding “sustainability” in the future, this justifies the need to conduct research and lays the ground to introduce the research being profiled in the document. Its objectives are to “delve deeper into the regional, cultural, social and economic drivers of sustainability” and this aim for deep informed research appeals to credibility from investors and also other stakeholders such as patients or journalists.

The fact that this research considers the question “What role do business leaders see for their organisations in driving changes in attitudes and/ or practices around sustainability internally/ amongst customers/ at the policy level” (Novo Nordisk, 2011), delivers the message that there is a desire to account not only for internal stakeholders (employees, corporate culture) but also for the general public and with policy makers (government, expert audience). Furthermore, the role of leadership in rolling out sustainability initiatives is credited as well, as reference is made to business leaders *across geographies*. Research partners are also presented, showing that a process of knowledge sharing takes place and the generation of sustainability practices is not achieved in a unilateral way.

Other activities mentioned, such as “workshops with potential project partners”, “stakeholder interviews”, “stakeholder roundtable & trendspotting workshop” and “stakeholder dialogues” (Novo Nordisk, 2011), provide more examples of ways in which stakeholders take part in this process of CSI or generation of sustainability practices (Gallego-Álvarez et al., 2011). Nevertheless, further clarification on who exactly these stakeholders are is missing.

Another indicator that this is aimed at a knowledgeable expert audience is the use of terms such as “‘embracer’ companies”⁸ which refers to terminology from sources like the MIT

⁸ Embracer companies are those that have a formula for how sustainability-driven management improves brand reputation, employee productivity and the ability to retain and attract talent as well as accelerating

Sloan Management Review (Novo Nordisk, 2011, p. 1). Of course, this trend research brief is only a promise of the structure that this research would follow, but what is key is that it manifests the intentions of future steps in sustainability research and communicates the commitment of the company and the importance it projects on different stakeholder groups.

6.5.2. Responding to global calls for action

6.5.2.1. World Economic Forum

In presenting the current challenges that urban areas face, the key need for “multistakeholder cooperation” and for “public and private sectors to create a structured engagement”, “to continue the exchange of ideas on sustainable urban development among corporate leaders, senior policymakers and city official as part of the greater goal which is the implementation of the UN’s New Urban Agenda (World Economic Forum, 2017). More specifically, private sector actions that are called for include “adopting a proactive approach”, “engaging with local communities for long-term support” and “extending partnerships beyond the obvious” (World Economic Forum, 2017).

Being profiled by the media outlets of credible global organisations such as the World Economic Forum *and* especially if the news responds to a global call for action by the World Economic Forum, is a very powerful communication outreach opportunity to boost the company’s CSR visibility. Furthermore, it is relevant that only a few months later after this news release from the WEF in February, the same organisation published an interesting article (more journalistic in its nature) where Novo Nordisk is profiled as a frontrunner in innovative partnerships that were called for. Again, this shows how building a relationship of trust with the media is important and reflects an image of credibility *vis à vis* other stakeholders as well, as it seems like the company really is committed make changes they assert they seek to make.

This was the case of a short article on the topic of new Nordic trends in urban planning published by the WEF, where Cities Changing Diabetes was presented as an example of a “positive experience with innovative partnerships and policy development that involves all stakeholders in developing solutions” (Galskjøt, Lund, Lykketoft, & Sveistrup, 2017, p. 2). The programme is referred to as a global initiative and a “public-private partnership”, as well as as

process improvements and strengthening the ability to innovate and grow.
(<http://sloanreview.mit.edu/projects/sustainability-the-embracers-seize-advantage/>)

“a demonstration that it is in the interface of the SDGs [...] that innovation happens” (Galskjøt, Lund, Lykketoft, & Sveistrup, 2017, p. 3). Again, the commitment to the Sustainable Development Goals can be linked to Novo Nordisk being part of the UN Global Compact LEAD previously referred to.

This suggests that Novo Nordisk is looking into new ways to add value to its activities worldwide and that it is open to working with different kinds of actors to create solutions, in other words, to deliver its products. Also, it sends the message that it believes in the strategy of stakeholder involvement because it has invested effort in constructing a network, and this reflects a CSI approach in terms of integrating innovation into the process of creating business solutions (Mirvis et al., 2016) (Gallego-Álvarez et al., 2011). In other words, there is not a clear separation between realising the company objectives and those objectives that society has as a whole worldwide. Again, it must be highlighted that the problem CCD tackles- the challenges and opportunities of urban diabetes Type 2- is universal: Type 2 diabetes exists all over the world and so the solution needed must be global too.

Such information about Novo Nordisk’s initiative appearing as a collaboratively report published by the WEF is valuable because it credits the ground-breaking work and profiles not only the importance of the objectives that Cities Changing Diabetes seeks to tackle, but also the way in which NN is doing this: by collaborating and building strong partnerships. This is therefore a powerful way of profiling CSR, as it reaches the general public from a channel that comes from “respected opinion-makers” (Morsing et al., 2008, p. 106).

6.6. Conclusion

This analysis has looked at findings in the key themes of Novo Nordisk’s vision of CSR through the Triple Bottom Line, the transformation of the TBL over time, the specificity of communicating the TBL in the global pharmaceutical context, the engagement with different audiences as part of CSR communication, and finally the value generated through partnerships and the way this value is profiled as part of CSR communication. The following discussion section will conclude the implications of the main findings and conclude with a reflection of the main CSR communication approach that defines Novo Nordisk’s CSR communication strategy. Finally, this will contribute to identifying the implications of this research in the light of the case study analysis.

7. DISCUSSION

In the light of the previous analysis, this discussion will begin with a briefly lay out the key findings of this research about Novo Nordisk's CSR communication as a global company in the pharmaceutical context; it will then argue what CSR communication approach the company is characterised by; and will conclude by laying out the implications for further research. This section will give way to the final conclusion.

7.1. Main findings

7.1.1. A holistic approach to creating shared value

First of all, Novo Nordisk's CSR communication is built on the concept of "Creating Shared Value" (Porter & Kramer, 2011). The TBL embodies this balance when it comes to streamlining the company's focus and striving for success in financial, environmental and social terms. The concept of value is recurrent because of the central role that stakeholders occupy in communication. They are addressed explicitly throughout the material. The fact that the company is a pharmaceutical one has an impact on this approach, and the fact that the product Novo Nordisk markets is simultaneously considered to be a human right (access to medicine), makes the pool of individuals targeted universal, which means CSR communication targets is wide-ranging and diverse audience. Nevertheless, internally the interviews have proven that the degree of responsibility that Novo Nordisk has towards society is not limited to this and that in fact, social responsibility is not to be viewed as a burden or an obligation specific to or exclusive for 'Big Pharma' like Novo Nordisk, but as an opportunity to create shared value.

7.1.2. An 'inside-out' approach based on solid corporate culture

Furthermore, it has been observed that Novo Nordisk is a company that takes pride in its corporate culture and is well known for that, and most importantly, it embeds it in every aspect of its business activity. Even though the TBL and the Novo Nordisk Way run parallel to each other and complement one another, branding these elements as cornerstones of the company culture is very effective because it creates an identity and sets a common direction to move in.

The semi-structured interviews revealed the extent to which the TBL is present as part of company culture, and as part of business activity. It is extremely hard to separate between the two. Simultaneously, the interpretation of CSR and thus of the TBL also happens on an individual scale, and is influenced by a wide array of factors, including cultural interpretation of CSR. It could be argued that the company definitely relies on the inside-out approach, as the employees are the ‘first stakeholders’ that CSR communication goes through. The integrity of the business runs through the whole organisation.

7.1.3. Towards a more explicit CSR communication approach

This research has shed light on the differences in understanding CSR that exists across cultures, particularly internally between employees. Despite the fact that employees did account for a more philanthropic understanding of corporate responsibility in the US in comparison to in the European context; what was observed was that despite Novo Nordisk’s core identity as a Scandinavian-founded company, traditionally reliant on an implicit and subtle way of communicating CSR, as Novo Nordisk becomes more global and has to engage with stakeholders worldwide and deal with more challenging competitors, it is gradually forced to adopt a more explicit approach as part of its CSR communication.

Engagement with certain stakeholder groups such as the general public, which is a key actor in the process of CSR communication, is becoming more explicit and direct. This is a result of greater stakeholder involvement and an increasingly constitutive communication approach. In this emergent process of CSR communication, sustainability storytelling has been identified as a key tool used by Novo Nordisk.

7.1.4. Innovative partnerships as networks for endorsement

Operating as part of the global pharmaceutical business context also calls for innovation, and being profiled as frontrunners in the industry and in CSR specifically is a defining characteristic of Novo Nordisk. The company lives up to its reputation by making sure it is part of global commitments with international organisations to work towards global goals as part of creating value and making business. Furthermore, it also seeks opportunities through building innovative partnerships, and in particular it is the public-private Cities Changing Diabetes

project that stands out as the most recent example of an attempt at knowledge sharing and generation on a global scale to look for new ways of -again- creating value in the long run.

As shown in the analysis, what makes partnerships innovative is not only their creation, but also their strategic edge. This is the case of engaging with the media, which has been shown to vary locally and globally. The company strived for a better quality of communication and has played an active role in ensuring that the media is adequately involved in communicating CSR. Simultaneously of course, cementing such a relationship feeds into achieving the endorsement towards the general public opinion that is key to enhancing its reputation.

To sum up, the research has shed light on the key elements that characterise Novo Nordisk's CSR communication as a global organisation operating in the pharmaceutical industry. The results have shed light on the strong presence of shared value creation in engaging stakeholders, on the integration between the CSR message (or the message of the Triple Bottom Line) and the understanding of corporate culture, and finally, on the importance of innovative partnerships in communicating CSR.

7.2. Towards a constitutive CSR communication approach

Next, in line with the abductive approach taken by this thesis, the researcher will reflect on the overarching hypothesis reflected in the layout of the theoretical framework: that a constitutive approach to CSR communication is the most effective one in communicating CSR, as it allows for the greatest level of stakeholder involvement and engagement in the process of constructing the meaning of CSR and therefore in effectively communicating it. As presented in the theoretical framework (Chapter 5), scholars in the fields of CSR have established a difference between the theoretical approach to CSR communication, and in doing that have differentiated between various stakeholder involvement strategies. Where does Novo Nordisk fit into these delimitations? Or does it?

A constitutive approach to CSR is based on the view of the organisation as a communicative entity, where communication must be a continuous emergent process that allows for the articulation of various 'voices' and enables 'sensemaking' between proponents that take part in this communication process (Schoeneborn & Trittin, 2013). This way, corporate citizenship objectives as well as demands for profitability can interact. This approach does not

envision a simplistic approach to message transmission where clear boundaries are set between the inside and the outside of the organisation's boundaries as would be the case of a transmission approach. the following points present the ways in which Novo Nordisk's CSR communication approach can be seen as aligning with an constitutive approach.

7.2.1. Corporate culture based on stakeholder involvement

The approach of a transmission model where communication is linear and unidirectional would not be a defining trait of the complex CSR communication strategy that this research has analysed through the case study of Novo Nordisk. The main reason for this is that communication with stakeholders in this case does not simply disseminate information through a "scattergun" approach (Aarhus CSR Communication Conference 2013, p. 73) that does not strive for stakeholder involvement.

Publications such as the "20 years in the business of sustainability" report (Novo Nordisk, June 2012) or the accounts from several semi-structured interviews with employees have shown how the TBL - and therefore the company's social commitments- is malleable and open to changes in its focus according to certain trends (regulations in the pharmaceutical market, patient expectations, financial situation, etc.). Despite the TBL being malleable in terms of its practical application, the direction it takes and the focus it adopts; what is key is that all stakeholders stay attuned. Novo Nordisk does not compromise on its business philosophy, and this makes the company strong. Even at times of financial instability, it is not sacrificed, but instead strengthened and emphasised. This core -where the constant reference to value creation that impregnates all the CSR material lies- is synonymous with company culture.

7.2.2. Third party engagement through effective 'storytelling'

Taking the importance of a strong relational approach a step further, it is possible to argue that a constitutive communication approach is in fact visible through the case study of Novo Nordisk because of the level of involvement of third parties. The constitutive perspective shows that CSR communication extends the boundary of the organisation and of its responsibility through the involvement of such third parties (Schoeneborn & Trittin, 2013, p. 202). Engagement with the media and international organisations to make progress in

negotiating CSR communication and meaning have been the key examples of this in the analysis of Novo Nordisk. This approach continuously re-establishes the boundary of the organisation through communication, which is visible through the engagement in dialogue with stakeholders and the general public. Furthermore, the use of such a wide range of different channels for CSR communication, ranging from social media, regular publications, press releases, etc. further multiplies and enhances this engagement. Storytelling has been found to be a key tool in Novo Nordisk's CSR communication.

7.2.3. Sharing knowledge through innovative partnerships

Another of the key elements that would allow one to argue in favour of a constitutive approach in CSR communication here is the knowledge creation taking place as part of the innovative partnerships that the company is a part of. This resonates with the CSI view of corporate responsibility in search of a grassroots understanding that looks for innovative solutions to social problems in line with the business' activity (Moss Kanter, 1999).

7.3. The challenges of a constitutive CSR communication approach

Despite the ways in which Novo Nordisk's CRS communication reflects a constitutive communication approach, this case study has also shown some challenges areas where there is still room for improvement and where even further stakeholder engagement is required. The following considerations shed light on why this company's CRS communication does not fit into a constitutive approach.

7.3.1. Imbalances in stakeholder power dynamics

One of the reasons why a constitutive approach can be criticised as an unrealistic way of envisioning stakeholder involvement has been elucidated in this research, and that is the challenge of engaging with stakeholders that hold different kinds of power. In terms of strategies of CSR communication, stakeholder involvement would lie closest to the constitutive approach given the two-way symmetric communication model it is defined by. The analysis has shown the extent to which symmetric communication can be challenging where there is not a

balance in the power that the stakeholders involved in the communication hold. In other words, it has been possible to observe how different stakeholders hold different power- for instance shareholders, patients and employees. Consequently, engaging with them is different, because the value created and shared between each of them and the company is also different. When the company has the expert knowledge on diabetes and seeks to inform patients, CSR communication does not take place in a bidirectional and symmetric way. Similarly, an annual report that shareholders and potential investors will read is closer to a response strategy to fulfil the objective of accountability to those stakeholders with financial power. When it comes to employees, who would lie on the other end of this spectrum, the extent to which culture embeds CSR is so high that this would allow for the closest CSR communication approach to an involvement strategy, whereby communication would be symmetric. This is explained through the inside-out approach where employees are the first stakeholders taking part in the communication process (Morsing et al., 2008).

7.3.2. Clear organisational boundaries

Proponents of a constitutive CSR communication approach have heavily criticised the transmission view of CSR communication for emphasising the boundary between external and internal communication (Schoeneborn & Trittin, 2013). In the light of the data collected and analysed here, traits of a greatly relational approach reveal that there are differences between the level of engagement of different stakeholders, and this is why it can be concluded that depending on the stakeholders the CSR communication takes place with, the process is adapted to either stakeholder response strategies or goes further to facilitating an involvement strategy. Because of this differentiation and hence adaptation to different audiences, the organisational boundaries between internal and external stakeholders are drawn clearly. This would be a reason drawing this communication model apart from the constitutive approach.

7.3.3. The strategic edge to CSR communication

The results of the analysis show how one of the characteristic traits of the instrumental approach to CSR communication, namely its strategic edge and a focus on persuasion (Chaudhri, 2016) is often clearly visible in some of the CSR material that Novo Nordisk

produces. Still, this explicit reference does not jeopardise the image of the company and its commitment to creating shared value. This is because this communication is profiled as an effort to raise awareness, and also because transparency is recurrent and implicit in communication.

7.3.4. Integration of CSR communication across functions

One of the main reasons why a constitutive approach has not been concluded to define Novo Nordisk's CSR communication is the fact that CSR is not integrated across functions (Schoeneborn & Trittin, 2013, p. 200). This places it closer to transmission approaches, in particular to a relational approach. Even though the integrated approach to CSR and culture is strong and widespread across the organisation and all of the business, insights from employees pointed at the need for further progress in unifying and extending the communication of the TBL on a global scale in order to enhance shared value creation. Furthermore, not all functions in the organisation come into close contact with the negotiation process of the meaning of the TBL, and there is strategically a department solely focusing on the TBL, on TBL communication and reporting; whereas proponents of a constitutive approach would not defend the existence of "a satellite CSR department" (Schoeneborn & Trittin, 2013, p. 200) and instead advocate for "CSR practices to be integrated with other organisational (communication) practices across the firm" (Schoeneborn & Trittin, 2013, p. 200).

7.4. Implications for further research

The interpretive nature of this research as a case study means that results are context specific, so it is likely that the data collected that serves as the evidence on which the analysis and the conclusion are drawn, especially through the semi-structured interviews, cannot be replicated exactly.

Nevertheless, the project has shed light on the relationship between corporate culture and communicating CSR and what specifically characterises the CSR communication approach of Novo Nordisk at the present moment. Apart from highlighting some of the strengths of the company's strategy in engaging with its stakeholders as a global actor in the pharmaceutical context, the investigation has also shed light on challenging areas where there is still room for improvement in order to realise the TBL in communicating CSR. Whilst it should seek to

strengthen its engagement in global partnerships and also nourish its relationship with the media in order to secure endorsement in the eyes of the public; the main area of improvement when it comes to CSR communication is to strive for even greater integration of the TBL across functions inside the company and to ensure that the culture of the Triple Bottom Line becomes a tangible and relatable concept throughout the different places where the company operates. By aiming at a more constitutive approach to CSR communication internally, as part of the TBL, communication and so engagement with all other stakeholders can be expected to be more effective.

Further investigation could be conducted to enlarge the sample of data analysed and retrieve more stories from different stakeholders (employees, managers, the media, partners, shareholders, etc.) to gain further insights into how CSR is communicated by Novo Nordisk. Furthermore, comparative studies with different global case companies in the pharmaceutical could draw on what common trends and challenges exist in the same business context today.

From a communication perspective, this investigation can be developed into a closer investigation of the role of storytelling as a communication tool for ‘sensemaking’ of CSR by the organisation and its stakeholders. Knowledge creation processes as part of CSR communication, both internally and externally- would also open up some interesting investigations. If the case was approached from an organisational standpoint, an analysis of the power dynamics that exists in the network of stakeholders would provide a better understanding of how the company could enact its CSR communication strategy. Through a marketing approach, further research could analyse CSR communication as seen through a strategic branding lens and evaluate the power of elements such as the TBL or the ‘Novo Nordisk Way’ as products. Finally, there is a need to further investigate the interplay between different identities within the organisation, from an individual level, to different collectives inside the organisation, to the corporate culture identity, amongst others; and how culture is embedded in these identities and impacts the process of CSR understanding and of CSR communication with stakeholders in a global pharmaceutical context.

8. CONCLUSION

In response to the research question this investigation has sought to answer, this study has explored and discussed the way in which Novo Nordisk, as a global company in the pharmaceutical industry, engages in CSR communication as part of its corporate culture.

Operating in a global pharmaceutical context means operating in a highly regulated, scrutinised and dynamic context where CSR has specific ethical implications and where all of these elements can acquire different interpretations across the globe. Consequently, a wide range of different stakeholder groups are involved in constructing the meaning of CSR, which is dynamic and sensitive to changing expectations in varying contexts and which has an impact on the process of CSR communication. Therefore, the collection of primary and secondary qualitative data from the case studied and their subsequent analysis have aimed at analysing the dynamics of this stakeholder engagement in CSR communication as part of Novo Nordisk's corporate culture.

The literature review and the theoretical framework have reflected why it could be expected that a constitutive approach to CSR communication would be the most effective in co-creating a holistic understanding of CSR communication integrated into company culture. Through an abductive approach taken in this research, this overarching hypothesis has been made sense of and explored through the case study of Novo Nordisk's CSR communication.

The main findings have revealed some of the keys to explaining the company's success as a leading 'Big Pharma' actor in the CSR global arena, including a complex corporate culture based on stakeholder involvement, a strategic engagement with third parties through storytelling, and fruitful knowledge sharing through innovative partnerships. These factors show how the CSR communication approach can be seen as constitutive in its nature. Nevertheless, the discussion has presented the extent to which it is not possible to define Novo Nordisk's CSR communication as wholly constitutive. In fact, there are certain considerations that make this classification into distinct CSR communication approaches unrealistic. These include imbalances in stakeholder power dynamics, the existence of clear organisational boundaries, the strategic nature of CSR communication and the challenge of integrating CSR communication across functions in an organisation.

This research has met its objective of exploring how CSR is communicated through corporate culture, and so it can be concluded that in the light of the challenging global

pharmaceutical context, even for leading CSR actors like Novo Nordisk, there are still ways to strive for a more effective approach to CSR communication. This case study serves as a point of departure for further investigations on the role that corporate culture plays in CSR communication in order to achieve long term shared value creation for the wide range of stakeholders that are part of the complex global pharmaceutical scene.

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10. APPENDICES

10.1. Appendix 1

MEETING WITH SCHOLAR DIRK MATTEN

Date: 27/03/2017

Location: Copenhagen Business School (office 0.112A at PH18A)

Professor Dr. Dirk Matten is Professor of Strategy Hewlett-Packard Chair in CSR, Associate Dean, Research, York University, Canada. He was at CBS in the spring 2017 one month as part of the Governing Responsible Business (GRB) World Class Research Environment (WCRE) Fellowship Program at CBS.

A meeting was arranged with him with the objective of drawing inspiration on the topic of corporate social responsibility, as his research interests lie in CSR, international business and global governance; more specifically in the public role and responsibilities of private corporations and how corporations can assume these, or how they fail at assuming them and what the reasons for this are. Furthermore, talking to this scholar was of interest to the research because some of the literature reviewed as a background for writing this thesis is authored or co-authored by him. In particular, the criticism of the theory of shared value creation was of interest to the researcher.

This was an informal unstructured conversation where some notes were taken around the following questions:

- **To what extent would you say that businesses' and society's interests converge?**

Compliance is still tall order for companies- case study of Volkswagen scandal for example

After business and government, we have the third player in the game: civil society

Expectations from civil society will reward and punish business.

They have the strongest role in building pressure and building discourse around certain issues to move businesses in certain directions.

Being more environmentally friendly and responsible towards your own employees can also be better for the companies- they can save costs whilst at the same time appearing as sustainable and ecologically friendly.

- **Are there any current trends in terms of CSR responsibility at the moment?**

The sustainability discourse is often seen as red tape and a burden, but the government taking a proactive stance can also be a good thing. Public private partnerships are becoming more powerful in advancing CSR.

Funny example: US. Back in the 70s, with Nixon

Here in Europe we see the importance of government incentives but also of government restrictions. This also means progress- for example think about waste regulations in the EU?

- **SO are there some businesses that are more responsible than others? Or that should be? For instance, would you say that the pharmaceutical industry has a greater responsibility towards society than other industries marketing different kinds of products?**

Some say it depends on size, industry, company, etc....

Is there an obligation in itself for companies to be more sustainable?

Can businesses be morally expected to advance society's agenda?

Business schools play a key role in the future- educating leaders will prove to be key. In issues of environmental matters but also finance, marketing, and social issues.

The debate is: what are the obligations of business beyond compliance???

10.2. Appendix 2

INTERVIEW GUIDE

This guide contains the main themes that were used to guide the semi-structured interviews. The formal greetings and explanation are also included here and were repeated at every interview. the transcriptions include questions and answers exactly as they were said at the interview and the following coding is used when transcribing:

“Q”= Question; “A”= Answer.

“HOW DOES NOVO NORDISK, AS A GLOBAL COMPANY IN THE PHARMACEUTICAL INDUSTRY, COMMUNICATE ITS CSR AS PART OF ITS CORPORATE CULTURE?”

- **Welcome** and **thank** you
- During this interview I will ask you **20 questions**→ approximately **30 mins**
- **Topic:** the concept of CSR in Novo Nordisk and its communication through initiatives such as *Cities Changing Diabetes*
- **Results** will be used for my master thesis, which explores the research question:
“How does Novo Nordisk, as a global company in the pharmaceutical industry, communicate its CSR as part of its corporate culture”
- If you would like, there is a **confidentiality agreement** we can sign
- And I will of course make my final project available to you if you wish me to.

General Questions
Could you please state your name and age?
What is your nationality?
How long have you been employed at Novo Nordisk for?
What is your specific job title? Can you briefly describe your role?
Corporate social responsibility in broad terms
Please define “corporate social responsibility”.
How malleable a concept do you think CSR is? What are the main factors that affect the transformation in CSR strategies?

Have you witnessed any changes/ improvements/ trends in the CSR strategy of NN since you joined?
Do you think pharmaceutical companies have a particularly significant responsibility towards society? or a greater responsibility than other industries?
How does Novo Nordisk create shared value for its stakeholders (clients, shareholders, partners, patients, employees, etc.) and for its own business?
Communication
How does Novo Nordisk's CSR link to its core business? and to its corporate culture?
What role do you think innovation plays in CSR?
To what extent is corporate responsibility an explicit & implicit message?
Has CSR become institutionalised within corporate communication? How big a part of corporate culture has CSR become?
Cities Changing Diabetes
What is the main aim of Cities Changing Diabetes?
What is the value created through Cities Changing Diabetes?
What is innovative/unique in the strategy of Cities Changing Diabetes?
How important has negotiation and collaboration been in securing partnerships that have enabled the programme to move forward in different cities?
Who is the CSR communication directed at? People already knowledgeable about CSR or the general public? Why is this?
Is the CSR communication process of Cities Changing Diabetes aimed carried out through: a) expert communication processes or b) endorsed communication processes (general public)?
What in your view have been the greatest challenges faced in launching this initiative?
What are the main cross-cultural considerations when planning a CSR initiative like Cities Changing Diabetes? Have you experienced any indicators that being perceived as a socially responsible company varies from culture to culture?

- Those are all my questions for today. Thank you very much for your time.

10.3. Appendix 3

BO WESLEY

Senior CSR Advisor for Cities Changing Diabetes

Date: 14/02/2017

Location: Novo Nordisk HQ, Copenhagen, Denmark

- Importance of the Blueprint for Change programme
- We pay great attention to the internal structure of how CSR is communicated

And we strive for a refined understanding of stakeholders

- Here at Novo don't use the term CSR-

we have evolved to an idea that allows us to be more related to our business

By talking about "corporate sustainability", this allows us to be more opportunity oriented in search for sustainable solutions in very different contexts.

-In terms of the responsibility we have towards society as a whole, the role of the SDGs at the moment definitely carries a lot of weight

We see ourselves as facilitators in developing our role as a company in society

There is a need not only for cross-cultural partnerships, but for cross-sectorial partnerships- this is where we find the value of Cities Changing Diabetes

NCD Alliance: Non-Communicable Diseases Alliance

The programme Cities Changing Diabetes is definitely very ambitious in its scope and innovative when it comes to partnerships as well.

It strives to bring together a wide array of experts and also include accounts from patients from the participating cities in order to identify risk factors that exist in urban areas for people with type 2 diabetes.

Right now we are looking at Rome becoming part of the initiative as well, and Vancouver and Johannesburg have just joined. The initial 5 cities as you know are Mexico City, Copenhagen, Houston, Shanghai and Tianjin.

Some other actors we count on in CCD are national governments and city mayors, who play a key role in the implementation of initiatives that can improve the quality of life in the cities and therefore have an impact on the way people with Type 2 diabetes can cope with their disease.

- In designing the partnerships that CCD is built on, we need to find ways to create knowledge, to build trust with these cities, etc.
- When we engage in cross-cultural partnerships you learn that it does not work the same way across cultures and everywhere in the world: not just how you communicate, negotiate and effectively build these partnerships, but the way in which the programme reaches the people in different cities. After all, it's a global programme, it's a global reach and our objective is one.

10.4. Appendix 4

CAMILLA CRONE JENSEN

Global Project Manager at Novo Nordisk

Date: 08/06/2017

Location: Novo Nordisk HQ, Copenhagen, Denmark

Q: So, good morning. Welcome and thank you very much.

A: Good morning.

Q: During this interview I will ask you around 20 questions which I hope will take around half an hour or so and the topic is the concept of communication in the communication of corporate responsibility here at Novo Nordisk. As you know, the results will be for my master thesis and if you would like, we can sign a confidentiality agreement at the end. And of course I will be very happy to make my final project available to you if you would like.

A: Yeah, that would be very interesting to see. Definitely.

Q: First of all, could you please state your name and age?

A: Yes, my name is Camilla Crone Jensen and I am 33.

Q: What is your nationality?

A: Danish.

Q: How long have you been employed at Novo Nordisk for?

A: For 4 year this time around. I also, I was here as a student before actually working with Bo Wesley some years back, and then I was out working in another company for a little while, and

then I came back and then that is 4 years ago now. And then of course, I mean, it's in the same department, but I've been doing various things in the department. I don't know if that is your next question (laughs).

Q: Yes, could you please specify your job title, please?

A: Yeah, my current job title is Global Project Manager. So before that I was Global Project Coordinator I think it was called. So in that way I have progressed with more responsibilities. But I see the next question is what I do and I work in the corporate sustainability team under Suzanne Stormer who is our VP, and I mainly work with internal and external communication around our Triple Bottom Line, so that includes for example, I'm the editor of this magazine that's called TBL Quarterly, where we try to use storytelling to tell about what it is that the Triple Bottom Line actually means in practice because of course we have many different communications channels, but this is a way to convey stories in a bit more journalistic storytelling kind of way, where we then deal with different themes that are relevant to Novo Nordisk and are relevant to the world as well. And then I also work a bit on something called the Blueprint for Change programme. I don't know if you know it, but, and you can also have these if you want to see them, and they are also online, and it's sort of a methodology we have for impact assessments. I'm not the only one driving it- I have colleagues that work much more about it, with it, than I do, but it's a way that we for example go in, so what value is Novo Nordisk creating in this specific market? Particularly looking into value to society you know, but also value to Novo Nordisk, so it's very much built on the shared value concept, which I know you are also familiar with. And then I help out also with the development of the publication and the communication around it. And we've done 10 cases I think so far.

Q: Could I ask you please to define what corporate social responsibility means?

A: yeah, I know there are many different definitions, and I have to be honest to say that sometimes I think, when you work with sustainability, or corporate social responsibility, whatever you call it, I think we tend to spend a little too much time you know, defining it, you know "ohh is it supposed to be called CSR, or social responsibility, or sustainability, or shared value" So, so in general I think we should spend not so much time defining and more time

doing, but I mean of course I have also been thinking about, so what does it mean here, and I like to say, you know, that it's simply about how do you maximise the upsides and minimise the downsides of your business operations. How do we ensure to create even more positive impact related to what you do as a business, and then of course minimise the negative impact. And then of course in Novo Nordisk we don't use the term "CSR" that much, we mainly refer to the Triple Bottom Line concept, which is sort of our definition you could say of CSR because it's a concept that we have used for many years, employees are quite familiar with that wording and then it's also written into the company's articles of association so it means that the company is actually obliged to at least to strive to conduct its business activities with financially, socially and environmentally responsibility in mind, so so we kind of like to say that we use it as a lens for decision making so we don't want to see TBL sort of like a separate activity that we do on the side, but as something that all employees should consider in their particular job. Of course it can be more clear in some job areas than in others, but it's, it's, we like to emphasise that it's the how we do business. So I hope that answers, yeah.

Q: So, when it comes to the CSR or the TBL strategy, this whole umbrella concept- how malleable is this? To what extent does it allow for change and during the time that you have been here so far, have you experienced any changes, improvements in this strategy as a whole?

A: Yeah, yeah, I think, it's a good question. In one way, it's a very constant concept, because people are very familiar with the Triple Bottom Line principle and they know it's something that Novo Nordisk is focusing on, but bit of course, how employees perceive and practice Triple Bottom Line is quite dynamic, and if you ask just 20 different employees today when you walk down the hallway, I think you would get different kinds of answers to "What is the Triple Bottom Line here?" And I think it's also important to emphasise that it's influenced by the things that go on in the company and also outside the company. And it's also influenced by the kind of industry that you're in. The pharmaceutical industry is a particular industry, and then, as you're probably also aware, Novo Nordisk is also, Novo Nordisk has had some challenges over the past year. We used to ehhh, we still have good financial results, but we used to have even better, and we've had some challenges with that.... We've had some challenges with, in terms of the whole access to medicine area where, I mean, we're doing a lot, but I think also societal

expectations are growing so more is expected of you know, what is the responsibility of you know, a pharma company. I think maybe that's related to one of your other questions. So that of course also has an influence on what is the Triple Bottom Line, how do we practice it, what kind of focus areas do we have. I think it's also influenced by the leadership in the company. Some years back when I started working here, we had an EVP (Executive Vice President) who was responsible for the Triple Bottom Line. You could say it was still a company wide concept, but it was very much anchored with her part of the organisation. She was called Lise Kingo. And I've actually also brought this book because I think this will be interesting for you. I don't know if you've seen it already, but yeah, you should read it. I mean, it's a little old, it's a couple of years old, but it actually describes very well sort of the different developments within how we practice sustainability or Triple Bottom Line in Novo Nordisk, so I'll put it here in the pile for you. So so, what was interesting is that she left the company, I think, is that two years ago now? And then many people were concerned so, what would happen to the Triple Bottom Line now that she was gone? Would it still be something that we would live by? And then people were like no! Of course it will be, it's part of our Articles of Association and the Novo Nordisk Way which is sort of our value space management system so, although she left as a person it was still very much engrained in the company. But I think people were still concerned like "Oh what will happen?" What is good about it is that now all of the executive management team has taken more ownership of the Triple Bottom Line concept whereas before you know, it was sort of anchored on one person, and now all of them actually have responsibility for it and and let's say the governance of the Triple Bottom Line is now anchored in executive management and that is also different from before, where it was just a social and environmental committee. So that has been a positive influence you can say, although there have also been concerns on how it will look and of course you don't know what it will be like 10 years from now, but I think I'm I'm pretty optimistic, of course, it's also being challenges, the Triple Bottom Line I would say, because we are also, as a department, working with Corporate Responsibility, have to be able to you know, show the value of what it is, but I don't think that the Triple Bottom Line as such is being questioned. It's more about how to work with it in the most strategic way. The Triple Bottom Line will always, at least I hope it will, be part of our DNA, yeah.

Q: Well, you have mentioned the pharmaceutical industry, and I wanted to ask you if you think that the pharmaceutical companies have a particularly significant responsibility

towards society or a greater responsibility than other industries?

A: Yeah, that's a good question. Because I actually think that all industries, they have a responsibility to conduct their business in a responsible way, but of course it's even more inherent in the pharmaceutical industry because it's about life saving medicine, it's not just any other product consumer product company, so of course I think there is a special aspect to it, and I think that society is expecting that you as a pharmaceutical company, you know, go the extra mile, and you know, you probably also know that the pharma industry has been under great scrutiny because I mean, especially as Novo Nordisk has grown to become what they call a "Big Pharma" company, people know about you, they know you make a lot of money as a company, and they know you should also contribute to society, and I think, actually, that we are doing a lot and I think sometimes we just have to be better at communicating what is the value that we provide to society, also beyond the products, because of course the products are our main contribution, but what is it beyond the product- the way we do business, how we transfer technology, how we create jobs, how we pay taxes, and so on, so there are many aspects on how you, as a company, can create value, and I think, of course, we can become even better at doing it even more, and we can also become better at telling the story so that people can see the value that we create. And then of course there is also still areas where we could do better, for example in the whole, you know, making sure that our medicine is accessible to more people- I think that is still a challenge for us. I think it is around 450 million people are estimated to live with diabetes globally and we serve, and we don't serve all of them, of course our competitors are also serving some of them, but there is a huge potential, and that's also a huge business opportunity for Novo Nordisk, and especially when it comes to low and middle income countries I think there would be more that we could do, and there are certain initiatives trying to address that.

Q: Well, I guess you have already answered this question... I was going to ask you if you could briefly, in one sentence, say how you think Novo Nordisk creates shared value, not only for the patients and the clients, but a lot of other shareholders and partners maybe?

A: Yeah yeah, of course you could say that the most clear on is of course, that we provide medicines to help people you know, stay alive, of course, and live better lives, being better in

control when they have diabetes, so, and then of course, it's not only about creating the medicine, but being sure that the medicine is accessible to them wherever you live. So that's the direct link you could say, but of course, on a societal level, that is also value, because if you manage to have people better in control of their health, I mean, they also live happier and more productive lives, and you save costs on your healthcare budget, and you can spend those money in other, in other ways. And then of course when we talk shareholders, it's of course about that they also get financial dividends when they invest in our company. They think, they they believe that we are a company that grow, and we also pay dividends back to them, and they believe in our R&D portfolio that there is potential and that we can do more both to serve patients better but also then to serve our shareholders better. And hopefully it's not an either or, it's an "and"... and yeah, we partner with partners, there are many different kinds of partners, but partners could be local stakeholders that we offer complementary skills that can help for example local healthcare policy makers or NGOs maybe perform their responsibilities better, and of course, I think the Cities Changing Diabetes partnership is also an interesting partnership where we partner with many different actors in you know, city policy makers, it could be, local health community centres, NGOs, city planners, so then we all come together... And we have different skill sets, but we all have the same objective and that is to create healthier people and cities. So I think that's very interesting, and also quite innovative, because I think you also said something about innovation and the role of CSR and I think like, innovative partnerships are also a way that you can make CSR more innovative.

Q: So, if we introduce innovation in the whole idea of the Triple Bottom Line, how would you say that Novo Nordisk's Triple Bottom Line approach to Corporate responsibility is unique or, different the one that perhaps other pharmaceutical companies or other competitors may have?

A: Yeah, I think we like to think that it's unique because it is something that is engrained in our company culture and it is something that is written into our company articles of association, and it's something that people are obliged to. Of course it could be more clear when you sit a certain area than if you sit in a corporate staff area maybe, but I think it is something that our leaders are also good at mentioning, I think there are many good examples of how colleagues are living the Triple Bottom Line, so I think it is that mindset that I think is unique. And of course if you

go to other companies they might say the same, but we like to believe and we also hear sometimes from external stakeholders that they do see us as a unique company in the sense that we're not just saying all these nice things but that we're also acting upon them when we do business. So...

Q: And now more specifically about communication: I would like to ask you, to what extent would you say that the message of the Triple Bottom Line and this whole responsibility concept that we are talking about is something explicit or implicit in the way that it is projected to the audiences that you are aiming at, which I expect are more than just one?

A: Hmmm, you're talking about communications in particular, yeah. I think it's, yeah, I think sometimes we're quite explicit and we talk and mention the Triple Bottom Line again and again and we sort of conclude, "ok, we do this because we have a Triple Bottom Line" business principle. But actually sometimes I don't think it's necessary you know, that you keep emphasising the Triple Bottom Line because we would rather like show it than tell it. That's also why we've tried in this magazine, of course it's also called the TBL Quarterly, but we don't mention Triple Bottom Line all the time in the articles, I mean, it's more about telling a story about how an employee, for example, did something and then based on that story, hopefully the reader will understand that this is the way we act and it is because we want to act according to the Triple Bottom Line. So as I say, it's mixed. Sometimes we are more explicit than others. I think that many of our leaders are very good at emphasising the Triple Bottom Line. So it is present in that way.... Are you also referring to the- I don't know if you've read the Matten & Moon article, yeah yeah, because I remember that is also very much ehmm, it's based very much on you're your geographical, your national culture, yeah, and I think maybe some years back we were primarily a Danish company, but then maybe over 10 years, we really developed into a much more global company, and maybe we've also then become a bit more explicit about the way we talk about the Triple Bottom Line because this is very Scandinavian kind of culture, saying "Ahhh, we shouldn't brag too much", and I think we still have that- we prefer not to, just be totally out there with everything. But on the other hand, if you want to also differentiate yourself from competitors and so on, you have to tell these good stories, or else people will not know.

Q: So, in achieving this balance between the explicit and implicit communication, would you say that the Triple Bottom Line and the corporate culture and the communication of the Triple Bottom Line are in different boxes or, what is the link between the whole Triple Bottom Line idea and how you live the corporate culture?

A: I think it is quite engrained. A lot of people they refer to the Triple Bottom Line like colleagues when they talk about what is unique about our company culture. What I think we could be a little bit better at is, so that it's more clear to people what they do in their specific jobs that reflects the Triple Bottom Line, because often also when you ask employees in other markets, so what is Triple Bottom Line for you?, Then they talk about this volunteering activity which they did...which is super great and it's also a part of our Triple Bottom Line, but we would like, and that's also an increased focus in my department: we would like to have workshops, with different departments across the company, where we work with them and make it more clear to them, so how are they contributing to the Triple Bottom Line directly through their department's job areas and tasks, and not just these nice things you do on the side. Because I think we could do even more there and also really becoming better at integrating the Triple Bottom Line into for example leadership training so that leaders also would become better equipped at explaining to employees what is the Triple Bottom Line because sometimes for some people it can seem a little fluffy, because we all know it, we all are very proud- at least that's my impression- that we have this business principle, but I think that we could be better at becoming even more clear about what does it mean for me in my day to day job.

Q: And do you see that there is differences between cultures here? I know that there are many different nationalities working here at Novo Nordisk- Do you feel that people understand this idea of the Triple Bottom Line in different ways?

A: It's a good question. I mean, of course, people have many different ways to express it and when they talk about it- an interesting thing was that a couple of years back we did a, it was the 10 year anniversary of when the Triple Bottom Line principle was written into our Articles of Association, and then we did this little campaign where we encouraged employees to nominate other colleagues if you know, they thought that he or she is a great example of you know, how

the Triple Bottom Line should be practiced in real life in their jobs. And there we got a lot of input from many different people across the world and, and I would say it was everything from “He’s a really nice person, a great leader, who really, you know, takes care of her employees” to “He has a compost at his home, and he thinks about the environment and he always walks to work”, so, it was a big mix and I think maybe if you look at the US colleagues that nominated, that was, they focused even more on the whole volunteering and being a good corporate citizen, so I think that’s a bit more, yeah, emphasised in the US compared to, European colleagues, but it was a big mix, so it’s hard to say that it’s like that in France, and it’s like that in Asia, and so on... And also because of course we want to give some direction on our side, you know, what is Triple Bottom Line, but I think there should also be some room for people to live it in their own way, so I don’t want to dictate from my side at least, Of course I want to expand their horizon on you know, TBL is not only this volunteering exercise, and that it could also be many other things that we do and we can help also colleagues in the markets that can articulate and can understand what is Triple Bottom Line to them, and hopefully that can also make them more engaged, more motivated and and and yeah, able to do even more of what they do well.

Q: Finally, I wanted to ask you about some of the material that you have there (point). The Triple Bottom Line Quarterly magazine, or even some of the information that there is on the Annual Report, or on the website, or even leaflets, things that you say about Novo Nordisk, for example in case competitions.... I know that the most recent one was about Cities Changing Diabetes, and often times you find a lot of facts and figures in this information and you mentioned storytelling before, so my question is: Is the information about Novo Nordisk’s corporate responsibility more aimed at an expert audience who already knows something about corporate responsibility

A: I’m sorry, I just have to see, because I’ve only booked the room for half an hour, and we no, no, no, I think we can stay....

Q: or more at the media, at the general public?

A: Yeah, no, no, it's a good question because I would say it's different depending on the media channel. For example, our Annual report is very much targeted towards investors, because it's the performance, in particular of course the financial results but what is also I think a unique thing about Novo Nordisk is that we actually do this integrated report so that we also focus on the social and environmental performance and we don't just do it, you know, on a separate two pages at the end- It's actually integrated in how we think, in how we perform financially, what kind of implications could that have on the environmental bottom line, in the long run, because you might get some financial gains in the short run, but then you actually end up with some environmental risks later on, so we tried to have this integrated thinking. But that's mainly targeted towards investors I would say. Then there's these- yeah, I think we have to leave now, but we can just talk outside, it's getting very interesting-

- MOVE TO ANOTHER ROOM -

Ok yes, for example these case studies, they are very much targeted towards, I mean, these are also being translated into local languages, so this in Algeria has been translated into Arabic and French and they are very much targeted towards healthcare policy makers, so the stakeholders of our Public Affairs departments in the markets, cause this is very much about you know, the value that Novo Nordisk is creating in that particular market and also includes some health economics modelling about so if you were able to emmm make sure that X amount of patients are in better control you could save that money on your Healthcare Budget so that's very much something used in dialogue with local policy makers and then also, as I mentioned before, it's very much built on the shared value concept so we also use it more globally in the whole shared value community and that's more you know, sustainability experts and and people, CSR professionals who might also find this interesting, cause it's a way of using that shared value concept and applying it to a specific market. Then this magazine (TBL) this is a bit broader, at least we try not to make it too, you know, expert, we try to make it more accessible towards the general public so not too many you know, fancy words, and emm, so this is something that we also use a lot for example, when we share content on social media, and we look at our followers on social media it's both of course employees working but it's also a lot of patients for example that follow us or the people who are interested in in the company... It could be students like you, potential new employees that would want to read this magazine, and again it also depends

on the topic. We have a different topic for every issue, so some topics might cater to a very specific target audience, and then we have for example our press releases and different media events, and that is of course very much targeted directly both to Danish and international media. And then we have some different internal channels that are of course targeted at our employees and there we also of course pitch content that is related to the Triple Bottom Line.

Q: And do you normally translate these documents, for example the ones about Cities Changing Diabetes, do you know if they are available in Chinese or in Spanish for example for Mexico City?

A: Yeah, I don't know with all of the material. I know that some of the material is translated to particular, when it comes to the local Cities Changing Diabetes Material, I think that our affiliate would translate in China, for example, but most of our material that we put at least on our website, that's only English, but we do also translate, and we know that with magazine, some of our affiliates have then translated either the whole magazine or just some of the articles, if they thought ok, this is also very relevant in my market, but my stakeholders don't want to read an English article, so then they translate it, but that is done locally. It's not something that we drive from our side. Otherwise you could also spend a looooot of time translating, but of course it's important, because we can't just assume that everyone will be able to read English.

Q: Ok, great, I think that's all today. Thank you very much for your time and collaboration.

10.5. Appendix 5

DORTE BLUME BOLDSSEN

Associate Project Director at Novo Nordisk

Date: 08/06/2017

Location: Novo Nordisk HQ, Copenhagen, Denmark

Q: First of all, thank you very much and during this inter view I will ask you around 20 questions. The topic, as mentioned, is the investigation for my master thesis and of course, if you want the final project in the end, please let me know. So, first of all, could you please state your name and age?

A: My name is Dorte Blume Boldsen and my age is 44.

Q: What is your nationality?

A: I am Danish.

Q: How long have you been employed at Novo Nordisk for?

A: Almost, well, seventeen years.

Q: What is your specific job title?

A: Now, it's changing all the times, but now, it's Associate Project Director.

Q: Could you briefly describe what that entails?

A: So it entails really project management of the Cities Changing Diabetes project and my main role in that is both so what's the expansion and strategy, how do we scale the program, and also global partnerships so who do we seek to partner with, for what and yeah, to build partnerships

really. Both from a global level, but also to support actually one of my main roles, is to support the affiliates that are working with local cities to drive their partnerships.

Q: Could you please define what Corporate Social Responsibility means for you?

A: Emmm for me, it means that we are socially responsible *beyond* providing the insulin. Of course, insulin is our core business and we have an obligation in developing and providing the best insulin available but in order to really also be a socially responsible company, we need to do things beyond pure business. So to me this is helping society beyond business incentive.

Q: Would you say that the pharmaceutical industry has a responsibility towards society that is greater the one that other industries may have?

A: Umm, that's a really good question, because, you could you could argue that it should be the same for everyone, I mean society is important for everyone. We now happen to have a competency within health so maybe yes, maybe it's easier for us, we have connections, we have some stakeholders within that space, so maybe yeah, within that space, the health space, perhaps we are probably more obliged to do something.

Q: How malleable do you think the concept of CSR is? And during the time that you have been here, have you experienced any substantial changes in the way that the strategy of Novo Nordisk's CSR has improved or has changed, maybe with different leaderships?

A: I would actually say- so, I come from the Commercial side, I've been in Marketing many many years, and then I went to Indonesia to help grow the affiliate out in Indonesia- and there it became very evident to me how important social responsible initiatives are. So we did a lot of, you know, doctors training, awareness campaigns about diabetes, a lot of partnerships with the cities and even the national Ministry of Health and you know, how can we improve and just develop doctors and treatment of diabetes just, and , and I think you feel it much more when you're out in the market, in a particular market, in a country like Indonesia, where there is a big need to actually develop and take on the social responsibility in that part of the world. So, it's difficult for me to see a change over time, but there's certainly a difference between being

closer to the market and closer to feeling the need and even I think it would be difficult to drive business in that part of the world if you are not also taking on social responsible initiatives. From a corporate level, yeah, the two years that I've been in that organisation there has been a strong commitment to do things as part of the Cities Changing Diabetes all the way through and I think also now, under the new management, it's just as important as before.

Q: And what would you say are the biggest challenges that you come across in the Cities Changing Diabetes programme when it comes to communicating this programme in different cultures?

A: Mmmmm-So, probably the greatest challenge is that the communication out in the cities is mainly driven by our affiliates. So it all relies on that our organisations, out in those countries are well equipped and put the necessary resources behind the project and support the outreach because all projects, even though it's local stakeholder groups, they are still being supported or put together or driven also by Novo Nordisk. So Novo Nordisk is really still the backbone in most of the cities.

Q: How do you make sure that the message, the Triple Bottom line which comes from an umbrella concept that is present in the corporate culture that is lived by the employees, how do you get it all the way through to your different partners and counterparts in the different cities who are also supporting the whole Cities Changing Diabetes?

A: So actually, we from the program, we have a really good opportunity to actually share with our local stakeholders the Triple Bottom Line, because that's part of our story. So why are we doing Cities Changing Diabetes? because it fits perfectly into our Triple Bottom Line concept or approach. And we've seen GMs, they say, "we never actually get the opportunity to share this with our stakeholders" It becomes odd to, you know, talk about it. But now, when they present Cities Changing Diabetes, it's very natural to actually communicate the Triple Bottom Line, because that's the reason why we actually do things like Cities Changing Diabetes. So, so think, I don't see it as a challenge. I see it as a great opportunity to actually communicate TBL and connect TBL with a specific project. Maybe you could argue Cities Changing Diabetes could be a door- opener to actually share our story.

Q: And finally, I wanted to ask you how explicit do you think the message behind the Triple Bottom Line is when it comes to Cities Changing Diabetes? Is it something that is reflected like an implicit way of living these values or do you explicitly deliver this message and is all of this information about the Triple Bottom Line and Cities Changing Diabetes something aimed at an expert audience or to the general public or how do you approach this communication?

A: I think it's, it's... definitely I think it's to everyone, and we make it, we tell the story in a very simple way and it depends on whether it's to the general public, it may not be, you know, it may not be with our power points, and our wording, but it's more about "We are socially responsible and this is one of the initiatives we do beyond selling products" so, so I think it's just conveying it in different ways to different target audiences.

Q: And have you experienced any challenges of people understanding the corporate responsibility of Novo Nordisk in different ways in different culture settings. I mean, during the time you were in Indonesia, would you perceive a different way of understand this than here in Denmark?

A: Yeah. SO, in Indonesia they did not for instance run Cities Changing Diabetes, and for the employees out in the field, they had very small small, you know, very rare idea of what is the TBL and what are the specific projects that demonstrate that we are committed for the Triple Bottom Line. And I think that is something that that you often see in Affiliates. You know, they worry about selling products, and they have a budget to reach and only when they have like yearly meetings they maybe get an update from Corporate, yeah, remember, yeah, very, you know, very holistic company and you also address that, but it's not as tangible to them unless they run some specific projects.

Q: Well, thank you very much. These are the main questions I wanted to ask you.

10.6. Appendix 6

KRISTINE STOLTENBERG

Former Novo Nordisk intern in Cities Changing Diabetes

Date: 22/06/17

Location: Faculty Library of Natural and Health Sciences, Copenhagen, Denmark

Q: Good morning, this interview, as you know, is for the topic of my master thesis investigation. Could you please state your name and age?

A: Yes, my name is Kristine Stoltenberg Sorensen and I'm 26 years old and I'm the former intern in Cities Changing Diabetes.

Q: So how long were you employed at Novo Nordisk for?

A: Around, I guess it was around 6 months in total, yeah.

Q: What is your nationality?

A: It's Danish, yeah.

Q: I would like to ask you please if you could briefly describe your role at Novo Nordisk the time that you were there.

A: As intern, I was a part of the Evidence Group, which means that I was working closely together with especially Malene and Louise, who is the Evidence team, so emm the primary task that I had was, ehmm, around all kind of research topics and the collaborations in the research fields that Cities Changing Diabetes does, so that was kind of my field there.

Q: Ok, so, just to dive into the concept of Corporate Social Responsibility, I would like to ask you to please define the concept of Corporate Social Responsibility and what it means to you.

A: Yeah.... it means ehmmm, to me, it means that the company, Novo Nordisk in this case, are ehmmm aware and also concerned about different topics in the society that they would like to take part of being the solution, I guess... That's my experience of the CSR in Novo Nordisk... so it's both like the social aspect and the environmental aspect that the company tries to like use all it's resources to like be able to be part of the solutions to like, for example, in the cities case, be part of the solutions to problems in the cities, in this case diabetes, which is a huge problem in big cities around the world, so it's really, I think it's a very very important aspect of a company like Novo Nordisk because it means that it can be, yeah, that it can use it's resources for a good purposes, which I really agree in and I think it's a really really good thing.

Q: Great. And how malleable would you say the concept of CSR is? How malleable would you say a strategy like the TBL o the CSR is? So, in the time that you were there, even if it was a short time, did you witness any changes or improvements? Would you say that it's a static block or that it's something that is open to changes?

A: I think, in the case of Novo Nordisk, I don't know where in any company, how it is anywhere else, but in Novo Nordisk, it was very like, it was not static, it was the opposite. It was always, in my experience, always like "oh, should we focus on some new things"... Oh, it's very hard, like, of course, you choose some topics and then you go in that direction, but you're still open to new areas as well, like brainstorming on how to improve their work, so it's not like that, like Novo Nordisk as a company, it's not like they are static in one area of CSR. I think that they are very open minded to new ideas and new problems if you can say it in that way. But of course, when you choose to go with a strategy or a plan then of course you focus on that one, but it's not my experience that they are just like, that they close their eyes and that they are just like, we will focus on two problems and then that's it. So yeah...

Q: And, what role do you think that innovation plays in developing the CSR of a company? How did you experience that or encounter the concept of innovation?

A: I think that Novo Nordisk as a company is very open to innovation, so that is definitely a part of the CSR mindset But I'm actually not sure what they actually do in innovation aspects, I just

know that there was a lot of meetings around, you know, like brainstorming, how to improve things, but the innovation, I think that's a little bit hard for me to tell.

Q: Would you say that pharmaceutical companies have a particularly significant responsibility towards society or a greater responsibility than other industries?

A: Oh, that's a good question as well. Ehm, I think it should be all companies that should be able to have a responsibility in CSR, so I don't think it's only Novo Nordisk. But I think it's very good to use the company's competencies in the field of CSR like, for example, it's totally well planned that Novo Nordisk is doing a lot of things around diabetes, the lifestyle, you know, because that's where the competencies lie, so I guess to use your own competencies in the area of CSR is a brilliant idea. But I think that all companies should pay, it would be wonderful if all companies could do their CSR strategies very well and benefit the whole of society, so yeah...

Q: How did you witness the link between CSR and Novo Nordisk's core business, so the CSR, maybe there referred to as the Triple Bottom Line, but how was the link between the CSR, the core business and also the company culture?

A: Uhm, I'm almost about to say I don't know, but I think it's very, it's the first thing you see in every meeting, or in every, it's like, it's the foundation of the whole company, it's very, it's in every aspect of their mindset, no matter which department you are, it's like, focus on this, at least that is my experience, of course you might interview someone else who said something else... In my experience, it is something that everyone is aware of, so it's also a big part of the company culture and all business aspects... It's not only like the CSR department of the company, or at least I hope it's in every other department as well... So yeah.

Q: To what extent would you say that the corporate social responsibility was an explicit or and implicit message during the time that you were there in some of the projects...?

A: Very explicit. Yeah, as I said before, it's the first thing you talk about and like the first values so to speak, that you have to be aware of as a newcomer in the company, as a new employee that's really the first thing you meet.

Q: And now I wanted to ask you a few questions specifically on Cities Changing Diabetes. Could you briefly explain what the main aim of this programme is?

A: Yes, it's fighting diabetes in big cities around the world. So it's, of course working together with different partners, because Novo Nordisk cannot do anything on its own and it's not meant to do anything on its own, but in collaboration with a lot of different city councils and academic partners in the different cities then, Novo Nordisk is able to create both awareness, because of its status as a pharmaceutical company, but also helping out and drive, drive the energy around the topic so that it brings awareness and it's creating this momentum so that people would like to take actions and be a part of this new cool society of partners that would like to come together in fighting diabetes. So I guess it's a lot of things. Cities Changing Diabetes is not like, "it's only this", but like, in every city there's something different almost. It's a very very interesting programme and yeah, and I think that a lot of people who have worked in Cities Changing Diabetes are very proud of the concept and the team and it's fun to collaborate with people around the world in trying to bring awareness about fighting chronic disease. It's very cool.

Q: Why do you say it's different in the different cities? In what way would you say that the programme is different?

A: It's because of course there's a lot of culture differences and it's different how like for example how city councils are built and who decides what, and in some cases for example, in the American cities where we have worked together with the partners there, then the partner organisations are a lot of small NGOs, whereas in China it's some other partners who are more likely to engage so it's just like like, it's different how the whole community around the project is built up and it's all about how you fit in to the local context I guess.

Q: Ok, well, I think you kind of answered my next question... What is the value created through Cities Changing Diabetes?

A: It's the awareness part I guess. And also of course we hope that the awareness can bring

action in some way. That all the research and the awareness on diabetes and on big cities can create yeah, the ground or yeah, create action.

Q: Ok, What is the most innovative or unique thing about the strategy of Cities Changing Diabetes?

A: I think, and I'm not sure about this, because I'm not sure if anybody else does it or not, but I think that the unique part about it is the networks and the partnerships. Not because that's very innovative at all, but because it actually works, I guess that's the thing that is like, it's like an equal engagement between both private actors and public actors and like NGOs, and... so it's yeah, I guess that's very unique in some way. That it works and that it works so well and that everyone is like "oh, we understand what you are saying and let's do this together, and I guess a lot of other companies, if they did that, it could change a lot of things, because there is so much to get from the private industry, actually.

Q: So, how important is all of the negotiation and collaboration in securing all of these partnerships that make the programme possible? How important are all of the collaboration and negotiation in order to achieve those partnerships for the success of Cities Changing Diabetes?

A: Yeah, that's the most important part. And I think that that's also in sometimes the most challenging part to be able to understand each other and to find a place where you agree on something. That's always a challenge, but I guess that's always a challenge and that's the goal of course to be able to agree, but also of course the most challenging part and in that way yeah, in some cases it can take a lot of time just to be able to find an area where you agree, and in some cases, after 5 minutes you might already agree on something, so it depends.

Q: What is the greatest challenge in launching this initiative? What would you say is the hardest part in taking this CSR initiative and implementing it in different places around the world?

A: I think of course the cultural aspect as well, sometimes when you live in a Western culture it can be difficult to like have your mindset changed into what it could be in an Eastern culture, so that's another aspect. To be able to work all around the world is always difficult and to be able to understand each other...and of course the partnerships and the agreements as we talked about earlier. What else? But I guess a lot of challenges can be overcome if you really find some partners who truly want to be part of the change then everything can happen, just as long as you have the right amount of time.

Q: And my final question is more related to the communication of the CSR:

Who would you say that the CSR communication is mainly directed at? Is it experts and people who are already knowledgeable about all this? Or to the general public? I'm talking about information of the websites, leaflets, the TBL Quarterly magazine, and all of these events- Who do you think is the main target audience?

A: It really depends because most of the events that we are having, or used to have in Cities Changing Diabetes when I was an intern there, were directed especially after a specific target group. So it could be professionals for example, but I think that mostly the information on the website is mostly directed towards new cities or new cities that want to be a part of the programme so it's like informing them about how they can be a part of it and what it consists about. But then again, I think like, the TBL Quarterly and all the things that are happening on the social media platforms that's targeted towards the general audience and informing yeah, be able to have a good image and also I guess it's both a channel towards new partners as well, but also the general public. But again, I'm not really, I've not done so much with the communication parts, so I'm not really sure about it.

Q: Great, thank you so much for your help.

A: No problem, my pleasure.

10.7. Appendix 7

NIELS LUND

Vice President Cities Changing Diabetes

Date: 05/07/2017

Skype interview

Q: I wanted to start by asking what your specific job title is and if you could briefly describe what it entails.

A: My title is Vice President of Cities Changing Diabetes which is a very recent programme launched in 2014 and which is part of the overall Changing Diabetes umbrella at Novo Nordisk. Cities Changing Diabetes looks at urban diabetes specifically in several partner cities around the world. We are working with 8 cities in collaboration with 8 municipalities so far, focused on prevention, diagnosis and treatment of diabetes, but primarily focused on the prevention of diabetes and then we have Team Novo Nordisk, a sponsorship of an old diabetes professional facility and professional help. All in all we are a team of 25 people there. There is also Changing Diabetes in Children, and several others as well...

Q: How long have you been employed a Novo Nordisk for?

A: 10 years

Q: Could you in brief terms describe what corporate social responsibility means to you?

A: To me personally?

Q: What does CSR mean to you in your role at Novo Nordisk?

A: In Novo Nordisk we don't use the term CSR.

Q: Exactly. I would like to know how the corporate responsibility of Novo Nordisk exists.

A: We work under the principle of the Triple Bottom Line, where we seek to optimise our business from financial, economic, social and environmental perspective and that means that when we make decisions, we balance all of these aspects in the interests for the company and the interest of patients. The reason why we have a reluctance to use the term corporate social responsibility is that it is very different how this is interpreted- for example in the US is more or less, totally, philanthropy, so basically, going in and supporting projects that can be but are also not associated with the business itself. What we want to do is act as a corporate citizen based on a shared value perspective so we borrow a lot from the perspectives of Michael Porter and their shared value thinking, so what we do as a business has and should also have a value for society more in general. And that includes being a good corporate citizen so making sure that whatever we do with our business, short term or long term, has a positive contribution both on the social and the environmental front.

Q: Would you say that pharmaceutical companies have a particularly significant responsibility towards the society they operate in or say a greater responsibility than other industries for example?

A: That is a big question. If I compared to mining, then I would say no. I mean, mining, I mean, all extractive industries rely on the use of human resources and many industries in general use resources that are, you know, that come from the societal pool so it's difficult to say... But I would say though that since the pharmaceutical sector is to a large extent driven by private companies but operate in a sector that is primarily organised in the public sector, then it goes without saying that the pharmaceutical sector needs to be very diligent and observant on how they act and interact in that sphere. So pharmaceutical companies- it's difficult to say if they have more or less responsibility, but of course they have a responsibility because there is a societal contract. We invest a lot of money in developing new and effective medicines. In return we get a patent protection for that, for a certain time, to recoup the investment we have made there. And that model has been the model of choice for the development of medical innovation for the past 50 years and that, you know, if there is a failure to, you know, to live up to the terms of this social contract, then of course, the pharmaceutical sector would be in trouble, but I don't think- if your question is whether we have used CSR as a way to avoid other aspects of that

social contract that is around innovation, then I think no, that is certainly not how we do it at Novo Nordisk. We don't do the activities in health advocacy and in other areas to get in easier right through certain challenges that might be faced in the pharmaceutical market.

Q: My next question is: How malleable do you think the concept of the the Triple Bottom Line is and if you have witnessed a transformation during the time you have been at Novo Nordisk in the strategy behind the Triple Bottom Line or what other would call CSR. How flexible would you say it is? How much have you seen it change and evolve?

A: I wouldn't say it has changed- as a business philosophy it hasn't changed, the practical implementation of it I think is probably undergoing some review- so how it's applied in everyday life. I think, we've some many very successful years at Novo Nordisk, and last year was not a good one. We've had a big restructuring effort and over 1000 people lost their jobs and there was a lot of discussion on "Is this the end of the Triple Bottom Line and our concern for our employees and our society"? And my my understanding from interviews with executive management and our discussions that we have on them is their commitment to the Triple Bottom Line, if anything, is strengthened over the past year, but of course there are factors happening in the market and of course we need to respond to that. But the commitment to the Triple Bottom Line has not diminished- on the contrary.

Q: And in the way that the TBL has changed, what role does innovation play and how is it something that you try and favour and encourage internally?

A: I'm not sure I understand the question.

Q: How do you try to favour innovation internally when you're trying to come up with more initiatives and programmes such as CCD. Is there any strategy you have when it comes to innovation.

A: I'm not sure I understand innovation as... I mean of course we are a company that is built on innovation and that goes through all our departments and programmes, including the one that I'm responsible for and I think that our reflection before we went into starting Cities Changing

Diabetes was “ We have carried out more than 60 national and international diabetes leadership forums, so where you bring a lot of people together, decision makers, doctors, and so on, for a day or two to discuss the challenges of diabetes and then there is a final declaration and then everyone goes home again and then nothing happens and we did many of those across the board and if that raises attention to diabetes you know, it spikes but not on a continuous basis, so it was more a reflection “if we effectively want to put diabetes on the political agenda, we need to do something that is more persistent and has a longer engagement time, not just individual events, but something that is a more active collaboration. This is why we wanted to have something that you know is built up depending on what the diabetes challenges is and what should be done about that. And that is a core component of Cities Changing Diabetes, you know, that it is more a collaboration and a research effort and then based on a deep analysis we found out- and also by looking out the window- that health policy is determined at the city and at the provincial level, not necessarily at a national level. At least, not all national politicians have the means to drive effective change and policies in health, whereas mayors and other municipal leaders they have that so, so that was the opportunity to bring that into the concept of Cities Changing Diabetes associated with the business itself. And then I think, you know, in terms of communications and the framing of the urban diabetes concept, that was I think probably from a communications perspective, more innovative, but it was more a reflection of the frustration with having done a lot of activities to bring important stakeholders together and not getting anything out of it. And I would say our, our, our, I mean, when we look at the impact that we are having on local policy on those 8 cities we are working with and maybe also even beyond, then I think we, I think this is an approach that is much more suitable for driving considerable change, both in terms of policy and action.

Q: And the whole communications around Cities Changing Diabetes- all of the material that is produced from the website, the booklets, the Triple Bottom Line Quarterly magazine for example, is that communications directed at the general public, or would you say it is targeted more towards a knowledgeable audience who already knows about the TBL and Novo Nordisk.

A: No, no, well, that, we, our communications strategy is directed towards raising awareness about urban diabetes and diabetes with people that have a role in urban planning and cities. You

know, of course there are some things. More generally, the communications we have around Cities Changing Diabetes is subject to an analysis of what audience we want to target, so, when we have a spread in the Annual Report, we include that because we think it is relevant to our general shareholders and the general public to understand what we are doing in this phase and why we are doing it. So when we develop articles for that then that has one focus. Now when we make a briefing book, that has a very concrete piece of material that we have developed to inform the participants of the first CCD Summit in Copenhagen almost 2 years ago about the progress of the research efforts, and the same thing will happen with the second briefing booklet that we are doing now. We have more general information material that is available in, in both on the website and otherwise that both have different target audiences. When we work specifically on social media, we want to target more precisely, not the general public, but people who are interested and knowledgeable on city, urban health and urban planning and try to engage in those debates, so people who are knowledgeable, not necessarily about Novo Nordisk, but about cities and health. And that is also why we use Twitter quite a lot, because that is somewhere where there is an audience of people who are, I mean compared to Facebook for example, Twitter has people who are more knowledgeable, have professional backgrounds and use it as a pool for their interactions.

Q: I wanted to ask you about CCD: What in your view has been the greatest challenges, or still is the greatest challenge faced when launching this initiative and what are the main cross cultural considerations when planning such a huge initiative.

A: I think that's two questions. I think our biggest challenge in the coming years is to break out of the health silo. We have been quite successful in working together with municipal leaders that have a focus on public health, interventions, and I think there, we kicked in an open door and we have a lot of great results there. What we want to move on to is, we want to create more healthy cities, so then we need to activate more sectors in the municipal government, like infrastructures, transportation, housing, urban planning, employment even, and the social sector, even education in particular if you want to engage children and young people in more healthy and active living, and that you know, there we have not really had any significant progress I would say to be honest and that is the main challenge to move beyond the health sector and create and induce a "health in all policies" approach or "culture of health" as the Robert Johnson

Foundation would focus on, but that is a positive challenge. I wouldn't say it's a failure. It's a positive challenge that we are looking forward to seeing how we are going to address it. Then about the cultural aspect, it is a delicate balance between trying to have a unified global approach and then trying to be respectful of the local conditions under which you collaborate and I think we have broadly found a meaningful balance. SO, you know, from, we have an approach that we call "Map, Share, Act", where we, it's a process where we go through with all of the cities, it's fairly uncontroversial, we, the mapping or the research part is also more or less similar in all aspects, but of course when implemented, with some variations, obviously. So there is a quantitative and a qualitative analysis and the focus on vulnerability and cultural determinants of risk is an approach that we apply in all the cities, but when it comes to "what does that actually mean" and how you bring or how do you bring different organisations together, society organisations, professional, organisations, into a coalition and then how you drive action from that.- that is a very local thing, because the way that health and health systems are organised is a very very local matter, and in that sense we are very very, we of course need to be respectful of how the health system...for example, in Houston, the health system is extremely fragmented and happens in a cobweb of many different actors. There are people who work in the public sector, in the private sector, in civil society sector, in churches and so on, whereas in Denmark, or in China, it's an all-state or municipality responsibility and therefore the number of organisations that is involved in health delivery is different. But we take, in terms of the sharing and the acting, we take a very situation-specific approach to that, to be respectful with how health is organised and also how you organise the coalitions and find concerted action for change.

Q: Great, well I think that is all the time I will ask from you today. I would really like to thank you for your time and for the very interesting responses I have from you. I think they will be greatly useful for my research.

A: My pleasure. If you have any further questions or you would like to clarify any of the answers from this interview, you have my contact details so please feel free to reach out to me. Best of luck with your thesis.