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"SO HE FINISHED THE WALL AND HONESTLY, WHEN I LEAN AGAINST IT I CAN SEE THAT IT IS NOT 100% STRAIGHT. WELL... I MEAN IT'S NOT A GERMAN STRAIGHT, ITS MORE A SYRIAN STRAIGHT. APPARENTLY, THERE IS A GERMAN AND A SYRIAN STRAIGHT BUT THE SYRIAN ONE ALSO WORKS, BECAUSE WALLS DO NOT HAVE TO BE STRAIGHT. THE SYRIAN STRAIGHT IS ALSO STABLE" (CHRISTOPHER)

Redefining the Business Case for the Integration of Refugees

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ABSTRACT

In this study we analyse interviews with different organisations in Denmark and Germany as well as policy documents and other organisational texts in order to explore the business case for why private sector companies, public sector actors, and non-governmental humanitarian organisations should participate in programs, partnerships, and activities intended to support the integration of refugees into the workplace and into society at large. To be precise, we argue that there are multiple business cases for participating in these integration activities, so many in fact that they often work across purposes with each other.

We explain that integration is a multi-stakeholder process and not a one-way trajectory for refugees to adapt. We argue that sustainable integration of refugees arises from social cultivation and workplace integration of refugees simultaneously. Through analysing the contents of our interviews by using theoretical knowledge on integration theories, corporate social responsibility and the business case concept, we focus on identifying values and value exchanges above and beyond mere financial benefits and incentives. We draw on the value case methodology as presented by Dittrich, Koers, Berkers, Becker & Montalvo (2015) to argue that a sustainable business case in support of refugee integration must articulate an argument that convinces a variety of stakeholders that they can all benefit from coordinating their efforts and focusing on a shared value proposition.

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LIST OF MODELS, TABLES, ABBREVIATIONS & TERMINOLOGY

MODELS

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ABBREVIATIONS

CSR:	Corporate Social Responsibility
TBL:	Triple Bottom Line
NGO:	Non-Governmental Organisation

OUR TERMONOLOGY

Social integration:	Integration into societal norms and standards
Workplace integration:	Integration into a company
360° integration:	Workplace and social integration combined
Organisations:	Companies, municipalities and NGOs
Stakeholder groups:	The refugee population, private sector companies, public sector actors, non-governmental humanitarian organisations
Stakeholders:	Refugees, companies, municipalities and NGOs
High educated:	Refugees with education or work experience equivalent to Danish/German citizens
Low Education:	Refugees without education or work experience equivalent to citizens
Specialised:	Organisations operating in industries where high education is required
Non-specialised:	Organisations operating in industries where high education is not required
Big companies:	Organisations with 250 employees or more and/or financially flexible
Small companies:	Organisations with less than 250 employees and/or financially restricted
Internal initiative:	The refugee is an active part of the workforce
External initiative:	The refugee is not an active part of the workforce
NGO initiative:	Coordinated and carried out by NGOs

CHAPTER 1 INTRODUCTION

"All humans are Foreigners. Almost everywhere" (Elaine).

Although migration and immigration have had a constant flow the last decades, the refugee situation last year became vastly different. The extent and the horror of the situation have been made clear in the media, with sinking boats, thousands of causalities and the lucky ones arriving at the borders of Greece and Turkey. This also affected the European societies, where an opening of European borders resulted in human beings walking along the roads.

Private sector companies see the need for workforce influx, since people in Europe are getting older and thus there is a need for the next generation to provide for them in the future (see Appendix 1). This is called the professional gap. In an article, Boswell and Straubhaar (2005) discuss that this gap can be closed through immigrants and an influx of workers from around the world. In order to exploit the new workforce, the refugee population has to be integrated into society and its norms and standards, which is why we examine how the integration of refugees can be successful to prevent social segregation. Valtonen (1999) claims *"Integration is understood as the ability of resettling persons to participate fully in their new home society"* (p. 471). Thus, in order for the refugees to participate completely in the Danish and German societies, the receiving countries must engage in different kinds of integration happening on different levels in order to enable overall societal participation. Valtonen argues that integration must happen through the tandem processes of cultural integration and institutional participation, what we term social integration and workplace integration. It is important to note that even though workplace integration is included in the social integration theory, integration initiatives should also focus on workplace integration independent from social integration, *"[e]mployment serves to make concrete the two-way character of integration"* (Valtonen (1999, p. 487). In order to create the grounds for adequate and optimal integration of refugees,

> *[t]his process requires from immigrants a willingness to adapt to the lifestyle of the host community and from the host country a willingness to facilitate integration (i.e. access to jobs and services) and an acceptance of the immigrants in social interaction* (Bakker, Dagevos, Engbergsen, 2013, p. 432).

In this thesis we focus on the refugee influx in Denmark and Germany. This influx has resulted in changing demographics and greater diversity and a workforce with completely different competences and cultures than those already dominant in these two countries. Moreover, the focus on diversity and change management in our studies influenced our choice of research field.

1.1 RESEARCH QUESTION

In a theory by Valtonen (1999), we found that social integration happens more efficiently through workplace integration. However, a survey in Germany suggests that as of now only 56 out of thousands of refugees have been hired in permanent positions (Niesmann, Kormbaki & Köpke, 2016). If organisations are really as engaged as the media claims they are (Ritzer, 2016), why are they not following the integration procedures as suggested in theory?

For this reason, we found it interesting to look into whether the societies in Germany and Denmark are actually facilitating integration and whether the measures that organisations actively and enthusiastically engage in are actually supporting it. Many organisations showed interest in engaging in integration initiatives quite early in the emergence of the refugee situation. Therefore, we wanted to investigate whether this interest was primarily acts on good-will, financial concerns or actual interest in making the newcomers an integral part of the Danish and German societies. Additionally, since so many organisations were engaging, we found it relevant to examine the means and measures they were engaging in. Also, and even more importantly, we wanted to look into why organisations are engaging in different integration initiatives and what they get out of it as organisations. This we did in order to determine how integration is successfully achieved in the case of the refugee situation.

This leads us to the following Research Question that guides and structures our thesis:

Research Question 1
What are the existing business cases for different organisations to engage in the integration of refugees, why and how do they engage and what is especially important for the integration of refugees in the workplace and in society at large?

Since the refugee integration commences in a societal situation, every stakeholder within society is implicated and thus the value of integration is shared among every stakeholder.

This leads us to the second Research Question to guide and structure our thesis:

Research Question 2
How can adapting a multiple stakeholder perspective on both the dynamic of integration and on the business cases as such strengthen the shared value of integration?

1.2 THESIS STRUCTURE

Our thesis is structured as follows:

Chapter 1 introduces our thesis by stating the purpose of our investigations and our main argument in this study. We further outline our research questions and give a brief overview of terminology and terms we use throughout our paper.

Chapter 2 comprises our methodology and explains how we approach our study and our empirical investigations. We elaborate on research philosophy, design and method, including instruments of data type, data collection, data triangulation and data analysis.

Chapter 3 presents the theoretical framework of our research. Here we examine how the multiple stakeholder perspective fosters the mind-set of a shared value proposition and sets the foundation for understanding business cases and the link to financial performance and CSR initiatives in order to gain competitive advantage. Following the fundamental idea of integration, we analyse in detail the understanding of integration as a multi-stakeholder process.

Chapter 4 contains the institutional context, which aims at giving the reader an understanding of the precarious and actual relevance of the refugee influx.

Chapter 5 presents, analyses and discusses our collected data and our main empirical findings. In part 1 of our analysis we present the different integration initiatives the different organisations have and which motivations lead them to engage in those. We conclude this section by arguing that that the aforementioned initiatives and motivations work across purposes with each other. In part 2 of the analysis we introduce the notion of a new business case. To build the new notion, we introduce a multiple stakeholder perspective and a string of networks between private sector companies, public sector actors and non-governmental humanitarian organisations. We end each chapter with a discussion of our findings in connection to existing literature. Consequently, we consider intergroup relationships and how they can lead to a shared value of a common goal.

Chapter 6 concludes our thesis with answering our research questions. It points out the limitations of our study and provides ideas for further research to inspire investigations on this topic.

1.3 REFLECTIONS ON LANGUAGE & DEFINITIONS

Before we start the main part of this thesis, we want to clarify the use of certain terms and phrases. To make this easy to access when reading through the paper, we have made an overview of our terminology on p. 5, 'List of Models, Tables, Abbreviations& Terminology'. As we will go into detail with in our Literature Review, we follow Gordon's (1964) assimilation theory, where he distinguishes cultural and structural assimilation. We use the initial thought behind those terms throughout our paper but rephrase them to be clearer and simpler and thus make them appropriate to our case concerning the refugee situation. Therefore, we call it social and workplace integration. Social integration emphasises the acquisition of cultural values, norms and behaviours. This includes the ability to speak and understand the local language as well as recognising the culture and societal structures within the new national environment. When using the term workplace integration, we concentrate on integration within companies. Both terms are inevitable in the process of integration and for each other's existence, which leads us to term this 360 degree integration.

To answer our research question, we conducted 27 interviews with various private sector companies, public sector actors and non-governmental humanitarian organisations in Germany and Denmark. To create a better flow in this thesis, we also refer to these as companies, municipalities and NGOs, where companies represent private sector companies, municipalities represent public sector actors and NGOs is an abbreviation for non-governmental humanitarian organisations. We mention all individually as well as in plenum. We also use the term organisation, when we refer to them in plenum. Thus, each time we mention organisations, we refer to these and only these. Using one term as a common denominator makes the thesis easier to read. In addition, throughout this thesis we discuss different stakeholders and stakeholder groups. It is important to note, that when we mention stakeholder groups we refer to private sector companies, public sector actors, non-governmental humanitarian organisation and the refugee population. Moreover, when we refer to stakeholders, we refer to our interview partners—companies, municipalities and NGOs—and the refugees.

The distinction of high educated and low educated refugees is related to refugees' educational and qualification level. We use the term high educated for refugees with an education or profession that is recognised in the European countries and somewhat equivalent to the experience a national citizen would hold. We use the term low educated to represent refugees who have not achieved a basic or advanced education throughout their lives or the equivalent work experience and who are therefore hard to employ in the labour market.

Moreover, we distinguish between specialised and non-specialised companies in order to determine the level of education needed in order to fulfil open positions. In specialised companies, the requirements are high and a certain level of either education or work experience is therefore needed. In non-specialised companies, there are no definite requirements in terms of qualifications. Most of the required competences can be learned on the job. Additionally, we distinguish between big and small companies based on the number of people employed and the organisations' financial situations. In our definition, companies with 250 or more persons employed belong to the group of big companies. Companies with less than 250 persons employed are in our definition small companies. Moreover, we term big companies as companies with more financial freedom and possibilities within integration measures. Comparably, small companies have fewer resources to engage in various initiatives and are thus economically more restricted. Thus, when we refer to the size of a company, we refer to implications for the possibilities a company has to engage in integration measures.

Finally, we make the distinction between internal and external initiatives of organisations regarding the integration of refugees in the labour market. We define internal initiatives as a chance to get to know the company and creating experiences for refugees to learn about the corporate life by being an active member – learning by doing is the maxim. Whereas external initiatives focus on activities outside the company, even though employers support and engage in this. Those activities cover mentorships or facilitate options like language training or support in daily activities in the new social context. These initiatives help refugees understand and adapt to social norms and values in the new surroundings.

CHAPTER 2 METHODOLOGY

In this thesis we set out to understand the kinds of roles private sector companies, public sector actors and non-governmental humanitarian organisations can play in the integration of refugees. We argue that the original concept of a business case should be transcended with a new notion when applying it to the refugee crisis. The new concept of the business case of integrating refugees into workplaces and society at large is built on networking between multiple stakeholder initiatives directed at the individual benefits for each organisations and the accumulated shared value. In the following, we establish grounds for making these arguments and clarify how our chosen research philosophy, research design and research methods influence and shape how we collect and use our data.

2.1 RESEARCH PHILOSOPHY

We primarily follow the theory of induction, which means *"theory is the* outcome *of research"* (Bryman & Bell, 2015, p. 25) Thus we draw conclusions primarily from the observations of empirical material rather than deducing conclusions from pre-established theory. We adopt the critical realist paradigm, since our aim is not to offer complete solutions and definite presentations of reality. Instead we offer one understanding and interpretation of reality. Critical realism presents the view that a single reality exists, however, that multiple interpretations are used to make sense of this reality.

In critical realism the world is understood through two steps. First there is the subject we are trying to make sense of and, secondly, there is the mental processing that happens when we are aware of the subject (Saunders, Lewis & Thornhill, 2009). This supports our view that various stakeholder views exist in the integration process and that the process only exists as a result of these views collectively. Therefore, in order to change the process of integrating refugees, we must revise the different stakeholder structures at work that generate the process.

The critical realist ontology acknowledges the world as a constantly changing entity (Bhaskar, 2009). Ontology deals with the nature of being and whether social entities should be considered externally from social actors. There are two main opposing ontologies; objectivism and constructionism. Constructionism supports the view that social phenomena are achieved through the actions and interaction between social actors. This leads to continuous revision of these social phenomena (Bryman & Bell, 2015).

The constructivist approach also argues that research will always present a specific version of social reality and thus not a version that should be regarded as final. Additionally, knowledge is indeterminate. This means that in constructivism, social objects are also socially constructed (Bryman & Bell, 2015). Constructivism deals with two important concepts that we will rely on later on in the thesis: organisations and culture. With regards to organisations, the social order within organisations is based on constant change and should thus not be prescribed, but be a product of negotiation between the social actors involved. Thus order is not something that exists within an organisation, instead *"[…] order in organizations is accomplished in everyday interaction […] an emergent reality in a continuous state of construction and reconstruction"* (Bryman & Bell, 2015, p. 33). Therefore, interaction constructs the meanings within categories that individuals use to make sense of an organisation and understand culture. Thus, organisations and cultures are emergent and will shape perspectives and act as a point of reference for action.

To sum up, the proposition of shared value for the notion of building a business case can only be understood through the importance of knowledge and the constructivist ontology, suggesting that different human actors construct and influence both national and workplace integration.

2.2 RESEARCH DESIGN

In this section we explain our reason for choosing a multiple case study research design of 27 different organisation business cases and how we use these interviews to answer our research question. The research design of any study provides the actual framework for the collection and analysis of data (Bryman & Bell, 2015). According to the constructivist ontology we have adopted, we use multiple case studies to provide a rich picture of life and behaviour in organisations (Easterby-Smith, Thorpe & Jackson, 2012). It presents how two or more cases position the researcher better to generate generally applicable conclusions. In our argument of various business cases we engage in comparisons on the organisation level. We use the argument of networking to parallel a multiple stakeholder view of integration with the shared value proposition for our different case studies.

We use the multiple case study strategy, which presents a research design involving an empirical investigation of contemporary phenomena within their real life context. According to Dyer & Wilkins (1991), multiple case study research makes the researcher pay less attention to the specific context and more to the contrasts between the cases. The multiple case study design has components both from the single case study design, but also from the comparative design (Bryman & Bell, 2015). Since we focus on more organisations than one, we engage in embedded case study research and thus rely upon different parts of these concepts in different parts of our research. Embedded research uses various units as point of departure. This can be either within one organisation or between different organisations (Yin, 2003).

This means that we do not treat single case study research and comparative research as mutually exclusive, but believe that using different concepts is necessary to treat various information accurately. The single case study design is focused on a bounded situation or entity and provides a detailed and intensive analysis of this single case (Saunders, Lewis & Thornhill, 2009). The aim in the comparative design is to seek for either similarities or differences between various cases and thus create awareness and a deeper understanding of the social reality in different contexts (Bryman & Bell, 2015). For this reason, we use the single case study research design when analysing the various business cases. Simultaneously, we engage in comparative research design, where we compare and contrast each business case.

2.3 RESEARCH METHODS

In this part of the methodology, we go into detail with the process of data collection. Critical realism enables the use of various different research designs and methods. This gives us the flexibility to choose which methods best support our intentions. In our case, we collected data through 27 interviews. Since our primary aim is to argue the business cases for integrating refugees in work organisations and in society at large, we chose a method that enabled us to investigate the motivations and initiatives of various organisations. The research method is the technique used for collecting the data. We have divided the section into three main subjects; data type, data collection and data analysis. Data collection is further divided into primary data, participant selection, interview approach and secondary data.

2.3.1 DATA TYPE

This section highlights our choice of using qualitative research methods, which explain the general orientation of how the business research is conducted. Qualitative research strategy is usually founded upon words, *"[t]he beauty of qualitative research is that it gives you access to the nitty-gritty reality of everyday life viewed through a new analytic lens"* (Silverman, 2005, p. 171). Since the outcome is the generation of conclusions, this supports the inductive perspective and the critical realism paradigm (Bryman & Bell, 2015). According to Bryman & Bell, an inductive theory strategy typically supports qualitative research. Thus, qualitative research is often useful when analysing social phenomena, when the aim is to generate knowledge and understanding. We engage in the social phenomenon of the refugee situation in Germany and Denmark, which makes the qualitative research type appropriate for our thesis.

2.3.2 DATA COLLECTION

We initiated the idea of our master thesis process already last year, when the refugee crisis reached its peak in Europe. Although, at this point in time we were unsure how to approach the topic academically, we knew that there had to be a twist that fit our personal interests. This initiation is supported by Bryman & Bell (2015) when arguing that, *"[y]et another stimulus for research comes from personal experiences"* (p. 19). We followed our intuition and looked for a method where we could share our own interests in the topic with other people working in this field.

We rely on both primary and secondary data to answer our research questions. Our primary data entails 27 interviews conducted with various organisations in Denmark and Germany. For our secondary data sources, we rely on organisation background, usually obtainable on the homepages of each organisation, public documents on the refugee demographics and integration processes, scholarly articles, books and news reports.

PRIMARY DATA

Using interviewing as our primary data provided us with the opportunity to gain insight into the initiatives of private sector companies, public sector actors and non-governmental humanitarian organisations. Our aim was to understand the thoughts behind their engagement as well as to meet people with the same interests and enthusiasm for the subject as we have.

According to Rubin & Rubin (2005), *"[t]hrough qualitative interviews you can understand experiences and reconstruct events in which you did not participate […]"* (p. 5). Thus, conducting interviews enables us to gain knowledge about something we are not directly a part of in the organisations. Rubin & Rubin argue that this method of interviewing is perfect for creating an understanding of the how and why behind actions and thus in our case behind the business cases for the integration of refugees in work organisations and society at large.

For our qualitative interviews, we chose a semi-structured approach. Semi-structured interviews allow for gaining in-depth knowledge on the specific topic adapted to each interviewee, while being more personal and ensure a higher degree of confidentiality to get detailed and honest answers. In qualitative semi-structured interviewing the researcher guides the conversation in an extended discussion. It is thus a conversation between interviewer and interviewee, where the interviewee is informed about the topic from the interviewer. Semi-structured interviews allow the researcher a certain degree of flexibility to follow up on interesting aspects and the freedom to go deep into answers given (Rubin & Rubin, 2005). Therefore, conducting semi-structured interviews allow the researcher to present a series of questions in their general form, but also vary the sequence to follow the flow of the conversation (Bryman & Bell, 2015). Therefore, before each interview, we prepared interview guides based on general topics and adapted these to the information we had on each organisation (see Appendix 5).

PARTICIPANT SELECTION

The refugee influx presents an intense new situation. Although this makes the topic even more relevant to investigate, it also made the collection of data somewhat more challenging. From the beginning we knew that we wanted to explore the situation both as it evolved in Denmark and Germany. We focus on these two countries, since we both have residence in Denmark and since Germany opened up their borders and thus played an important role in the free access to Europe for the refugees. Therefore, exploring the initiatives and the arguments for work organisation integration in these two countries was a natural choice. We wanted not only to test existing integration measures, but to redefine the idea of a business case based on networking and enriched social impact. We both have sincere interest in the topic of refugees and we believe that a redefinition will not only increase the knowledge value, but also provide a motivational factor to support refugees in integrating.

INTERVIEW SUBJECTS

We ideally wanted to interview 10-15 different organisations, but soon became aware that many different initiatives existed, based on many different interests and reasons. Based on the focus of creating an understanding of the topic itself, we ended up with 27 interviews with different organisations. Seidman (1998) argues, that *"[t]here is no substitute for studying the interviews and winnowing the almost 1 million words a study involving 25 participants might yield"* (p. 95). This method thus supports our interest in creating the most accurate and representing picture of reality as possible.

Furthermore, we wanted to investigate the business case for hiring refugees, which meant that we needed to talk to dissimilar organisations and wanted our interviewees to be various organisations, big or small, specialised, non-specialised, German, Danish, companies, municipalities and NGO´s. We found it relevant to talk to companies who had not (yet) engaged in the refugee crisis in order to explore the reasons why they might be reluctant to do so, and in order to learn what kind of business case or incentive might change their minds. We also wanted the perspectives from municipalities who establish the procedures of integration. We saw NGO´s as representatives for direct action measures and who consider benefits externally from the financial business case. Since we argue that a collaboration between multiple stakeholder initiatives lead to long-term integration processes, we aimed our interviews at different stakeholders taking an active part in the integration of refugees.

DECIDING ON INTERVIEW PARTNERS

As part of our research process, we looked for companies who engage in integration initiatives based on different criteria. First of all, we approached the companies who were present in the media, due to their efforts to integrate refugees. The media-covered German initiative "Wir-Zusammen" provided us with a platform to select a variety of big and small companies who engage in different initiatives. Secondly, we chose organisations from the pool of our personal contacts to companies and NGO's. This means that we used our contacts both as interview partners, but also as spring-boards to other organisations.

It was not always easy to get the companies to agree to help us with our project, because they were so busy. However, most often we overcame these obstacles, since one interview led to another contact person, who forwarded us to another contact person and so forth. Although, in the beginning it was a hard process to get the organisations to agree and arrange the interviews, once we established time and date, our interviewees showed an incredible enthusiasm for our project, the results and for providing the information to help us achieve our objectives. For these reasons, we have not directly selected our interview subjects. Instead, we have been delegated interviewees based on availability and their own interest and engagement in this topic. Therefore, we had to be flexible in our schedules and with the position of the participants in the organisation. We always made sure to interview someone in the company who was responsible for creating and implementing integration initiatives. Consequently, within each organisation we interviewed people in different positions.

INTERVIEW APPROACH

In order to catch the interest of the organisations we were interested in talking to, we created a standard e-mail, where we presented ourselves, our project and why we would like their input (see Appendix 2 and Appendix 3).

Because we conducted interviews in two different countries at the same time, our spatial disparity did not always allow us to be physically present at the interviews. We adapted the way we conducted the interviews to the different possibilities. When we were not personally present, we preferred skype interviews, since this provided us with the possibility to see each other and thus create a more personal encounter. In cases where this was not an option, we carried out telephone interviews. We have provided a full overview of the interviewees' pseudonym names and which stakeholder group they belong to in Appendix 4.

THE INTERVIEW

Throughout the data gathering process, both of us participated in almost all the interviews except for the one that was conducted in Danish and three conducted in Germany. Since we wanted to familiarise with our interviewees and the data itself, we aimed at attending most interviews together. By attending the interviews, we were able to interpret and compare observations of facial expression, body language and the way our interviewees expressed themselves.

We chose to keep the interviews anonymous to create a personal atmosphere in our interviews, since we expected our interviewees to be more open and honest about their experiences if they could not be traced back to the organisation. We were able to do so, because we did not wish to conclude anything based on specific initiatives or specific organisations. Therefore, in this thesis we refrain from using any names on participants and on organisations. Keeping this anonymity also enables us to share our results with all of our participants at a later point in time.

We always spend a few minutes presenting our thesis topic and ourselves without going too much into detail with our knowledge, both in order to direct the conversation, but also to create a relationship to the interviewee and to gain their trust. Most often, our participants required some sort of guideline beforehand, in order to better prepare for the interview (see Appendix 5). Since we both speak German fluently, we were able to conduct the interviews with German organisations in German. We tried for the most part to conduct the interviews with Danish organisations in English. We only conducted one interview in Danish. We chose to do so, mainly because of the cultural differences in language competences we know and experience. The German organisations we contacted seemed to feel more restricted when speaking English and since we aimed at getting as much information as possible and engaging in interactive communication, we accommodated the needs of our interviewees. Since one of us does not speak Danish and Danes were more open to speaking English, we conducted these interviews in English, with the aid of our Danish-speaking researcher to assist them if necessary. Only one organisation preferred Danish, which we accommodated and translated afterwards. This way, we assured that all our interviewees were comfortable in our conversations.

THE QUESTIONS

As already mentioned, we developed different interview guides for the different organisations, their initiatives and the insights the individual person might be able to provide us with in regards to the position they had within the organisation. However, they all followed the same main themes (see Appendix 5; 5.1, 5.2 and 5.3). We emphasised that the interview questions should only function as a guideline for the interview and were not to be used for a question/answer session. Our main interest was to understand the topic, the ideas and thoughts behind the different programmes and their notion on the integration process. Essentially, we wanted to get each participant's personal perception (Kaplan & Maxwell, 2005).

Therefore, we listed three main topics that we attempted to cover in the course of the interview; introduction of interviewee and initiative, reasons and pre-requisites for integration initiative and roles and responsibilities for organisations. We made different guidelines for different organisations. Each of our three types of guidelines included an introductory question, which was always covered in our interviews, as well as follow-up questions that we asked in case we wanted or needed to elicit greater detail. This choice was based primarily on providing us as researchers with a certain degree of flexibility to follow up on interesting aspects and the freedom to go deep into answers and explanations, *"[…] in qualitative interviews each conversation is unique, as researchers match their questions to what each interviewee knows and is willing to share"* (Rubin & Rubin, 2005, p. 6-7). This helped achieve the adequate knowledge value of the organisation's initiatives and reasoning. Since we wanted to know the what and the why behind an initiative, we formulated open-ended questions. This allowed the participants to go into detail with their experiences and to reflect on the initiative (Maxwell, 2009). Nevertheless, this way of structuring interviews based on the same framework ensures a certain degree of standardisation and makes the results easier to compare and generalise.

SECONDARY DATA

The secondary data was collected throughout the thesis process. Secondary data sources have data collected by other people (Easterby-Smith et al., 2012) First of all, we used the secondary data to narrow down the scope of our research interests. Secondly, we used organisation documents to support us in identifying several interesting aspects and topics to prepare our interviews.

We used different keywords to locate texts according to the topic we were researching. When locating literature, we chose the keywords in our research topic as the points of departure. Using an asterix (*) enabled us to locate the most relevant data sources, while still staying on track with the topic in focus (Bryman & Bell, 2015). The words we used as point of departure were refugees and migration, national/organisational integration, business case as well as stakeholder theory and shared value. Moreover, while doing the research, we used the literature list in each text, to locate other relevant texts within the same topic field.

In order to investigate integration processes and determine the impacts of the situation on societal demographics, we rely on secondary data from the governments in Denmark and Germany as well as the

European Union (EU). Also, to investigate arguments for best practice for integration, CSR initiatives, motivation and stakeholder and shared value propositions, we review literature such as scholarly articles and books (Bryman & Bell, 2015). Our scholarly data theories are not selected due to their empirical validity, but due to conventions of parsimony and usefulness. Throughout the research process we continuously compare our primary and secondary data, up until the final stages of the actual writing-phase. According to Yin (2009), during a case study, documents are useful in supporting other data, since they can be used to verify acquired information and provide concrete details to help the researcher make inferences about certain events for further investigation.

2.3.4 DATA ANALYSIS

All interviewees agreed to be recorded on the terms that it would be held anonymously. We recorded the interviews to transcribe the interviews afterwards and thus to preserve the words of the participants as original data. Seidman (1998) *argues "[…] to work most reliably with the words of participants, the researcher has to transform those spoken words into a written text to study"* (p. 97). We use the transcripts as the raw data source and analyse the responses thoroughly using the general inductive method as presented by Thomas (2006). We have not included them in the appendices because of the quantity. Transcripts of our interviews are available upon request.

Thomas (2006) reasons that especially researchers who adopt a critical realist perspective will benefit from using a general inductive approach to data analysis, since concepts, themes or models are derived primarily through the researchers' detailed readings and interpretations of raw data. Therefore, it does not require the researcher to engage in complex programmes to arrive at the results. We transcribed the full interviews and did not pre-select sections, although it would have been less time-consuming. However, we would not have been able to interpret the raw data as freely as we could by using this method. As described earlier, using inductive analysis enables the researcher to develop a model or theory about the process itself and the underlying structures based on information extracted from the raw data. The critical realist perspective acknowledges the researcher's interpretation as an important factor when analysing the collected data material and thus supports this way of carrying out the analysis (Seidman, 1998).

CODING

Coding serves to break the big amount of empirical data into smaller, comparable data groups. This bundling of raw data is the foundation for categorisation, pattern detection and theory building. Given the richness of data obtained in our interviews, coding, as a task of data condensation, is useful and necessary in order to retrieve the most meaningful information regarding the analysis of integration processes. Thomas' (2006) theory provides a possibility of creating categories and assigning them to specific quotations and parts of the transcribed interviews, *"[t]he inductive approach is a systematic procedure for analysing qualitative data in which the analysis is likely to be guided by specific evaluation objectives"* (Thomas, 2006, p. 238).

The Coding Process in Inductive Analysis

Initial reading of text data	Identify specific text segments related to objectives	Label the segments of text to create categories	Reduce overlap and redundancy among the categories	Create a model incorporating most important categories
Many pages of text	Many segments of text	30 to 40 categories	15 to 20 categories	3 to 8 categories

Table 1, Thomas, 2006, p. 242

Thomas proposes using the general inductive approach to data analysis by grouping interview answers in different categories and codes and enabling comparisons between the different interview answers. The general inductive process as presented by Thomas presents a five-step approach to the data coding process, which is the first step in qualitative data analysis.

Since our main topics are not completely distinguishable and might overlap at times, it will not be possible to completely distinguish one code from the other (Thomas, 2006). This is mainly due to the interviewees including more than one topic in one answer. Since we are using the codes to support our argument of taking a multiple stakeholder view and creating shared value propositions, we regard it as positive that the codes interrelate. What is important to note is that, the codes and categories are not created prior to the analysis, but are generated while processing the interviews. This is consistent with the inductive method of critical realism where models or frameworks represent end points, *"[i]t is important that researchers acknowledge that in this stage of the process they are exercising judgment about what is significant in the transcript. In reducing the material interviewers have begun to analyse, interpret, and make meaning of it"* (Seidman, 1998, p. 100). Thus, coding is the first step of the analysis and we use this stage to understand and relate the conflicting arguments and perspectives to one another as a foundation for the rest of the analysis.

Through transcribing, we transform our interviews into raw data text, which we analyse under the same terms as scholarly articles, *"[...] what is required in responding to interview text is no different from what is* *required in responding to other texts – a close reading plus judgment"* (Mostyn as cited in Seidman, 1998, p. 100). Hence, we used the evaluation objects to identify the main topics we wanted to investigate and to focus attention on specific aspects of the data. Following the inductive approach, we started with initial reading of the raw data to make sure that we were familiar with the contents. This include listening to the interviews repeatedly while reading through the transcripts, to be sure that we notice if the interviewee put extra emphasis on information given. We did this to enable careful consideration of the multiple meanings inherent in the raw data texts (Thomas, 2006).

After the initial processing of the raw data, we identified specific text segments. We created different headlines to which our identified text segments containing meaningful elements could be assigned. Additionally, we used different colour highlighters to segment the interview responses into the different topics. Each of these text segments—called a quote—is labelled with one headline or several sub-headlines describing the quote's main statements. This enabled us to quickly locate the different themes each raw data text presented. Also, we collected the different quotes in an excel sheet divided into each category in order to enable comparisons (Thomas, 2006).

We use the summarisation of codes into categories to reduce overlap or redundancy between the codes. Thus, we combine codes with similar meaning or theme category. Therefore, several codes exist subordinately to a category. Core categories emerge as we continuously repeat conducting this step. Consequently, through the exploration of various codes, we defined our main categories as; integration processes, business case and CSR initiative. Finally, we selected appropriate quotations that conveyed the most important themes of each core category (Thomas 2006). In practice, this means that the category is integration, the first order code is negotiated order, the second order code is two-way integration and the third order code is workplace integration. To get an overview on exactly how we explored coding and categorisation and how we ended up with our main categories, see Appendix 6. Essentially, we arrive at our final results through analysing, comparing and interpreting the codes and categories made from the raw data (Thomas, 2006).

2.4 DATA TRIANGULATION, RELIABILITY & VALIDITY

As determined we use multiple sources of data in our thesis research. Thus, in our research we also rely on data triangulation in order to increase the validity of our findings and to determine the importance of relating the shared value proposition to the concept of a business case. Through cross checking this notion with the view on stakeholder theory and organisation management, data triangulation has led us to the redefinition of the notion of business cases in general.

Data triangulation is commonly used in multiple case study strategies and supports the constructivist position. According to Easterby-Smith et al. (2012), data triangulation is *"[t]he use of two or more independent sources of data or data-collection methods within one study in order to help ensure that the data are telling you what you think they are telling you"* (p. 602). Hence, through data triangulation, we were able to cross check the information the interviewees gave us with the data collected through secondary data sources. Data triangulation was especially relevant in our case to examine the perspectives presented by our interviewees.

In connection with qualitative research, the two criteria; validity and reliability show a researcher's ability to produce research in order to display an accurate reflection of reality (Easterby-Smith et al. 2012). Reliability is concerned with the extent to which researchers can repeat the findings and conclusions. This includes whether the data collection and interpretation is transparent so other researchers can make the same observations. Validity determines whether the findings and research accurately represent the things that have been studied. It questions whether findings make sense and whether they are credible to the people we study and to our readers (Miles, Huberman & Saldana, 2014, Easterby-Smith et al., 2012 Bryman & Bell, 2015). We will elaborate on this in our section 'Proposition for Further Research', where it makes more contextual sense.

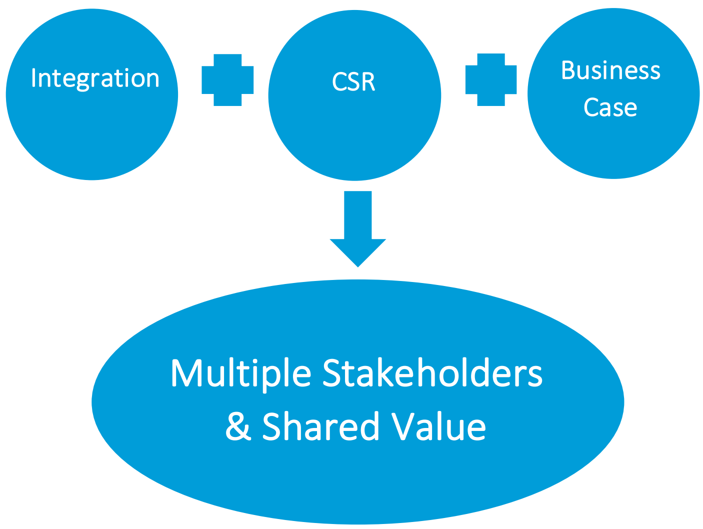
2.5 KEY TAKEAWAYS

In this chapter we provide the reader with an understanding of how we structured and conducted our thesis research. We clarify the research philosophy, research design and research method in order to answer our research question and make our points. We explain that we are using a general inductive method to derive conclusions from data collected through semi structured interviewing and coding. We learned that data sources interrelate and that coding categories are not easily separable. Moreover, it is never possible to keep a completely objective perspective, however, both interrelation and interpretation generate results in critical research. Nonetheless, this is part of coding and analysis in critical realism, since knowledge is never absolute.

CHAPTER 3 LITERATURE REVIEW

In order to achieve an overview of the business case for integration of refugees, this section presents four different concepts: Integration in both social and workplace contexts; corporate social responsibility; the concept of a business case; and the multiple stakeholder view & the notion of a shared value proposition.

In order to achieve an overview of the business case as to why companies should contribute to the integration of refugees into the workplace and into society at large, we tie these concepts together with the value case methodology as presented by Dittrich et al. (2015). As these authors make clear, a number of different stakeholder interests and perspectives can contribute to the argument for a given value proposition within an organisation. We draw on this methodology to approach the notion of a sustainable business case as an argument that convinces a variety of stakeholders that they can benefit from coordinating their efforts and focusing on a shared value proposition. We describe the process of integration and introduce the idea of a negotiated culture to show that integration happens on multiple levels. First of all, integration is a two-way process where both host society and refugee need to adapt to each other. Secondly, integration happens through various processes and institutions within society. We use the theory of corporate social responsibility (CSR) to argue that organisations not only benefit from behaviour that leads directly to the bottom line, but also from behaviour that leads indirectly to prosperity. In order to reap these benefits, organisations must align their core business with CSR strategies. We present the original concept of a business case to highlight the fact that companies focus their attention on individual profits. Moreover, these profits are linked to single-case organisation objectives and competitive advantage. We show the connection between the concepts in Model 1.



Model 1, Value Case Methodology for Refugee Situation

3.1 INTEGRATION

The point of this section is to explore processes that result from negotiation and compromise. Integration is not just a one-way trajectory where refugees should change and adapt to the new environment, but a two-way process that also requires organisations, national cultures and the people living within them to change. Moreover, it happens through integration measures in the host society as well as in the workplace and leads to negotiated cultural norms and standards. Thus, on every level, different stakeholders play different but crucial roles and hold different responsibilities. We use this to argue that integration happens on several levels and therefore should be understood as a multiple stakeholder process.

Immigration influences a country as a whole. It affects the size and composition of the population and thus changes the population demographics. The refugee situation forces thousands of people to move into living in a new environment. Different cultures and different ways of thinking collide during the process of integration into the host society. In order to understand the implications of this encounter between refugees and host society for the multiple stakeholders, we investigate how scholars define workplace integration and social integration and how negotiated cultures arise.

The negotiated culture approach proposes that individuals use their numerous cultural identities and affiliations to negotiate a social culture complementary to work organisations. The essential difference here lies between social integration and work organisation integration. To understand the social culture, one must take point of departure in culture specific characteristics. The national cultural characteristics are important conceptual anchors, but do not alone determine the organisation culture formation and the nature that develops in multinational contexts (Brannen & Salk, 2000).

The integration of refugees to the norms and values of the host country is challenging, because every country has distinguished and specific national culture frames. Social integration includes language and cultural understanding, establishing relationships with the new society, developing a feeling of belongingness, identifying with the new environment and participating in institutions and organisation. Since these are all based on national culture frames, integrating into these frames can be seen as prerequisites to understand and act with the people within these institutions.

Workplace integration exists within social integration and acts as a facilitator between the host society and the refugee. Workplace integration is the integration of refugees into the workforce and for this reason represents a place where both cultures meet. Thus, workplace integration is the first and foremost important step in the integration process into the host society and in the development of negotiated cultures, since it facilitates the integration of refugees into the national culture.

3.1.1 NEGOTIATED CULTURE

Culture is dynamic and built through interactive production of meaning and interpretation patterns shared by a group of individuals (Brannen & Salk, 2000). As D'Iribarne (2009) states, culture is anchored in its history and results in a network of shared connotations, meanings and interpretations. Therefore, the contextual understanding of the surrounding cultural environment influence integration processes. Yagi & Kleinberg (2011) argue that,

> *[c]ulture is defined as sets of symbols and patterns of meaning and interpretation that are shared or partially shared among a group of people. Produced and reproduced through social interaction, culture nonetheless is historically situated, emergent, and shifting – generated in webs of agency and power* (p. 632).

In terms of the complexity of the culture construct, Nardon & Steers (2009) distinguish between different models of national culture and highlight positivist and interpretive orientations. The former depicts reality as something that is seen, measurable and objectively 'out there' and is characterised by a logic of 'us' and 'them' (Brannen, 2009). This two-billiard-ball perspective understands culture as a fixed set of values (billiard ball), which can either collide to show unsuccessful collaboration or roll side by side to show an unscathed interaction. In contrast, the interpretive approach depicts culture as dynamic and interactive and cultural differences exist because of different meaning systems.

Meaning systems, according to Geertz (1995) describe the frames of interactions we use to make sense of our behaviour. The interpretive approach is thus shaped by the notion that individuals are members of several sub-cultural groups at the same time. Our actions determine our own analysis of the world, often related to these memberships. Brannen & Salk's (2000) negotiated culture theory moves away from the two-billiard ball perspective that depicts cultures as isolated units. Instead, they move towards a perspective in which the billiard balls (cultures) merge and create something new. They also take into account the individuality of each member and the belongingness to various subcultures.

Strauß (1978) assumes that interactions between individuals cause all social processes and systems, like identity formation, cooperation and conflict. Social interaction is a process that results from the interplay of action, reaction and mutual adjustment and leads to sense making and reality construction for the interacting individuals. Strauß establishes the term Negotiated Social Order and distinguishes between people, not based on their cultural background but on the social world they live in. He believes that myriads of different social worlds exist apart from and within each other and that clashes between people happen because their understandings of a current social world differ. Planned and systematic change takes place through the impact of every participating individual in the organisational structure and individual culture. Therefore, workplace integration creates grounds for relationship and belongingness and thus fosters negotiation between cultures and participation in society.

COMMUNICATION

Verbal communication as a parameter of social interaction is important, although other types of social interaction exist. Therefore, being able to communicate efficiently is a pre-requisite for collaboration among different cultures. However, often difficulties arise in communication not based on different languages, but because of different understandings. This means that when different cultures interrelate, there are two obstacles to overcome; first there is the general language barrier, secondly, there is mitigating the same meaning of words. In the case of the refugee influx in Europe the challenge of efficient communication is profound, since the languages differ and dissimilar cultural backgrounds influence the meaning of words. This leads to difficulties in collaboration and integration.

As seen in the study by Valtonen (1999), language proficiency is an important factor when organisations want to hire refugees. She observed that higher requirements for a certain position, lead to higher requirements for language proficiency. This goes for requirements and capabilities in general. Valtonen notes,

> *[d]ifficulty of transferring skills and experience is commonly encountered among persons relocating in another country. Due to non-equivalency or non-recognition of their training and experience, persons who were at professional level in their own country often face a situation in which they 'are starting over again' either on the professional or educational ladder"* (p. 479).

The way a receiving country understands education influences the requirements. This can be explained by semantics, semiotics and recontextualisation. Semantics are the meaning of a word, phrase or text. Semiotics are the study of signs and symbols and their use or interpretation. Recontextualisation is when semantics and semiotics are transferred between different cultural contexts.

Semantic fit and recontextualisation play major roles in understanding signs and languages as a critical part of the cultural context. The hearer's assumptions of the world influence the contextualisation of the messages (Sperber & Wilson, 1986). Ronen (1986) claims that the more the transferors and transferees' contexts overlap, the more verbal and nonverbal communication is possible and the better becomes the communication. Thus, in order to understand and transmit the message as intended, both the transferor and transferee must have knowledge of the opposite cultural environment.

Saussure, as cited in Brannen (2004) assumes that just linking a word to a thing is not enough. He summarises that,

> *[t]he linguistic sign unites, not a thing and a name, but a concept and a sound-image. The latter is not the material sound, a purely physical thing, but the psychological imprint of the sound, the impression that it makes on our senses* (p. 61).

Saussure distinguishes between a signifier and signified. He explains that a signifier is a sign, image or vision and a signified is the concept or association related to the signifier (Brannen, 2004). These insights in the distinction of signified and signifier helps the sender and the receiver to understand that other cultural contexts understand images/words differently. Therefore, understanding the cultural context is essential when engaging in a different culture in order to understand the associations between signifier and signified (Brannen, 2004).

Semantic fit is the study of systematic ways in which language structures meanings (Brannen 2004). A lack of semantic fit occurs when signs are transferred into new contexts where other meanings are present, *"[i]n other words, it is not just the mechanics of articulation that are problematic, it is that sensemaking occurs in context, and when context is not shared, meaning often shift in transfer"* (Brannen, 2004, p 603). Brannen uses the example of a kimono. In the Japanese context a kimono is worn for funeral, whereas in other cultural contexts the kimono is worn at parties. Therefore, the sign, the kimono, symbolises two different meanings. In Japan it functions as a sign for funerals, whereas elsewhere it shows cosmopolitan sophistication. Recontextualisation is the change of meaning of a signifier when transferred into a new context. The new context changes the meaning of the signifier (Brannen, 2004).

In the European setting and the influx of cultures from the Middle-East and Africa, this is especially important, since the semantic understanding of words influences the perception of a culture and thus influences the integration process.

3.1.2 SOCIAL INTEGRATION

Various researchers have shown that understanding the new host society and its culture is necessary in order to become an active and constructive member of society. Integration focuses on the settlement of refugees in the host country. This includes understanding the language and culture, building relationships with host society citizens and actively participating within its institutions. Therefore, it is necessary to acquire skills that enable communication and work in the new cultural context. Also, it includes a change in behaviour, values, norms and attitudes (Heckmann, 2015). In this section, we go into detail with the arguments of these theories.

CONCEPTUAL EXPLANATION

Esser (2001) defines integration from a very general perspective as cohesion of parts in a systemic whole, where each part is indispensable and integral. He summarises that within integration the behaviour and condition of the parts affect the system (Esser, 2001). From this point of view, processes of integration are indispensable for any social system. Integration encompasses the maintenance and strengthening of relationships and the incorporation of new members into the social system (Heckmann, 2015). The process of integration into the system includes changes to the host society as well as the refugee population.

Berry (1992) claims that the host society exerts the main influence and thus that most changes concern the non-dominant group. This means that integrating refugees into the system of the host society requires the host society to engage in societal alterations. However, the necessity for the refugees to adapt to the new national culture is more profound. Going through the process of adapting to a new national culture can be stressful and can lead to social and psychological problems for the refugees,

> *[f]irst, there are physical changes, including a new place to live […]. Second, biological changes, including new nutritional status […]. Third, political changes usually bring the non-dominant groups under some degree of control […]. Fourth, economic changes may move people away from traditional pursuits towards new forms of employment. Fifth, cultural changes […] include alteration of original linguistic, religious, educational and technical institutions […]. Sixth, social relationships become altered, including intergroup and interpersonal relations* (Berry, 1992, p. 2).

In a later work, Berry (1997) finds four different strategies on how individuals from one cultural context manage to adapt to a new cultural context. On the one hand, adaption can lead to *assimilation*, but on the other hand, it can also lead to *integration, segregation* and *marginalization.* According to him, *assimilation* strategy is regarded as a unilateral, one-way process in which the individuals of one cultural group abandon their culture and fully adapt to the host country's culture. Berry generally describes assimilation as the full identification of the minority with the cultural context of the dominant majority. This assumes that assimilation leads to disregarding the minorities' culture and identity. *Segregation* stands in contrast to assimilation where individuals maintain their original culture and avoid interaction with the other culture. Exclusion and discrimination from the host society and enforced cultural loss because of the change in setting can lead to little interest in cultural maintenance and little interaction with others, which results in *marginalization*. *Integration* builds the bridge by maintaining the original culture on the one side and active participation in the host culture on the other side. Thus, Berry redefines the term from assimilation to integration based on the interaction between host society and the refugees.

Park & Burgess (1921) present a framework to understand integration and negotiated cultures based on interaction practices. They define assimilation as a natural process, which typically takes place subconsciously and in small increments and accelerates through contact within the host society (Park & Burgess). They use the so-called 'Race-Relation Cycle Model' to understand the development of relationships between two groups interacting with each other. It asserts a natural sequence of relational forms of *contact, competition, conflict, accommodation and assimilation.* The theory guides the development from the first encounter, to segregation to assimilation where it comes to a shared common cultural life and thus presents the different steps of integration processes (Park & Burgess). It is critical to note that the cycle model shows the process of integration as a one-way sequential mechanism. Gordon (1964) and Eisenstadt (1953) started with new insights and understood that integration can be determined as reversible and discontinued. They take these points into account and build frameworks for dealing with the problems for integration and negotiated culture (Han, 2010).

Gordon's (1964) assimilation theory describes problems and prejudice which people are exposed to because of their ethnicity, religion and race. Every single ethnic group have their own structure and identity and represent a social status group that are inserted into the hierarchical structure of the social class. Social class therefore also determines the identity of each ethnic group. He concludes,

> [w]*ith a person of the same social class but of a different ethnic group, one shares behavioral similarities but not a sense of peoplehood. With those of the same ethnic group but of a different social class, one shares the sense of peoplehood but not behavioral similarities* (Gordon, 1964, p. 53).

Gordon assumes that people belonging to the same class have similar behaviour and values regardless of their ethnic background.

Gordon focuses on the whole immigrant adjustment process 'assimilation'. He calls the majority population the "*core society".* In his assimilation model he investigates to which extent the assimilation of people who are not part of this core society progresses. Gordon distinguishes between *cultural and structural assimilation*, where the *cultural assimilation* contains the acquisition of the common language and the common values and norms. However, the cultural assimilation does not lead to full integration in the core society. The *structural assimilation* makes up the second part of the assimilation process and is indispensable for the whole process of assimilation. Gordon claims that cultural assimilation does not necessarily result in structural assimilation, but structural assimilation in turn is not possible without cultural assimilation. Active participation in the social life, in organisations and in institutions is crucial for an inclusive participation within the core society. He addresses the concept of two-way integration by saying, *"[t]he answer lies in the attitudes of both the majority and minority groups and in the way in which these attitudes have interacted. A folk saying of the current days is that 'it takes two to tango.'"* (Gordon, 1964, p. 111). Therefore, it is evident that Gordon focuses on the structural assimilation process and promotes mutual integration to achieve the most efficient form of integration.

Berry (1997) supports the argument that integration can only be reached through an open and inclusive orientation towards cultural diversity by the dominant current society. Additionally, he speaks of a mutual accommodation from both sides, where the

> *[…] non-dominant groups adopt the basic values of the larger society, while at the same time the dominant society group must be prepared to adapt national institutions (e.g. education, health, labour) to better meet the needs of all groups now living together in the plural society* (p.11).

Thus, Berry argues that the best practice of integration happens through a mutual two-way tandem integration. This leads to a change in the previous understanding of integration from a process of assimilation to a two-dimensional process of integration. In a diverse society, newcomers as well as the host population must understand, respect and adapt to each other.

The willingness to adapt to each other plays a deciding role in the integration process. Eisenstadt (1953) claims that social and societal integration depends on the openness of the host society. Immigrants need to socially interact and participate with the host population in order to reach compatibility of values and norms. This supports the argument that structural integration is a prerequisite for societal integration (Gordon, 1994, Eisenstadt, 1953).

The integration of the immigrants within the host society is from this angle a complicated and difficult process that does not only affect the immigrants but also the host society. The change of the host society to a pluralistic society is an inevitable result of migration. In order for immigrants to interact and participate socially and culturally and for the integration process to happen, it is crucial that the host country is open for the arriving culture and the implication of change required for integration.

3.1.3 WORKPLACE INTEGRATION

Workplace integration means that refugees are integrated in the work organisation and thus become part of the workforce. Workplace integration happens within social integration, however, is a fundamental part of integration. Therefore, workplace integration is approached independently from social integration in literature. This is also why we present workplace integration as half of the integration process, where social integration makes up the other half. Recognising their competences and offering employment to newcomers enable them to redefine their identity and thus ease the integration process in the national culture. At the same time, workplace integration allows the refugees to interact with people from the host population and thus experience the culture in action.

In the study of the integration of refugees in Canada and Finland, Valtonen (1999) found that,

> *[…] the greatest obstacle to integration was unemployment […]. The refugees were found to be counteracting the dysfunctional aspects of unemployment by focusing on the family, their children's wellbeing and future, studies and religion* (Valtonen, 1999, p. 472).

Valtonen highlights that lack of employment can actually work against social integration, a point also supported by Snel, Engbergsen & Lerkes (2006), who have discovered that weak positions on the labour market cause lower identification with the national culture of the host country. Again, Valtonen (1999) argues that the participation of refugees in the labour market constitutes both empowering and pivotal forms of social engagement. Hence, getting to know the new national culture and actively participate in work organisations are crucial for integration.

Eisenstadt (1953) explains this through the insecurities arising when migrants as well as refugees experience radical social changes. This notion is also supported by Colic-Peisker & Walker (2003) who argue that *"[p]eople's identities are contextual and are culturally and structurally determined; they are tied to a grid of social roles, statuses, groups and networks"* (p. 338). This means that people entering a new national culture will not only have to adapt to their new culture, but also they need to redefine themselves, their social roles, their statuses, etc. upon arrival, since *"their identities were embedded in their former communities, jobs,* *skills, language, and culture"* (Colic-Peisker & Walker, 2003, p. 337). This means that they will have to adapt and reconstruct their identities based on their new communities, jobs, skills, language and culture. Nevertheless, migrants' have different reasons for changing their setting from refugees' and thus their ability to integrate differs. Unlike migrants, refugees are changing national settings based on forced migration. This has implications for the way they integrate and reconstruct their identities.

This shows that workplace integration is not just part of the identity recreation, but plays a central role in the entire integration process, *"[i]ntegration is defined here as the process by which immigrants and refugees engage in, and become part of the social, cultural and institutional fabric of society"* (Valtonen, 1999, p. 470). The workplace is most often the primary area for social interaction and cross-cultural encounters between refugees and people within the host country. Valtonen supports the fact that in order to achieve adequate integration, refugees must participate in society and in both the formal and informal institutional life. As cited in Bakker et al. (2013), Jahoda argues that *"[h]aving a job is vital with a view to obtaining material resources, but also to developing social networks and language skills (social and cultural resources)"* (p. 435). Without the economic means, refugees are disconnected from the host society and thereby also from the factors that influence their identity. If they cannot identify with the people within the host country, the integration process will be negatively affected and sub-cultures might emerge as a result. In order for refugees to engage in the new national culture setting, refugees will need the same means to do so as the host population.

3.2 CORPORATE SOCIAL RESPONSIBILITY

We use this section on CSR to explain why organisations should engage in the integration of refugees from a CSR perspective and to include and introduce CSR motivations and propositions such as the Triple Bottom Line (TBL). Thus, we use CSR initiatives as a point of departure in the creation of shared value between multiple stakeholders through networking and participation in creating and developing initiatives.

Today's reality is that firms are under pressure to focus on more than just their economic performance (Hubbard, 2006). The objective of social behaviour is to contribute to sustainable development in global societies (Bundesministerium für Arbeit und Soziales, 2011). With the rise of global markets as well as technological advancements, organisations are more than ever faced with numerous requirements and expectations by diverse consumer groups. Organisations no longer exist in a vacuum. Their relationship to the surrounding environment is critical for the way they carry out their activities. This affects the kind of initiative created and the goal that organisations want to achieve through the initiative. Examples are considering human rights, social as well as working conditions, environmental issues, poverty, etc. (Svensson, Wood & Callaghan, 2010).

As cited in Hubbard (2006), Hockerts notes that *"[a]t the organizational level, a sustainable business has been defined as one that 'meets the needs of its stakeholders without compromising its ability also to meet their needs in the future'"* (p. 181). Therefore, organisations must focus on today's requirements, while at the same time considering which requirements to meet in the future. ISO 26000 (Bundesministerium für Arbeit und Soziales, 2011), an international standard report on CSR, provides guidance on how organisations can operate in a socially responsible way (for more information, see Appendix 6). This means acting in an ethical and transparent way that contributes to societal issues (Bundesministerium für Arbeit und Soziales, 2011).

3.2.1 MOTIVATIONS FOR CSR

The original thought behind CSR was to exploit the resources of organisations to support philanthropic initiatives. It was based on good will and the possibility of enabling societal changes externally from the business. Later this focus has shifted to a more organisation related issue, where philanthropic engagement has to make sense financially. In recent times, CSR has evolved into a business practice where organisations create initiatives based on shared value.

Carroll (1979) addresses four different motivations for CSR activities, *"any given responsibility of action of business could have economic, legal, ethical or discretionary motives [...]"* (p.500). This does not only identify the benefits for companies and society but also the expectations stakeholders have towards company practices. Furthermore, Carroll & Shabana (2010) emphasise that there is not one single business case but a great amount of business cases justifying CSR initiatives. Kurucz, Colbert & Wheeler (2008) distinguish between four different types of business cases for CSR; cost & risk reduction, profit maximization & competitive advantage, developing reputation & legitimacy and synergistic value creation. According to Kurucz et al., the cost & risk reduction approach is most attractive for the top management. The company engages in CSR initiatives in order to reduce costs and risks and thus enhance shareholder value. This highlights the financial incentives behind responsible behaviour. When highlighting these differentiations regarding the business case for CSR they move towards an interrelated, integrated approach of business and society,

> [...] *it's about the fact that if you do the right things in the community, the community will do the right things for you. If you do the right things for the environment, you'll have a stronger business so*

> *that you can make more money. [...] It's about interdependence rather than balance. It's about mutual dependence or interdependence, rather than charity. It's fundamental* (Kurucz et al., 2008, p. 1).

Thus, CSR initiatives should be regarded as a two-way beneficial strategy that leads to benefits for society while benefiting the organisation on more than the financial level. The CEO of Anglo, Cynthia Carroll supports the notion of using CSR as a risk management tool while staying competitive. She states,

> *[i]nvolvement in social programmes, especially in poor parts of the world, is an increasingly fashionable way for a company to burnish its brand and, with luck, protect itself from attack. Which self-respecting CEO these days wants to be caught doing nothing for Africa?* (The Economist, 2008, p. 7).

Gaining a competitive advantage means outperforming competitors and setting themselves apart. Seeing the competitor engage in social behaviour will automatically urge an organisation to engage in social behaviour as well. This is done to avoid the competitor winning the upper hand and the customers' preference, *"[s]trategic philanthropy, defined as 'the process by which contributions are targeted to serve direct business interests while also servicing beneficiary organizations', helps companies to gain a competitive advantage and, in turn, boosts its bottom line"* (Seifert cited in Carroll & Shabana, 2010, p. 98). Since employment opportunities, social status and privileges have become a major part of first world concerns, it has also become a focal point of organisational behaviour. For this reason, engaging in social behaviour can give a boost to a company while supporting sustainable behaviour at the same time. Kurucz et al. (2008) describe this as the process to adapt to the external context and needs of stakeholders to strengthen the competitive advantage. As described above, stakeholders' trust and loyalty can also create a competitive advantage (Pivato, Misano & Tencati, 2008). To build competitive advantage, corporate philanthropy should also be aligned with companies' core business and organisation abilities (Carroll 1991). The combination of both internal and external orientation of corporate philanthropic initiatives generates sustainable and effective performance (Bruch & Walter, 2005).

Smith (2005) argues that explicitly stating CSR initiatives attracts future talent and enhances employee retention. By engaging in CSR activities, value is created through strengthening reputation and legitimacy. It impacts consumers in their buying decision and attracts and retains employees. Additionally, CSR engagement influences investment decisions that act as organisation security. Synergistic value creation is reached if there is a win-win outcome and the interest of multiple stakeholders is addressed to create value in different forms (Kurucz et al., 2008). Due to this, companies will be able to win stakeholder consent and pursue profitability through finding opportunities and solutions and satisfying stakeholder needs (Carroll & Shabana, 2010).

3.2.2 TRIPLE BOTTOM LINE

Organisations create value through different forms of CSR initiatives that correspond with stakeholder interests. In order to take stakeholder demands for internal and external social responsibility into account, organisations must align social, environmental and financial performance in one overall corporate strategy. This notion is commonly known as the 'Triple Bottom Line' (TBL), coined by John Elkington in 1994. Later, he made this model known as the '3P's'; 'people, planet and profits' (Elkington, 2004).

As it is up to each organisation to develop appropriate initiatives, flexibility and creativity are the keys. Simplicity, flexibility and adaptability are the reasons why the TBL framework has been introduced in so many organisations worldwide. It can be tailored to nearly any need or requirement across different geographic boundaries in profit and non-profit organisations. It is not bound to large corporations across large geographic boundaries or extensive initiatives and is also valid for smaller geographic scopes and cases (Slaper, 2001). The TBL framework is thus easy to access for all organisations, everywhere around the world no matter the market.

Referring to 3P's, Norman & MacDonald (2003) argue that "*[t]he most important function of these standards is to identify indicators of social performance as well as methodologies for measuring and auditing performance along these indicators.*" (p. 5). This supports the argument that each of the three bottom lines should be approached with the creation of a strategy and a clear definition of the objective of each initiative. In order to develop the best CSR strategy, organisations must include all P's as well as the interrelated interests among the stakeholders. This eases the assessment of the benefits of the initiative and relates it to other organisations' initiatives in order to create shared value constellations.

3.2.3 THE IMPORTANCE OF NETWORKING

To make the CSR initiative all-encompassing and to ensure shared value across sectors, organisations must engage in networks. Hannah Jones, vice-president of corporate responsibility at Nike "*[s]ees corporate responsibility as providing a fresh source of innovation. She no longer bothers to attend CSR conferences full of other corporate folk; these days she prefers to network with social entrepreneurs*" (The Economist, 2008, p. 4). She believes in sustainability progress through networking with social entrepreneurs and that this is the best way to work with CSR and knowledge sharing.

Also Slaper (2001) argues that *“[c]ompanies recognize that aligning with nonprofit organizations makes good business sense, particularly those nonprofits with goals of economic prosperity, social well-being and environmental protection”* (p. 6). This is reinforced by Elkington (2004) who claims that organisations join partnerships and are now coming together exploiting each other’s market positions, even though these organisations used to be competitors. Partnering up with various organisations who focus on different aspects of the TBL decreases the complexity for the organisation to decide which initiatives they should support, *“[w]e expect that every firm will also have at least one or two factors, not generally relevant, but critical for that particular industry and/or organization”* (Hubbard, 2006, p. 186). Therefore, as different organisations have different foci, this leads to diverse initiatives that cover most interests. In addition, organisations could focus on their own well-being, while being able to reap off the benefits of being in a network of diverse organisations.

3.3 BUSINESS CASE

We use the concept of the business case for the integration of refugees into the workforce as foundation for our shared value proposition. In order to argue the business case for why companies should involve themselves in initiatives to integrate refugees in the workplace and society at large, we need to transform the notion of a business case itself. The same could be said of the business case for other CSR related issues, it is just that the refugee situation presents a particularly extreme and contemporary example.

A business case is a scenario for economic assessment of a given investment, where the *“[p]rimary goal is to help people decide whether to invest resources in your idea*” (Sheen & Gallo, 2015). It presents the underlying problem and identifies the business needs’ and the possible options to engage in a certain project. It is a mean to enable decision makers to weigh the pros and cons and decide which course of action is the best for the organisation (Brugger, 2009; Sheen & Gallo, 2015). A business case is a detailed and well-founded statement to calculate the estimated total cost for the project to develop a solid estimation of the benefits. In addition to economic concerns, a business case recognises all non-monetary aspects as relevant for the project assessment. Mainly, these are considerations regarding risk and strategic orientations with regard to the available options and their economic benefits. An example of a business case is considering costs and benefits for introducing a new product. Thus, the project manager must demonstrate the profits the product would add to the bottom line and demonstrate in detail the sales estimates against the costs of development, manufacturing and delivery (Sheen & Gallo, 2005).

When developing arguments for a business case, all possible options for addressing the problems must be identified and discussed. This also includes the implications for the organisation if they do nothing. It usually includes figures and graphs, as well as the likely timescale for the project, short-term and long-term goals and calculations of return on investment. Lastly, the different and various risks of the initiative are taken into account, both in terms of the end-result of the initiative, as well as the preparation for successful implementation (Brugger, 2009).

3.3.1 CORE BUSINESS

A business case represents the monetary concerns an organisation has in order to survive and prosper in the future. To ensure future prosperity, they must adapt and align their core business strategy and various objectives to the surrounding environment. Thus, organisations must engage in their own integration and adaptation into the constantly changing surrounding environment meaning that organisations must engage in ambidextrous behaviour,

> *[a]cross industries, business leaders are stuck in the middle of a rapidly changing world with contradictory challenges. These tensions include the need for global integration while remaining locally adaptive, as well as the eternal quest for differentiation in the face of increasing cost pressures* (Probst, Raisch & Tushman, 2011, p. 333).

This necessity of adaptation for organisations stems from the general notion that organisations must prosperously continue into the future. By practising aligned and efficient management and adapting to changes in the surrounding context, they stay on top of the market demands (Raisch & Birkingshaw, 2008).

Probst et al. (2011) build on these notions and argue that even though the organisation environment and setting are in constant change, organisations must still focus on their own industry. This is why the core business of any organisation must also be integrated and aligned with the new strategy and the current and future contexts. Only when they incorporate their own field of activity, they can stay competitive. They must consider that *"[t]o overcome these challenges, organization theory scholars suggest that companies become ambidextrous — they establish new growth businesses while remaining focused on execution in their existing businesses"* (Probst et al., 2011, p. 326). Therefore, organisations must focus on ambidextrous behaviour. To remain a competitive player on the global market, organisations must predict changes and the effects in the surrounding environment.

However, organisations must create a corporate culture that is flexible enough to adapt and align to changing global environments quickly. This supports the argument of also focusing on the internal environment. Core business strategic objectives and personnel are part of the internal environment, whereas the national culture frames dominate the external environment. This means that when aligning their core businesses with the surrounding environment, all different levels and functions within an organisation will be affected. The internal environment of any organisation must reflect the external environment. Therefore, these internal strategic objectives should also be in aligned with the core business strategy as well as the new surrounding environment. Tushman & O'Reilly (1996) support this when stating, *"[t]o succeed over the long haul, firms have to periodically reorient themselves by adopting new strategies and structures that are necessary to accommodate changing environmental conditions"* (p. 15). This also leads organisations to focus on the competences of their workers and the ability to fit into the current organisation settings, while at the same time being adaptable to a future context. In addition, it implies that their expectations to their labour force are in alignment with the organisation objectives.

In the case of the refugee crisis, the great influx of potential workers, citizens, tax payers and social participants will change the surrounding demographics. Therefore, organisations must settle for new norms and values for action in order to adapt to the changing environment.

3.3.2 THE BUSINESS CASE FOR CSR

We rely on the business case for CSR as an important part of the argument of integrating refugees into work organisations. It bridges the benefits of CSR initiatives with core business practices. This leads to value creation for organisation, not necessarily directly connected to economic benefits. We use it to argue that the refugee influx represents an extreme example as to why it is important to take a multiple stakeholder approach to the business case for CSR and that doing so leads to broad-scale shared value.

The world itself is changing, markets are increasing and *"business will operate in markets that are more open to competition, both domestic and international, than at any other time in living memory" (Elkington, 2004, p. 3).* Therefore, the organisation focus has shifted from being customer-based to stakeholder-based. This idea of CSR presents the interrelation between a firm's economic responsibility and the CSR initiatives (Carroll & Shabana, 2010). Researchers such as Kurucz et al. (2008) are convinced that an organisation can benefit financially if the core business is interrelated with the social responsibility. This is why organisations should engage in CSR initiatives that are part of their business practices: *"[...] it has never been possible to do well by the bottom line without paying attention elsewhere, especially to key stakeholder groups like employees, customers, suppliers and governments*" (Norman & MacDonald, 2003, p. 6).

Elkington (2004) supports that changes must focus on a sustainable value chain, "*[h]ere we are seeing a shift from companies focusing on the acceptability of their products at the point of sale to a new emphasis on their performance from cradle to grave […]*" (p. 4-5). Globalisation has resulted in endless possibilities and organisations operating worldwide have access to an active workforce around the clock. This has changed the phenomenon of time,

> *[t]his involves the opening out of the time dimension, with more and more happening every minute of every day. […] By contrast, the sustainability agenda is pushing us in the other direction – towards 'long' term. Given that most politicians and business leaders find it hard to think even two or three years ahead, the scale of the challenge is indicated by the fact that the emerging agenda requires thinking across decades, generations and, in some instances, centuries* (Elkington, 2004, p. 5).

As the trend in consumer preferences has shifted from low pricing to sustainable business practices, businesses must create organisation strategies based on their core business interests and the well-being of the organisation while also focusing on long-term sustainability in order to act as a proper citizen (Porter & Kramer, 2006).

Vogel (2005) argues that CSR now has a performance-orientated perspective of 'doing good to do well' and notes that CSR focuses mainly on the responsible-profitability connection. This proves that *"[…] CSR is evolving into a core business function which is central to the firm's overall strategy and vital to its business"* (Carroll & Shabana, 2010, p. 93). It proposes that the business case should include responsible behaviour that also makes sense from a strategic point of view. Essentially, the business case for CSR proposes that organisation performance is based on more than financial incentives,

> *[a]n essential aspect is that there are expectations and perceptions that vary across market-places and societies, and that influence the prevailing view of what may, or may not, be seen as sustainable business practices. There are several stakeholders that contribute to this conundrum* (Svensson et al., 2010, p. 338).

For this reason, we also discuss the narrow and the broad view on CSR and illustrate that CSR does not only have a direct but also an indirect link to financial performance. Berger, Cunningham & Drumwright (2007) do not only focus on a single set of meanings for mainstreaming CSR, rather CSR follows one of three rationales: the *social values-led model, the business-case model* and *syncretic stewardship model*. In the social value-led model, CSR initiative is adopted for philanthropic non-economic reasons whereas in the business-case model and the syncretic stewardship model, CSR initiatives are chosen for rational reasons. The business-case model and the syncretic stewardship model picture a narrow and a broad view of the business case for CSR.

The business-case model displays the narrow view, as CSR is only assessed when there is a clear link to economic advantage. The syncretic stewardship model looks at the business case in a broad view where a wider set of stakeholders are recognised. Furthermore, the term CSR is much more than single initiatives, it is understood as a management philosophy which is fully integrated in the business and also interrelated with society (Berger et al., 2007). This interdependence is also supported by Porter & Kramer (2006) where business and society go hand in hand in order to increase CSR productivity. They point out that connecting CSR with business leads to organisational opportunities and societal benefits.

3.4 MULTIPLE STAKEHOLDER VIEW & SHARED VALUE PROPOSITION

The objective of this paper introduces a new way of looking at business cases for the integration of refugees: Instead of looking purely at monetary costs and benefits, it describes a multiple stakeholder perspective with a focus on identifying additional values and value exchanges, in which *"[e]ach stakeholder has their own individual role, interest, and value added which creates a unique dynamic within a stakeholder network"* (Dittrich et al., 2015, p. 1).

This is termed the value constellation and means that value is a product of actors interfacing with each other (Normann & Ramirez, 1998). Also Vanhaverbeke and Cloodt (2005) elaborate on this and explain *"(…) value creation not from a single firm's point of view but as the outcome of the interplay of the network partners"* (p. 4). They refer to a cooperative merge of different partners to generate value. Normann and Ramirez (1998) introduce a network where stakeholders with different assets and competences are linked together in order to create a shared value and innovative ideas. In their hypothesis they show the difference in focusing on a product itself or focusing on the purpose of the product. In order to reach satisfaction of the product as well as its purpose, companies need to move from the traditional value-chain method, where one actor produces an item, adds value to it and sells it to the next actor in the chain, to a co-production mind-set, where value is created through cooperative relationships, *"any two of the actors involved help each other to help each other to help each other…to help others"* (Normann & Ramirez, 1998, p. 32).

Moreover, stakeholders must look beyond the financial values and make other non-financial values. Thus, the focus of value creation should be on the three P's of people, planet and profit. Dittrich et al., 2015, argue that *"[e]ach innovation assists in increased resource efficiency, but requires different investments and services from each stakeholder, and not all of these investments are directly beneficial for the stakeholder but perhaps enable another party in the network" (*p. 23*).* For this reason, Dittrich et al. (2015) introduces the Value Case Methodology, which emphasises both financial and non-financial values. They suggest using several different models and methods to analyse the different values of a certain initiative. They align methods for analysing the financial benefits, the quantified benefits and the qualitative benefits from both individual and system views. Their Value Case Methodology therefore aligns stakeholders and the values gained from cooperation.

Accordingly, in utilising this multi value approach, "*[i]t is crucial to understand with whom the costs and benefits lie and to open communication and awareness of these cases across the network*" (Dittrich et al., 2015, p. 23). This means it is still important to look at the costs and benefits for each stakeholder when analysing the shared value within the network of stakeholders, since some stakeholders might still have bigger risks and carry heavier responsibility. This is also why they build their model on four steps for decision for collective action: 1. Value Identification, 2. Value Quantification, 3. Value Sensitivity and 4. Value Alignment (Dittrich et al., 2015). The fourth step of value alignment is equal to the creation of a shared value proposition for the multiple stakeholders involved in the process and considers the benefits for each individual case. This alignment can even lead to a value creation for stakeholders who do not have a business case without the network. Therefore, the result of networking between multiple stakeholders can lead to accumulated value propositions.

3.4.1 INTERGROUP RELATIONSHIPS

In order to create accumulated value through networks, the relationships between the groups must be positive. We use the theory on ingroup/outgroup trade-offs by Pittinsky and Simon (2007) to diminish competition between groups based on their conflicting business cases and to prepare organisations and institutions to find ways to bring disparate groups together. Ingroup is the cohesion of relations within one group and outgroup is used to describe that different groups exist outside one group. The collaboration between outgroups is called intergroup relation. Pittinsky and Simon (2007) call this positive intergroup relation, *"by describing leadership as a relational process in which one individual influences one or more other individuals toward the achievement of a common goal"* (p. 587). Although Pittinsky and Simon suggest a two-group model examination, we use this as a starting point for our research on multiple-group intergroup relations. In the case of the refugee influx, companies, municipalities and NGOs come in contact because of economic, social and political interdependences.

The ingroup/outgroup trade-off builds on the notion that companies must focus on their own strategies and business practices in order to be prosperous. Focusing on building relations within one group (ingroup relationship) improves an organisation's competitive advantage, since a positive internal environment leads to an efficient workforce. However, oftentimes, because it is based on competitive advantage, a strong ingroup relation harm intergroup relationships, thus *"[t]he very foundations of strong leadership, such as fostering strong group cohesion, can become stepping stones to intergroup conflict"* (Pittinsky & Simon, 2007, p. 587). Therefore, although it is important to create ingroup synergies in order to operate efficiently, it is also important that this does not happen on the expense of outgroup collaboration.

In the case of creating shared value based on multiple stakeholders, it is important to focus on attuning various groups' well-being to the accumulated value instead of basing it on single-case benefits. Intergroup leadership thus becomes more profound when it becomes a question about the common good, since the common good includes those outside an organisation's formal responsibilities, "*[t]hus, leaders would be wise to use theory and research from this field to achieve the goal of any intergroup leadership—to promote positive intergroup relations"* (Pittinsky & Simon, 2007, p. 589).

Pittinsky and Simon present five pathways for encouraging positive intergroup relations; "*encouraging contact, managing resources and interdependencies, promoting superordinate identities, promoting dual identities, and increasing positive intergroup attitudes*" (p. 539) These can be approached separately, however, they are not completely distinguishable, which means that the relationship between the solutions will lead to enhanced intergroup cohesion.

Encouraging contact increases the exposure of ingroups to outgroups and will thus increase the understanding and most often leads to decreased prejudice between the groups. However, e.g. common goals and intergroup cooperation are fundamental conditions for creating positive relations through contact. For this reason, *"contact theory provides a good starting point for examining intergroup leadership because the different mediating mechanisms through which contact promotes positive intergroup relations surface in other models"* (Pittinsky & Simon, 2007, p. 590). Thus, in the case of the refugee situation, it plays an important role to encourage contact between groups of private sector companies, public sector actors and non-governmental humanitarian organisations to make the integration process possible.

Managing resources and interdependencies mean that negative intergroup behaviour arises because of competition for scarce resources. This is again where the focus on single-case well-being and competitive advantage becomes essential. In order to reduce the conflicts, the groups must collaborate to achieve a common goal, *"[t]he superordinate goals reduced ingroup/outgroup distinctions and helped group members recategorize their own group identities into a common group identity"* (Pittinsky & Simon, 2007, p. 590). Thus, the creation of shared value reduces intergroup hostility. Moreover, several sequential superordinate goals generate long-term benefits.

Promoting superordinate identities means that groups redefine their category boundaries by forming a broader 'we' category, which creates commonalities between various groups, *"[i]n the context of cross-ethnic relations and immigration, recategorization in its pure form can resemble melting-pot assimilation models in which old ethnic loyalties are supplanted by loyalties to a new, homogenous society"* (Pittinsky & Simon, 2007, p. 591). This subordinate identification motivates the groups to transcend their single-case benefits for the sake of higher-level needs.

Promoting dual identities means identifying both with a subgroup and with the superordinate group identity, where both are preserved and thus exist alongside each other. "*What is perhaps the foremost contemporary experiment in promoting dual identities—the European Union (EU)—calls for two simultaneous identities, a superordinate identity as a European and a subordinate (but fully preserved and honored) national identity*" (Pittinsky & Simon, 2007, p. 592). Therefore, creating dual identities will lead to positive intergroup relations, since the single-case objectives are not being neglected, while also a superordinate goal exists.

Increasing positive intergroup attitudes is not so much based on a change in objectives and behaviour, but more in a change of the perception of the others, *"[…] the model proposes that positive intergroup attitudes (i.e., intergroup liking or allophilia) are not the mirror opposite of negative intergroup attitudes (i.e., disliking, prejudice) but instead have their own distinct forms and functions in intergroup relations"* (Pittinsky & Simon, 2007, p. 594). There are two different approaches in this; first of all, it is the creation of positive connotations of 'liking' the others. Additionally, it is the removal of negative connotations of 'disliking' the others by creating a more neutral attitude towards individualism.

In order to achieve long-term collaboration and positive intergroup cohesion, ingroups must therefore reduce the competition and increase cooperation and create more positive connotations of each other. Nonetheless, these must be addressed independently, until positive intergroup relations are independent and groups are no longer in competition with each other but see the potential of a shared value.

3.5 KEY TAKEAWAYS

In this chapter we build the theoretical foundation for understanding and clarifying the value proposition—for private sector companies, for public sector actors, for non-governmental humanitarian organisations and for refugees themselves—behind initiatives to integrate refugees into the labour market and into society at large. In order to reach this value proposition, it is essential that multiple stakeholders cooperate. We present this in the theory of a multiple stakeholder view and shared value proposition.

We draw on the process of integration to highlight the importance of integration as a mutual adaptation process of all participants and not a single process for the refugees. We emphasise workplace integration and social integration, because these are the two important steps to reach successful and sustainable integration. Furthermore, the theory of negotiated culture is essential to understand the different foci involved when several cultures interact.

The theoretical background on the business case clarifies the link between CSR initiatives to direct and indirect financial performance and additionally how companies build competitive advantage through engaging in CSR initiatives and aligning it with their core business.

In using these theories, we arrive at a notion that organisations must adapt a multiple stakeholder view and engage in intergroup relationships in order to create initiatives based on shared value. These theories thus help us build a stable construct of literature in order to make our arguments and answer our research question.

CHAPTER 4 INSTITUTIONAL CONTEXT

In this section, we set the stage by introducing the research context and provide the reader with an understanding of the refugee situation that reached its peak in 2015. This information is important to understand the significance of the refugee influx, the refugee demographics and the German and Danish national migration and immigration policies. We create an important foundation to argue that the original concept of a business case has to be defined from a financial perspective to a multiple stakeholder perspective and a shared value proposition, where organisations transcend their single-case benefits by engaging in intergroup relationships.

According to the UN Refugee Agency more than 60 million people around the world are currently fleeing. These are the highest numbers of refugees since the end of World War II (UNHCR, 2016). The main drivers for immigration are wars, internal conflicts and persecutions. Reasons like unequal distribution of property, corrupt governments, large population growth and inadequate economic bases cause conditions for authorial ideologies and religious fanaticism. All this trigger migration, in particular in Africa, in parts of the Middle East and Central Asia and lead people to look for new lives elsewhere. For most of them, the chosen target region is Europe, which appeals attractive not only due to its geographical location but mainly because it pictures the ideal for prosperity (Brenke, 2016).

4.1 NECESSITY FOR IMMIGRATION

Due to low fertility rates and an aging population, Europe's demographics will change in the course of the coming decades (see Appendix 1; 1.1 and 1.2). Researchers from the Berlin Institute of Population and Development claim that Europe's population will not grow much further. This decline will have consequences, which are expected to set in soon (Hoßmann et al., 2008). One main consequence of an aging society and decreasing birth rates is the shrinkage of the potential workforce leading to a macroeconomic shortage of labour. The German corporate initiative for diversity estimated that three out of four medium sized companies in Europe already have difficulties in finding suitable employees. But even companies which are not yet affected by the professional gap need to take new labour force potentials into account in order to stay competitive (Charta der Vielfalt e.V., 2015).

Therefore, a general consent exists on the need for immigration which can counterbalance the deficits of births and the aging population. At the same time and as depicted in Table 4, immigrants are significantly younger on average, so young people in the age group between 18 and 35 hold the largest share and the percentage of people older than 64 years is below 10%. This shows that most refugees are currently in the working age and offer a great potential for the EU member states (Hanewinkel & Oltmer, 2015).

The acute shortage of labour is increasing even more due to the aging population and the growing importance of a knowledge-based economy in sectors such as health care, engineering and in the service sector. According to experts from the Federal Agency for Civic Education in Germany, the shortage of labour could be addressed through targeted measures for exploiting immigration professionals who could contribute significantly to the preservation of property and the social security system (Boswell & Straubhaar, 2005). Furthermore, the vast majority of young refugees brings a high degree of motivation, determination and commitment to start a new life and future in a new country (Charta der Vielfalt e.V., 2015).

In order for the European countries to take advantage of this potential now and in the future, these groups must be better integrated into the labour market and the national culture. The short-term cost for these integration initiatives will undoubtedly be immense in the coming years. These costs are associated with care, accommodation and the integration of the newly arriving refugees. Refugees holding a residence permit without contributing to the labour market represent costs for social benefits (Fratscher & Junker, 2015). However, the immigration of young people also offers a huge potential for the European society, so, the initial expenditures can be seen as an investment in the future. Looking from this perspective, the positive economic impulse will exceed the costs in the long-term even though the majority of the refugees have comparably poor labour market prospects due to low education, qualifications and a lower work-performance in the beginning of employment. Furthermore, refugees can close the expected professional gap and become part of the future pool of workers (Boswell & Straubhaar, 2005).

Especially for small and medium sized companies it is indispensable to adapt to the needs and changing environment in order to exploit the opportunities in the new workforce. This requires an open, respectful and unprejudiced working environment, which improves the integration and inclusion of new working potentials (refugees). Successful integration in the labour market does not only benefit the companies and foster social cohesion, in the long term it also brings economic and fiscal benefits on the macroeconomic level (Boswell & Straubhaar, 2005).

4.2 NUMBERS & FIGURES

In 2015 more than 1.2 million asylum seekers applied for asylum in the EU. This is twice as high as in the previous year (see Appendix 8; 8.1). The most asylum seekers have been registered in Germany (441,800 first-time applicants or 35% of the total number of asylum seekers in the EU member states). Until the end of 2015, the Federal Office for Migration and Refugees registered 965.000 refugee arrivals to seek asylum in Germany. This represents approximately 1% of the German population. In the end of 2015 approximately 922,800 applications are still pending and thus not included in the figures described. This is followed by Hungary (174,400 or 14%) and Sweden (156,100 or 12%) (Bourgeasis, Juchno & Bitoulas, 2016). In comparison, Denmark has received 21,316 asylum applications in 2015 according to the Danish Ministry of Migration, Integration and Housing (UIBM). Of the refugees seeking asylum in 2016, only approximately 200 people have pending applications (Eurostat, 2016).

When comparing the populations of the countries' with the number of refugees registered, it is noticeable that in the beginning of 2015, only nine out of 28 EU countries accepted asylum applications in accordance with their population numbers (Brenke, 2015). Austria and Hungary were two of the most affected countries next to Sweden and Germany as shown in Table 2 (also see Appendix 8; 8.2). All of these states received 70% or 60% more refugees than assumed if a uniform distribution had taken place. Southern Europe, France and the UK but also the Netherlands and Denmark received comparably few asylum applicants (Eurostat, 2016).

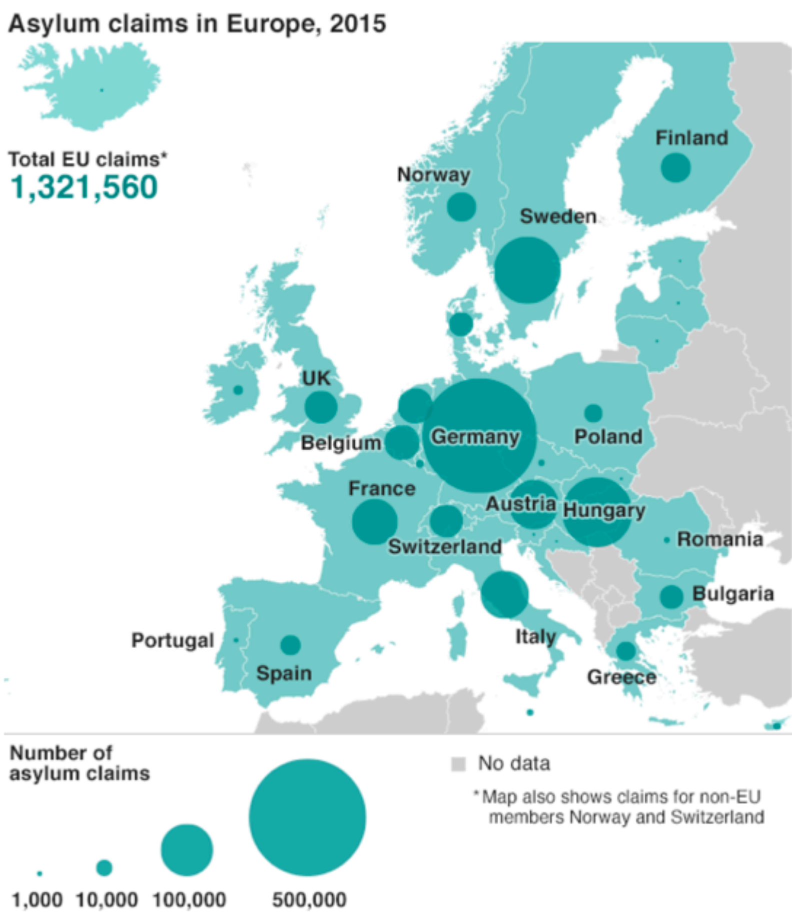


Table 2, Asylum Claims in Europe, 2015

The largest groups of first-time applicants in the EU in 2015 come from Syria with 362,800 asylum seekers (29% of the total), Afghanistan (178,200 or 14%) and Iraq (121,500 or 10%) and account for almost three quarters of the people who applied for international protection as shown in Table 3 (also see Appendix 8; 8.3). Due to the on-going civil war, it is most likely that Syrian refugees will be recognised and admitted refugee-status. Also asylum seekers from Iraq and Afghanistan have high chances for recognition since safe living conditions do not prevail in these countries (Asylum quarterly report, 2016)

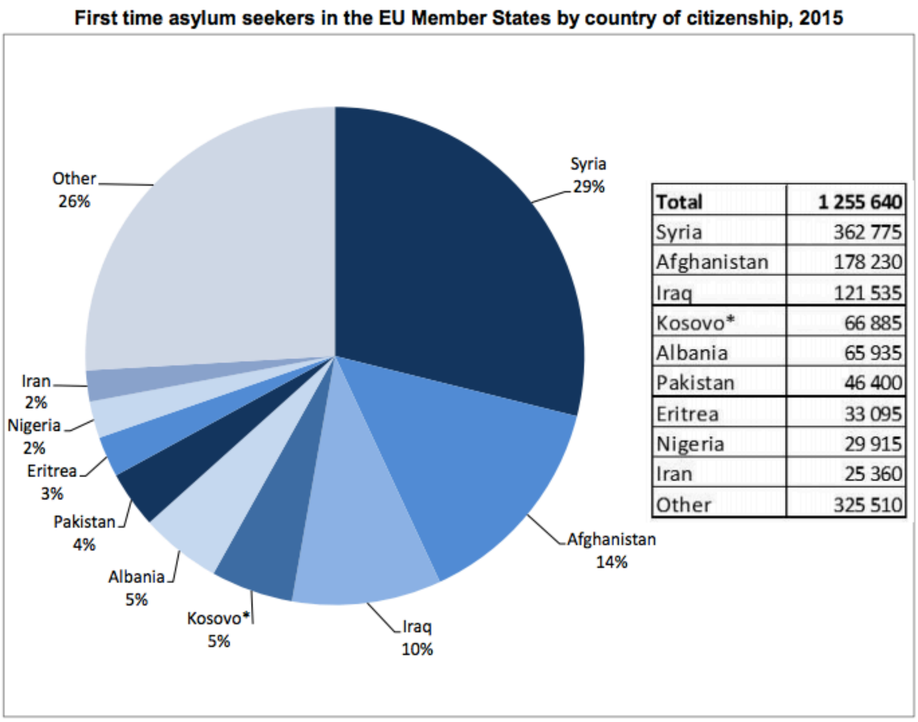


Table 3 First Time Asylum Seekers, 2015

When accounting for all the groups of refugees arriving in Europe, it is also noteworthy to look at the age group especially when considering that the age of the arriving populations is a prerequisite to determine what kind of integration processes are necessary and how the influx of so many people will influence the receiving societies. Thus, it is very remarkable that in 2015 more than four in five (83%) asylum seekers in the EU were young people under 35 years old and only the age group ranging from 18 - 34 years accounts for 53% of the applicants as shown in Table 4 (also see Appendix 8; 8.4). This is interesting keeping the aging population and upcoming professional gap in mind that was discussed previously (Asylum statistics, 2016).

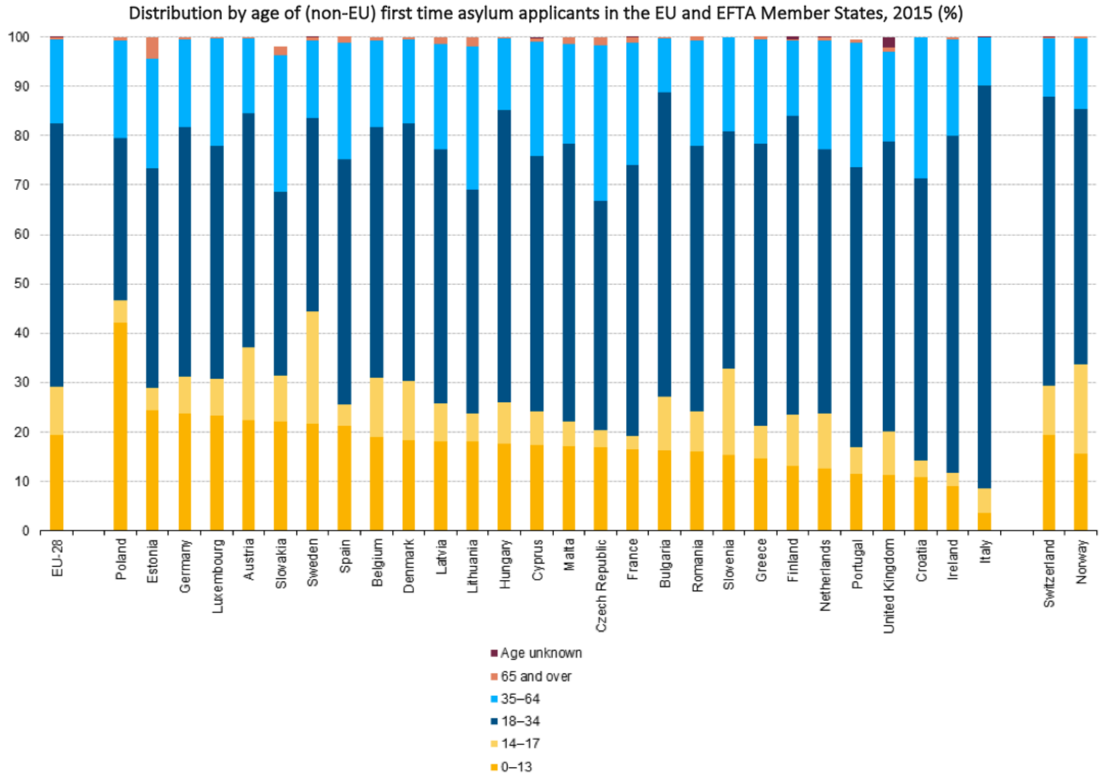


Table 4, Distribution of Age, 2015

Another remarkable point is that the gender structure of the refugees from Afghanistan, Iraq and Syria does not significantly differ from the rest of the refugees, so overall significantly more men than women apply for asylum (more than 70%). This is even more evident in the age groups from 14-17 and 18-34, where approximately 80% of the applicants are male (Asylum statistics, 2016).

Representative and reliable data for the qualifications and educational level of refugees are not yet available. Although initial indicators have been derived from surveys and official register databases, they should be interpreted with great caution. The Federal Office for Migration and Refugees investigated research into the qualification of refugees on the basis of voluntary self-reports. Because of the low number of cases, the survey is unrepresentative. According to the information of the survey in 2015, 13% have been to university, 17.5% visited secondary school, 30% have been to lower or intermediate secondary school, 24% only visited primary school and 8% did not visit a school at all (Worbs & Bund, 2015).

4.2.1 CHALLENGES

The strong influx of asylum seekers in 2015 became an administrative and infrastructural crisis at all levels: state, regions and municipalities.

In the German Federal Office for Migration and Refugees, the number of unprocessed asylum applications increasinged a lot. There was no longer enough personnel to process asylum applications, which resulted in prolonged administrative procedures. The Federal states and local authorities were overwhelmed with the influx of asylum seekers and struggled to find accommodation. Vacant construction buildings and sport facilities as well as impermanent tent camps became emergency accommodation (Hanewinkel, 2015)

In Germany in particular, the large amounts of people passing the southern border have complicated the registration process. The Federal Office for Migration and Refugees assumed that until September 2015 around 290,000 refugees remained unregistered in Germany (Bundesministerium des Inneren, 2014). In Denmark, the situation was complicated by the constant closing and re-opening of borders. Since many refugees wanted to go to Sweden, this created complications for the Swedish government resulting in reintroduced border control to Denmark. This confusion led to refugees walking down highways in order to avoid registration and getting to their destination in Sweden (Olsen, 2016).

The increasing asylum immigration and its consequences are polarising the citizens in Germany and Denmark. On the one hand, there are those who stand up for the refugees. As the state was not able to process the asylum applications and ensure subsistence, provide housing, food or clothes for the newly arrived, a wave of solidarity and the civil society and NGOs stepped in. NGOs and private groups and people collected donations of clothes, provided the newcomers with food at train stations and offered language lessons. Without those initiatives, providing for the large numbers of incoming refugees on such a short notice would not have been possible (Brenke, 2015).

On the other hand, there are also those who demonstrate with more or less violence against refugee camps. In some cases, even fires were started at future homes for asylum seekers to avoid the establishment of these centres in specific villages and suburbs. In addition, incidences such as spitting on the refugees were recorded in Denmark. This made the polarisation even more profound, since supporters of each side conflicted (Brenke, 2015).

4.3 INTEGRATION PROCESSES IN GERMANY & DENMARK

In Germany, the Federal Office for Migration and Refugees coordinates the integration courses that consist of language courses of 600 hours in total and a 60-hour orientation course. In addition to the necessary language skills, immigrants acquire knowledge about the German state, history, culture and society. The Federal Office for Migration and Refugees brings together the main actors in the immigration work in order to promote integration and optimise practices (Bundesamt für Migration und Flüchtlinge, 2011).

The federal states and municipalities are responsible for providing housing and care of asylum seekers. Asylum seekers are legally obliged to stay at least six weeks but no longer than three months in the initial asylum centres of the federal state. They are then further distributed to the municipalities within the state. Every federal state has a different approach when it comes to accommodation either in collective accommodations or distributed homes. Moreover, the employment agency of each municipality is in charge of the employment. However, the approaches differ from municipality to municipality. In Germany, asylum seekers can apply for a job after three months, but are treated subordinately to other candidates for 15 months. If there is a job offer, first the foreign authority and the Employment Agency have to approve and examine whether a German or EU citizen is available for the job. In contrast, refugees who have been granted asylum status have full access to the labour market (Sachverständigenrat deutscher Stiftungen für Integration und Migration (SVR) GmbH, 2015).

In Germany, more than 25,000 full-time and voluntary workers from the Red Cross and other non-governmental humanitarian organisations assist the state, the federal states and the municipalities in the reception of refugees, first aid, administrative tasks and the management in emergency shelters. Thus, immigrant organisations and regional associations combine commitment, migration experience and expertise in the integration work. Therefore, they are understood as experts in the integration support by the German state, the federal states and municipalities (Bundesamt für Migration und Flüchtlinge, 2011).

In Denmark, the government has established a three-year integration programme with the intentions to make the refugees self-supporting through work (Cabi, 2016). It is supposed to assure appropriate integration into the Danish society through language, culture and education—professionally and school—necessary to partake in community life equal to Danish citizens. The job centres in the municipalities and the refugee form an integration contract. Additionally, the refugee must sign a declaration of integration and active participation in the Danish community. The integration programme is based on a 37-hour work week including preparation time. The initiatives are equivalent to those offered to Danish unemployed people.

4.3.1 IMMIGRATION POLICIES

With the creation and expansion of the European Union during the last 50 years, the council of the European Union created policies regarding migration, immigration and refugees binding to all member states. Since Germany and Denmark are both members of the EU, the European policies influence their immigration policies. In order to understand the migration and integration policies, it is important to know the historic background of Germany and Denmark's encounter with foreigners and how this resulted in policy changes.

GERMAN IMMIGRATION POLICIES

The German state delegated the integration work for a long time to charities and ignored the urgent need for promoting active integration. Integration was then finally defined as a state task for the first time in the Immigration law in 2005 (Hanewinkel & Oltmer, 2015).

However, the main focus was on the immigration of high skilled workers until 2013, when the Federal Government reorganised the employment regulations and opened the labour market for everyone, including low educated workers. Another change in law facilitated the access of asylum seekers to the labour and apprenticeship market in 2014, so asylum seekers could start employment after three months (Kalkmann, 2015).

The integration policy follows the principle of promoting and demanding, which means that immigrants are obliged to learn German and understand and respect the basic values of German society and the free and democratic legal system on the one hand. On the other hand, German society must ensure access to a market of equal opportunities and equal treatment in all major areas of society, economy and politics (Bundesministerium des Innern, 2014}

DANISH IMMIGRATION POLICIES

In the 1980s, the Danish immigration policies were one of the most liberal ones in Europe, however starting during the 90s, the immigration policies regarding non-western immigrants were constantly tightened and are now considered one of the most restrictive in Europe (Andersen, 2008).

The integration law was introduced on January 1st 1999 and states that all foreigners will receive the same social benefits. However, since foreigners received a lower amount than Danes, this law went against international rules of human rights. Thus, the amount was equalled the Danish social benefits. The law also introduced Danish lessons and integration processes, which are allocated to each municipality. Immigrants and refugees are now also divided according to newly instated quotas (Statsministeriet, 2015).

4.3.3 ASYLUM POLICIES

In order to check if the asylum seeker is already registered in another EU member state or has already applied for asylum in another country, the Dublin procedure is an element of the identity verification of the so-called Common European Asylum System. If the check is positive and the asylum seeker is already registered or has already applied for asylum, the other country is responsible for the asylum procedure (de Oliveira, 2015)

In order to allocate refugees evenly across the European countries, on 22nd September 2015 the European Union council decided on distribution keys. In both Germany and Denmark, refugees need to request for asylum once they enter the border. Here it will be determined which municipality in Denmark or which Federal state in Germany is responsible for the request. This is done through nationwide distribution keys and quotas, which are based on different criteria similar to the ones proposed for the European Union (European Commission, 2015).

4.4 KEY TAKEAWAYS

To summarise the results of this section, the quantitative chances on the social market look promising. This means that the refugees will need to fill certain gaps in the future. This will be prominent at the job market, where the professional gap is already present. However, the required competences to fulfil these positions compared to the competences among the refugees show a remarkable gap. Nonetheless, figures show that the arriving refugee population has a promising age distribution and many of them are young. This means that with the right development measures, they can create immense benefits for the receiving society. For this reason, state policies must be adapted to these integration objectives and facilitate integration processes. Policies regarding immigration and integration have continuously transformed as government has reacted to changes in society and immigrant demographics, however in the case of the refugee situation, new challenges have arrived which call for new appropriate solutions.

CHAPTER 5 EMPIRICAL FINDINGS & ANALYSIS

Various organisations hold various business cases and thus engage in different integration initiatives. Since these initiatives are built on single-case competitive advantage, the initiatives and interests among organisations conflict. In order to create sustainable and efficient integration measures, organisations must engage in networks, account for multiple stakeholders and concentrate on the shared value. We argue that the shared value in the case of the refugee situation is the sustainable integration of refugees into the workforce and into society at large.

We explore the initiatives supporting refugees' workplace integration and integration into society as presented by the various organisations we interviewed. We further analyse the initiatives based on the concepts of integration, CSR and the business case and how we use these to redefine the concept of the business case to be based on multiple stakeholders, networks and shared value. We have divided these into 'Analysis Part 1' and 'Analysis Part 2'. Analysis Part 1 presents our empirical findings that we use as the foundation for Analysis Part 2, which goes into detail with the requirements for organisations to change their mind-set around the notion of a business case as well as our contribution to research.

5.1 ANALYSIS PART 1

In this section of the thesis we introduce our concept of 360 degree integration, which comprises both workplace integration and integration into society at large. We have detected that different initiatives focus on different parts of the integration process—some focus on workplace integration, some on social integration, and some on mediating between the two—and based on that we divide them into internal, external and NGO integration initiatives. Moreover, we clarify the different motivations for organisations to engage in different initiatives. What we find especially interesting and important in this context is that companies build their incentives on the expectations of high qualifications among the refugee population. This contrasts to the overall competence level we presented in the section on institutional context and refugee demographics. By analysing the different business cases for companies, NGO's and municipalities, we discuss how these conflict.

5.1.1 360 DEGREE INTEGRATION

As discussed in our literature review, integration happens in two different ways; social integration and workplace integration, *"[b]ut we know and all knowledge supports that it is for the workplace and the every-day life you have to be integrated"* (Macy). We have chosen to call this 360 degree integration. Although workplace integration happens within the national culture frame, in our literature review we argue that workplace integration should be approached independently from social integration. This is due to the role of workplace integration as a facilitator between refugees and the host society. Moreover, since organisations stand between the national culture and the refugee and since the mutual influence and adaptation are more pronounced in organisations, we argue that organisation integration makes out half—180 degree—of the integration process – the other half—180 degree—happens through social integration.

Likewise, we have experienced that the majority of our interviewees argue that workplace integration facilitates social integration and is therefore a pre-requisite for integration into society. At the same time, other state that understanding the national culture setting is a pre-requisite for understanding local work culture and thus a pre-requisite to work. We argue that neither work organisation integration nor social integration is more important than the other, which is why we call it 360 degree integration. The integration process has no end and no beginning; instead it should be pictured as a circle where the refugee must jump on where it makes most sense and where the best opportunities for integration exist, *"and that is what we realised, social integration goes hand in hand with the organisation integration"* (Uma). Therefore, it is important to note that successful integration can only happen if both processes are acquired,

> *[i]ntercultural encounters between the refugees and the host population is so important, as integration within society is linked to the work integration, in both ways. When they are integrated at work, then they will interact with colleagues and then the social integration will work but also the other way around, when they are socially active and they have friends and are members of a sports club or something they can develop a network and have friends and acquaintances. The best mediator is vitamin B, when they know some people who know them, their abilities and so on, they can pass them to the right people, give them a hint. The social base will put them in a stable mental condition, which is so important when starting a new living, new work. It is two things, which are closely linked* (Harry).

This also means that different organisations can engage in different initiatives, either focusing on the national culture understanding or work organisation incorporation. Within both parts, numerous initiatives exist all focusing on different parts and different steps of integration. Depending on their competences and qualifications, different refugees will be at different places and need different development measures. Therefore, creating both internal and external measures that capture the needs of the refugee is essential to integrate them into society.

5.1.2 INTEGRATION INITIATIVES

In this part of the analysis, we explore the different organisation initiatives for integrating refugees. After conducting our interviews, we found that different organisations engage in different integration measures and thus various initiatives exist. For work organisations, these incentives are carried out in two ways; internally and externally. Internal initiatives are focused on workplace integration and are carried out within the organisation. These include e.g. internships, hires and vocational trainings. External initiatives are centred around social integration and are carried out separately from organisation practices. These include mentor and buddy programmes and activities for employees to engage in social encounters and relationships with refugees. Often, but not always, employees who engage in external integration cooperate with or volunteer for an NGO initiative. Therefore, initiatives carried out by NGOs are similar to the external initiatives, however these incentives are structured somewhat differently from those of work organisations. Thus, we differentiate between three kinds of initiatives; internal, external and NGO.

Because organisations are so differing, they have different possibilities to support and develop integration initiatives. Various initiatives are based on different opinions about the role of organisations in the refugee situation. However, companies hold a variety of special opportunities to contribute in this situation, *"[b)ecause they determine their employees' competences, their available networks. They can fund projects that not only reach one but reach a critical mass. We can do that because we have a broad base"* (Elaine). Organisations are aware that they have particular possibilities to engage in integration measures and can have great influence on the integration process.

INTERNAL

In our interviews we detected different internal integration measures and different methods to carry them out. These include internships, apprenticeships, hiring as well as workplace related language courses and company visits.

Many of our interview subjects made clear that the biggest challenge they face was that *"[t]here is no real prescription to what you can do as an organisation. [...] The delicacy and the challenge for the company is to find out what to do"* (Josh). Organisations are struggling to figure out the most appropriate initiatives to fit their wants and needs, which is what makes the creation of integration initiatives so complex. Additionally, organisations are aware of the expectations their stakeholders have, which creates the pressure of introducing not just appropriate measures, but the right ones. In the end as an organisation you do not want to be the organisation 'not doing anything for Africa', as also presented in our literature review about CSR.

When work organisations engage in internal integration, many different factors influence the success of the initiative.

INTERNSHIP

Some organisations create refugee internships in addition to their already existing offers to the host population*, "[s]o the idea is indeed to offer 100 internships in addition to the 1,000 that we already offer. We simply reserve another 100 additionally and simplify the access"* (Kyle, Madison & Anna). In an internship, the refugee experiences how the work culture functions in the given national context and what is generally expected from an employee. This means that the refugee will often take part in other integration measures such as Danish courses externally from the workplace. Others have made these programmes their core business, *"[b]ut this is a way we work with all our CSR strategies. [...] we have three segments to our CSR agenda and one is making a business where we are actors providing services to job centres across the country"* (Rebecca). In these cases, internal integration initiatives target only vulnerable citizens including refugees.

In some of the companies we talked to, refugees had to participate in an 'interview' before the internship starts, in order to roughly determine the competences at hand as well as their intentions for the future. In these cases, internships were meant to provide the refugees with experience within their chosen field.

Internships last between 13 weeks and six months and usually include an introduction phase. The internship programme will vary in context and is often structured differently according to municipality and federal states. The refugees are either included in programmes through their municipality or expected to apply for these themselves. Many companies do not require long application forms to be filled out, *"[...] so just send a mail and that was the idea"* (Kyle, Madison & Anna). This means that the companies understand the difficulties and accommodate the application process.

VOCATIONAL TRAINING

Several of the organisations we contacted use apprenticeships to educate the refugee to a certain job. Usually the apprentice is between 18 and 40 years old with very few exceptions. There are many different ways for companies to educate an apprentice. Most of the companies we talked to offer two-year programmes with 20 weeks of schooling, *"[i]t works quite normal, he presented himself, we signed the contract and now a normal training programme begins"* (Kevin). However, some choose to comprise the two-year programme and offer three to four month intensive programmes with a six-day workweek, *[y]ou work until late at night, from nine to 10 or 11, there is a structured programme until six and then you are expected to study on your own time and do projects. So it's like kind of writing a thesis; it's extremely intense months of your life, you hate it when you're in it and love to talk about it later* (Michael).

Apprenticeships are offered to those who know that they want to work within this certain business or to upgrade refugees who have already worked within these fields to meet the national standards. Moreover, organisations are motivated to engage in vocational training because educating refugees in the job would lead to potential employment of the apprentices. Therefore, their intentions were long-term and intended to close the professional gap.

EMPLOYMENT

Hiring refugees was not the most common approach. The few companies that did choose to engage in this kind of internal integration, often only did so because they had found someone that matched the qualifications almost perfectly, most often through other integration initiatives and personal engagement in the refugee situation. *"[Mohammed] had a saddlery in Damascus and did curtains and upholstery. [H]e is working 30h a week and produces the awning alone that we currently sell here"* (Christopher). The other reason we met was that companies wanted to avoid the complexity of figuring out the perfect programme, *"[b]ut instead he said: no let's just hire 6-8 people. We don't know where, but we add them on as head counts"* (Josh). Although only a few companies chose this method, almost all companies argued that if they would hire someone, it is a requirement that the qualifications match.

FURTHER MEASURES

Other internal integration initiatives include workplace language education, where teams of refugees are assembled to learn the specific language used within a certain industry. This fosters language learning, since they have higher incentives to speak in their every-day work life. Additionally, companies arrange visits to show the refugees how work life is and to find out more about the different integration initiatives offered in the organisation,

> *"[w]hat we have done so far is for example that we have offered a trial day for young refugees. [...] Here they have the possibility to have a look at the corporate daily life, our education centre and had the chance to join a tour around the factory, etc."* (David)

Also, one company offered workshops where the refugees could try out making handbags, cushions, etc. This worked out, because the refugee centre was located nearby and many refugees had expressed interest in and competences within sewing.

EXTERNAL

Some organisations choose to build external initiatives to aid the integration of refugees in society. This includes mentoring programmes, organisation and culture courses as well as social activities. In these cases, organisations coordinate the initiatives internally, however the focus of the initiative is on the social aspect of integration and thus externally from organisation practices. Companies support the employees to engage in integration-related activities in their working hours. This is done in different ways, either with focusing on the social and cultural integration or through a professional, occupational integration. By engaging in the refugee situation by facilitating external initiatives, the risk for the company itself is smaller, though, the integration is also not as excessive as internal integration.

MENTOR PROGRAMMES

By offering mentor programmes, companies offer initiative-related activities to their employees. These initiatives are very popular and more employees apply to participate than needed, *"[...] they were seeking for 50 people in the company. And they had about 300-400 saying they would like to be mentors [...]"* (Alice). Mentoring programmes are meant to give the refugees a chance to gain insights into a German/Danish work setting.

What is important to note, when external initiatives are similar to those of NGOs, the difference lies in the connection to core business practices. In mentoring programmes coordinated by the companies, there is a direct link between the external initiative and their own cooperate objectives. Therefore, such initiatives are structured around the core business practices and are meant to mitigate social and workplace integration as well as determine long-term goals and possibilities for the refugee. These long-term goals and possibilities are based primarily on what the refugees want to do in the future, but also what is possible with their current competences.

ORGANISATION AND CULTURE COURSES

To foster the cultural and societal integration companies develop courses, which are similar to the integration courses facilitated by the state. The difference is that everybody can participate, regardless if the refugee holds a recognition status or not. Within these courses the refugees get an understanding of the host population society, culture and norms and principles like *"[...] equality between men and women and* *the different types of partnerships that exist [...]"* (Amy). This enables the refugee to navigate around the system in the given national context.

SOCIAL ACTIVITIES

Organisations support social encounters and relationships through building tandems where one employee supports one refugee for a certain period of time on a regular basis *"[...] and accompanies him and shows him how it works in society"* (Elaine). Such initiatives primarily take place outside the company, "[…] *it can be anything from going to the movies or eating ice-cream [...] there are endless possibilities"* (Elaine). All together, these activities focus on the aspect of private life and introduce refugees to what local people like to engage in off-work.

NGO

We have clustered the NGO initiatives in three categories; Mentor Corps, Work Organisation and Refugee Networking and Bureaucratic Structures. This is where some initiatives interface with the external initiatives, since employees can carry the role of mentor or coach, as well as job facilitator for refugees.

MENTOR CORPS

Whereas a mentoring programme in a company is working closely together with the person in order to achieve progress within a specific field and industry, the strength of a mentor corps is that,

> *[w]e have almost 900 volunteer mentors in our mentor corps, and they are all skilled and working in all these different professional fields. So when we get a mentee in [...] then we try to match them up as close as possible according to their professional background* (Macy).

A refugee is therefore matched with a mentor who will support the refugee in daily tasks. The mentor corps programme lasts for six months, however, mentor and mentee define the process together and agree on how often they want to meet. Thus, the structures of NGO mentor corps programmes are usually looser than those of mentor initiatives that are coordinated internally in companies, yet the NGO's staff continuously follows up on the progress mentor and mentee are making. Moreover, since a mentor corps usually includes more volunteers with different professional backgrounds than a company's internal programme, there is a better chance to match mentor and mentee based on education and interest. However, the programme might not be as company and field specific as it would be in a company internal or external programme.

WORK ORGANISATION AND REFUGEE NETWORKING

Some NGO initiatives focus on the creation of networks between work organisations and refugees. In such initiatives, NGOs have the contact to companies and collect appropriate job offers, *"[i]n April we had the access to 674 positions, all various professions and specialisations"* (Harry). Additionally, they work with job centres to establish contact to appropriate refugee candidates. In these cases, the NGO match open positions with refugees, and support the refugee in applying for a certain position,

> *[w]e try to mediate so that we do not simply tell people: 'here is the phone and you just call the company'. Where possible, we go with them or we at least try to prepare the meeting, so that the people do not experience this 'cold handing over' [...]. We try to make the transition as easy as possible* (Tristan).

Those NGOs that work with refugees often have a better understanding of the complications and needs a refugee may face when applying for jobs. Therefore, to a large extent, these initiatives function as facilitators both in terms of knowing which job openings various companies have and what kind of skills and qualifications are needed, but also to prepare the refugees for job appointments.

BUREAUCRATIC PROCESSES

Sometimes, bureaucratic structures are not up to date or even hinder integration processes. Some NGOs attend to this aspect and *"sent 67 initiatives for the government in December"* (Meghan) in order to improve the possibilities for integration both in terms of internal and external integration, but also in terms of governmental and municipality procedures. Their proposal includes the categorisation of refugees in 'ready for work' or 'not ready for work', as well as the requirement of official documents as proof of qualifications, *"[w]e deal with the recognition of professional qualifications. In recent years there has been increasing demand from companies who inquire means to understand which opportunities they have to employ refugees based on qualifications"* (Edward). NGOs have realised that often the qualifications are not the only problem, but also that documents on qualifications are missing or do not exist. This makes it even more difficult for refugees to apply for appropriate jobs but also for the work organisations to figure out whether the refugee has the required skills.

KEY TAKEAWAYS

Companies engage in different initiatives based on their core business practices and their organisation objectives. We define three categories. Internal initiatives are coordinated within the company and include internships, vocational training and employment. External initiatives are coordinated in the company and take place during work hours. However, the refugee does not join the company. These include mentor programmes, organisation culture courses or social activities. Private sector organisations engage either in the first two categories of internal or external initiatives. NGOs engage in the third category; NGO initiatives such as mentor corps, workplace and refugee networks and bureaucratic processes. These might overlap with external initiatives, however, they are structured differently.

5.1.3 MOTIVATIONS

In our analysis we detected different motivations for companies to engage in integration initiatives. Companies are working to integrate refugees for two different reasons: social responsibility and practices that have to do with their core business. Social responsibility, means that companies do good because they know that they carry an important role in society and have the possibility to create remarkable changes that other actors do not have. On the contrary, to do good stems from the fact that a company's position in society is affected by the refugee influx and the restructuring of the social environment in which they operate.

SOCIAL RESPONSIBILITY (NON-FINANCIAL)

Social responsibility and *"[...] having an impact on society and people's life and creating something that is sustainable"* (Michael), are some of the main reasons for companies to engage in the integration of refugees. Companies understand integration as a humanitarian task to support the refugees in their new environment. Through integration in the workforce companies want to foster the social and cultural integration of refugees. They offer knowledge and open new perspectives on the work market as well as in the national culture, *"he is here to learn Danish, the Danish culture, and to be able to work in Denmark. That were the three main reasons why we took him. And that were the three main goals for this engagement"* (James). Thus, companies acknowledge that they have more than one role in the integration of refugees and that a job can give access to different aspects of life in the new social setting. Therefore, companies try to open positions for refugees and fit them into their business structure. Many of the companies we talked to put emphasis on the social situation that affects the refugee. These organisations understand that refugees will not be able to participate in the labour market on the same terms as every other applicant, because often study degrees are incomplete or qualifications and/or translations are missing, *"[...] we help where we can, so we made two-three positions. We didn't have them, but we made them"* (James).

Some companies simply see great structural prerequisites in their business structure to work with refugees in their companies and offer them opportunities to start their working life and get insights into the cultural and societal life of the new country,

> *[s]o we see it simply as integration, which is simply a humanitarian thing. We want to capture these many refugees, we want to integrate them in the labour market through internships. Simply give a glimpse into the labour market and give them a bit of perspective on what is to expect […] that they really get experience in a worldwide international company, see how a corporation runs, how our culture is and simply just provide them with knowledge. We see it as our responsibility and a part of the integration and we want to take part in that* (Kyle, Madison & Anna).
>
> *[...] so it will be quite a good experience for refugees to come here, because they approximately have the same age [...] we have a thousand workers that are under the age of 25. [...], it's a good way to interact with young Danes. [...] they won't feel that they are different when they walk through the gardens because we have all kinds of colours in our face [...] It's just we have a big variety within our staff and so it wouldn't be that foreign for them* (Rosie).

Where some companies engage in integration measures in order to teach the refugees about the culture surrounding them, other companies believe that their working environment will not only foster the integration but also open possibilities for a full time position after being introduced to the company through an integration initiative.

DIVERSITY

In today's age of globalisation, incentives regarding multiculturalism have become fixed components in corporate cultures and represent reasons for companies to engage in integration initiatives, *"what we will be looking into, is to be making the whole organisation more multicultural – more diverse"* (Matthew). Different cultures are important aspects of diversity within companies and it requires the company itself as well as its employees to be open to other people, to other cultures and to socialise with other individuals. Even though they are driven mainly for humanitarian reasons, they also understand the advantages of diversity, the benefits of working in diversified teams and how this can also benefit the company long-tem, *"[...] also intercultural flair and intercultural atmosphere and intercultural resources come in and benefit the company"* (Tristan). Whereas the diversity part is an important component in their motivations for engaging with refugees, other companies understand the benefits of diversity, even though this might not have been their first priority when first engaging in the situation, *"[w]e simply believe that diversity is important and [hiring refugees] is part of diversity, but from the beginning we saw it more under the humanitarian term than under the core business concept"* (Kyle, Madison & Anna). This shows that companies are often also aware that integration will lead to certain benefits, however, other aspects of the engagement might be more important. This depends on the demands each company has.

RETENTION

Employee retention also belongs to one of the reasons why companies engage in integration initiatives. Nowadays employees expect more from their work life than just earning money; *"[…] people are working more and more towards a purpose, than a salary* (Josh). Therefore, engaging in relevant societal initiatives and offering people the opportunity to participate in initiatives is part of satisfying employees and serves to avoid that they apply for positions in competing organisations. Social activities balance the employees´ work-life and mean a lot for the employees to being able to do something good in their working time,

> *I think every employee who has participated in such an initiative before, always takes something out of this. You are proud and enjoying the feeling of helping somebody else. So volunteering is a great balance to the very hard work of a consultant, it is also a kind of retention measurement because it is a great spot if a company offers volunteering or not. Especially for the refugee crisis, because I got so much feedback, that people learned so much when they get to know the refugees, their whole mind-set changed* (Amy)

Moreover, this shows that offering volunteering engagement fosters employees' commitment towards the company and influences employees in their everyday working life, *"[…] it can motivate the employees to work harder and shows them that they don't only think about money, they have some values and that there is some real CSR in the companies, […]"* (Leo). In the long term, such opportunities made by the company may not only lead to a financial advantage for the organisation, but also the employees can profit from this by putting it on their resumes.

This shows that social incentives also have indirect financial aspects and we cannot make a clear cut between financial and social reasons for companies to engage in the refugee situation. CSR initiatives are not only focused on social goodwill, in the long term even such initiatives strive for a financial incentive to benefit the company. As also expressed in our literature review, this is a natural way for companies to act. They must focus on themselves and their benefits in order to prosper and carry on with business into the future, *"[...] getting them on the job market is important. Both for their mental health, for the Danish society and for financial reasons. And we can use them. [...] We are in need for skilled workers within a few years"* (James). Nonetheless, as most of our interview partners expressed to us, the main reason for them to engage in refugee integration is that they understand their responsibility as humanitarian.

CORE BUSINESS PRACTICES

As previously stated and as also explained in our literature review, companies must act ambidextrously in order to prosper in the future. This means aligning their core business practices with the integration of refugees in order to create sustainable integration processes. Thus, in this section we analyse how the various organisations we have talked to attempt to align their core business with their refugee integration initiatives.

The companies we talked to seem to acknowledge that it is right to do business whilst also caring about and adapting to what is happening in your surroundings*, "I think you need to actually try and figure out what's the benefit and see the win-win and try to focus on that"* (Alice). This way of thinking is natural for companies and since both aspects are worth considering in business practices, organisations must focus on developing both in parallel and not simply try to merge them as they are,

> *I really truly understand that the companies that they have to make benefits. It would be a good idea if maybe together with the municipality if they could think creatively about this, how could we make a business out of this* (Leo).

The refugee situation will most likely last for years, which means that business practices are not only affected by it today, but will be affected by it in the future as well. Thinking about short-term initiatives will not create a sustainable solution, which means that the initiatives have to be long term and thus become part of business practices. Therefore, companies need to realise the benefits the initiatives can have not only for society in the future, but also for the company itself.

For this reason, CSR initiatives must carry with them long-term business objectives, while the integration of refugees in work organisations will have to have CSR aspects to them as well. It does not pay off to be philanthropic without bringing in the business, *"[m]any of those refugees that we get in [municipality], companies they could benefit from having them in their companies. But also many of them they cannot benefit from it. Think creative about it"* (Leo). The thing about core business is that it brings value to the company as well as to the refugees and society. Integration initiatives must focus on creating win-win situations for the involved parties. If done successfully it can lead to an expansion and creation of new initiatives founded upon the financial increase and surplus,

> *[…] some of the bottom line is put into the new pilot projects where we develop new concepts and methods, which then goes back to becoming projects in our job development. So in that sense it is such a circle where we are constantly supporting ourselves through our business by job development* (Rebecca).

This means that initiatives connected correctly to the core business cannot only make the company prosper now, but can also be the incentive to develop and prosper into the future.

In order to connect initiatives to the core business, an important factor is to have a business that is appropriate for this kind of integration. Just as businesses differ, the appropriateness can also vary from organisation to organisation. Some have the opportunities to integrate many different kind of refugees, because *"[i]n addition, we have 20 other business areas. We're really big on catering, the kitchens and canteens and on real estate service. Technique. Receptions"* (Rebecca). Simply put, a big business working in various different fields, is more flexible when it comes to internal integration and the fit between profession and refugee. Therefore, organisations operating in many different areas, have better possibilities to find fitting positions.

Nevertheless, it is important that each organisation makes its own considerations regarding needs and requirements,

> *[w]e got a contact […]. Because they were all starting up and encountered the problems we might encounter. But I didn't call her as I thought we should make our own experiences because it's quiet different, as every company has its own way of doing things* (Rosie).

They must find their own incentives and own possibilities in order to create prosperous initiatives and most often businesses must find their own ways of doing things to keep them unique and competitive.

SPECIALISED & NON-SPECIALISED

What influences how businesses should engage, is whether companies are operating in a specialised or a non-specialised market. Through our interviews we detected that the work organisations operating in specialised industries often argued that,

> *[b]ecause you can be a small company and be a pharmaceutical – you have completely different need, than if you are the small baker in southern Jutland. So maybe it's the knowledge intensity or the educational level that they typically require* (Josh).

Employees who work in pharmaceuticals often need many years of education, whereas a baker requires less education and more training, which makes the profession less time consuming and easier to learn. Almost all the organisations we talked to were aware of and highlighted this difference, "*[t]his is very different from one profession to another. We have a lot of professions with relatively high formal prerequisites […]. We have other professions where you can still find quite uncomplicated, and less formalised boarding"* (Harry). This also supported the fact that some organisations might have better possibilities to integrate refugees internally, since in non-specialised industries *"[t]hey don't need to be trained well, the job is not very difficult"* (Logan). For this reason, the possibility to create initiatives that fit the business depends both on the core business but also on the industry in which they operate.

SIZE

What also plays a major role for the creation of initiatives is the size of the organisations. Some argued that integration is better in small companies, while others put great emphasis on the possibilities that big companies have.

The arguments we met when interviewing big international organisations were primarily based on their financial positions and the already existing international structures within the organisation,

> *[b]arriers were smaller for those [big companies] as I mentioned who have the resources and experience as well. I mean when [Danish Supermarket] for instance can go in and have language schools at the site. That is a major benefit to both refugees and the companies. Because they get a much more flexible workforce because you do not need to take two days out per week, they learn Danish faster when they can do it on site* (Charlie),
>
> *[b]ut it is also because, in larger companies of course it is easier. A lot of them have tried it before and they take many in at one time […]. And you can actually pull that support, so you can have a course mentor for instance. So there are some advantages of being a big company, because you have the resources* (Meghan),
>
> *[…] we simply make a re-use, which is for [big companies] then of course again easier. A middle class of business that then first have to consider, 'ok now I do first have to translate everything into English'. […] Therefore, that are iterations that we have already* (Kyle, Maddison & Anna).

As can be seen in these quotes, it varies what kind of advantages each company highlights when talking about the size of the company; however, neither of them should be underestimated. Already having the experience and the structures to build initiatives that can more effortlessly be implemented makes it more likely for companies to engage in some way or the other.

The risk of taking on new employees is also a determining factor, even though this goes for all kind of people and not just refugees. However, as we discussed in the section on ´Institutional Context´, refugees' educational level and skills are often not as highly developed and therefore, the risk within this social group might be bigger, *"I think that all companies can actually take on a refugee if they wish to. Of course it's also about their financial situation are now and under how much pressure they are"* (Meghan). This means that the financial risk might be bigger for small companies, especially when introducing internal integration measures for refugees. In the end, for small companies, it often comes down to a question of prosperity and existence, "*[u]ltimately, the first this comes down to is survival and then maybe other responsibilities. 'I am doing something good for society' is for me around 15% and the remaining 85% are then quite directly about the economic survival"* (Tristan). Because one worker carries so much responsibility, as a smaller company you have to be more consequent, *"[b]ut if they do not come to work one morning at 7am then they do not need to come tomorrow. I cannot give them ten new chances"* (Gale). He argues that small companies are more reliant on the productivity of their workers and thus cannot compensate for the effort lost when a worker does not turn up or does a bad job.

Many of our interviewed organisations still also see other advantages for small companies, since the experience the refugee have in a small organisation is more intense. Small companies have better chances of successful integration because they can provide the refugee with more personal contact,

> *[f]or me it comes down to seeing what skills someone has and how these skills that someone has can be used in the company. And in a small company that works just super, because you just can always tell, because the project and the company depend on people who are taking part and also with all the things that they cannot do, but this is how a project is run* (Christopher).

For this reason, the small companies are able to understand the individual competences of the refugee. This means that the refugee will adapt to the setting in the small organisation, while the organisation will also be able to accommodate the wants and needs of the refugee. Consequently, if the organisation engages and finds a worker that lives up to the expectations, the actual integration process is often more intense and has better results, because *"well, the supervision is just much more personal. This simply runs better in small businesses"* (Uma).

ADVANTAGES

The professional gap is an important component in motivating the companies to engage and to create win-win situations. Companies create their initiatives in order to make the workers skilled for the job market, while taking advantage of filling the gap there is right now, *"[s]o we have tried to connect our own agenda of* *demand for labour with our CSR agenda, so we do it on the various parameters"* (Rebecca). This is a great way for the companies to connect their corporate objectives and the professional gaps with integrating the refugees internally in the company.

Some organisations also establish their businesses on the influx of refugees. In these cases, the initiatives are based on the special competences that refugees bring from their culture. The influx of refugees opens up new market opportunities and at the same time a new pool of potential customers. Additionally, since refugees come from different cultures that are foreign to most local people, they bring along new expertise and are able to understand and serve the demands on these foreign markets,

> *[w]hen 2,000/3,000 people turn up here at once, a certain form of community is also formed, where it can be interesting in certain circumstances to employ some staff within this group. Especially when you realise that all Syrians then come to you and buy your food* (Harry).

This means by thoughtfully and correctly closing the professional gap with refugees, businesses can expand their scope - a method that is also supported by the NGOs and municipalities, *"I think that we need to do more long lasting CSR in contact with the core business"* (Leo). That way, the initiative itself would be the core business and the company would again create positive outcomes for the involved parties,

> *[w]e kind of said, this is an essential part of the business idea to educate refugees and it is not as serious or as dramatic or as hard as one imagines it to be. It's as easy as blinking with the eyes* (Valerie).

Thus, since the refugees are not educated at the same level as Germans or Danes, making a business out of educating them is the first step to create a workforce that can enter the pool of professional people in the future.

Another way organisations can create businesses out of initiatives is to support other businesses who work intensely with integration,

> *[t]he other level is the empowerment of social start-ups. As a [financial institute] we know how the capital market works and we know we have these skills, also that we are an enabler of business ideas, and if we make these skills available to start-ups, then that is also very close to our core business* (Elaine).

Doing so they do neither have to change their business nor engage in new CSR initiatives. They simply expand their business to include new customers and thus turn one of their business branches into a business initiative for integration. If done right, this will help the organisation to expand its business and employ more staff to take care of this new branch of business, *"[y]es, and that is because we have this big set-up around it, where we have social workers who make reports and things like that"* (Rebecca). This means that developing a business based on these terms can also lead to financial support from actors who might not otherwise be able to contribute directly, but have the financial measures and the willingness to support integration.

KEY TAKEAWAYS

When companies take action in order to create long-term and successful integration processes for refugees they seem to be motivated for two different reasons. On the one hand, they see themselves as important actors on the national market with the responsibility to engage where their role holds the strongest possibilities. On the other hand, they see themselves as actors within a continuously changing market where they are subject to the refugee influx and thus change their social demographics. Therefore, the companies see the single-case benefits of integrating refugees and adapt their business objectives accordingly.

5.1.4 CONFLICTING BUSINESS CASES

We detected that the various integration initiatives conflict and thus are counter-productive. The main problem lies within the different incentives the multiple stakeholders have to engage. Additionally, the overall value is not shared between the various stakeholders as they stand in conflict to each other. The companies focus on qualifications and expect a higher level of education and work proficiency among the refugees than what is actually the case. They base this focus on language pre-requisites for work, since understanding work culture and the tasks to be carried out are based on communicative skills and cooperation between company and refugee. Since companies currently focus on high educated, they are directing their initiatives on the minority of the refugee population. We therefore argue that shared value is not generated through focusing on one single business case but rather on a combination of social reasons, core business reasons and several business case reasons.

QUALIFICATIONS & EXPECTATIONS

Refugees are faced with different expectations when they relocate to a new national culture setting. Both their capabilities and the work proficiency level based on the organisation requirements are being evaluated, *"[...] it is so different the state of education the refugee comes with"* (Jack). Therefore, even though the refugee might have had a high education in the country of origin, the equivalent in the country they have arrived in might be lower. This means that the refugee will need work experience and upgrading before they are allowed to and are able to work in this field in the new country.

Generally, our interviewees´ experience is that the quantitative chances are looking good, that is, we have enough available positions on the job market, however, the refugees do not have the qualifications equivalent to the requirements on the German and Danish job market and this creates a huge gap. This is partly due to the refugees´ young average age as well as the fact that most of them have been on their way for years. For this reason, many of the people arriving in Europe have reached a certain age when you usually get on the job market, however, because of their long journey they do not have the equivalent educational level,

> *[m]ost Syrian refugees have been on the run since 2011/2012, so it is not like a journey where you just sit on the boat that brings you to Denmark. It's years you spend on this journey. It is the most precious time, where they are not getting further education and they are progressing in their development. Then they arrive here and I expect them to have a secondary degree, they need to speak English in order to be able to absorb the information at the pace that is necessary* (Dylan).

This proves that the bar has been set high when it comes to companies' expectations to the capabilities of the refugees once they get here.

On top of the skill requirements, in countries such as Denmark and Germany documents to prove level of education are also required. This means that the refugees cannot prove that they have achieved a certain level of education and the employer has no means to tell whether the refugee has the skills needed, *"I must first of all have a comparable general education level"* (Harry). The majority of the companies we talked to confirmed this, however, a few expressed that they hoped that other companies would change their view,

> *I expect other companies to sometimes get away from this look on documents, whether he has the education. Instead they should really look at: 'who is it I have here in front of me? I try this out and see what he can, and if it turns out that he can, then he should do that!' [...] We have enough professions where you don't need to have a three-year long education. [...] Is he reliable? Is he kind? And then you can try it out with him. Companies should just '[get a grip]'* (Christopher).

Refugees are not only faced with different standards and levels of education, they are also faced with a new way of getting on the job market: a way based on documentation and written words. As we have also detected in our interviews, *"we are looking at maybe 10% with a higher-level education and we are not picky in that sense [with regards to education profession]"* (Josh). This means that we have 90% of refugees who are not targeted by most companies. All of these requirements that we have in a German/Danish setting lead many companies to focus on highly skilled workers with high education, since they have the competences needed. Moreover, *"[…] what you need to take into account is that they have very different states of education. In the group of 16 we had two or three they couldn't write more than their own name, they don't speak any kind of English"* (Jack).

In order to close these gaps, refugees have to be somewhat equivalent to Danish and/or German standards. They need to acquire work experience, training and education, which will take time,

> *[f]irst you need to go to 9th grade or 10th grade, then you need to go to high school then get a bachelor and a master, because everybody gets a master. Just adding up the years you get a timeline over a decade that you need to go through as a refugee* (Dylan).

Although many of the refugees are quite young, this is still a long way to go before you get to the level that companies expect of you if you do it through education. This means that other measures will be necessary to make the refugees part of the workforce.

Moreover, in general, when we discuss the notion of qualifications and integration, language is often mentioned as a large barrier into workplaces as well as integration into society and since many of the refugees *"[c]an hardly write or read in their own language, it means that they are very hard to teach Danish [...]"* (Jack). This also goes for their English language skills and since communication is a prerequisite to be able to learn the standards of the job, this places the refugees in a bad position, *"we have one issue that is, that language is very important for us. We have people working here that don't speak Danish very well, but they speak Danish. This is necessary to understand the customers"* (Logan). Thus, you will not just need to acquire language skills to learn how to do your job. In many of the cases we found that Danish was actually a prerequisite for doing the job and interact with customers and colleagues.

NO BUSINESS CASE

The former section included several motivations for different organisations to engage in initiatives for integrating refugees. However, we have also found that some organisations have no motivation for engaging in integration initiatives.

As already mentioned, on the one hand the professional gap plays a major role in the business case for companies. On the other hand, companies are concerned with the educational level and the qualifications of the refugees. Some companies emphasise that only high educated workers are needed. We noticed that there is no business case on blue-collar workers yet instead the focus lies on the professionals, *"our position* *is clear, refugees are welcome if they have the right skills"* (Elaine). Companies make it clear that only the right skills lead to opportunities for refugees within companies.

To us it seems like companies are not very open to employ. Even though their willingness to help is present, companies question whether the learning curve is too long in order to compensate for the expenses. The demand is therefore the decisive factor and if these criteria are not fulfilled there is no business case for companies to integrate refugees in the workforce, *"[…] we need the high skilled labour, that's the demand, and if you want to educate them there must be a demand […]"* (Michael).

> *[…] each company expects to get a person who can start right away and has all competences and can start immediately and operates totally motivated in the company. It belongs also to the fact that he speaks German and has all the formal requirements.* (Harry)

Companies emphasise that refugees simply have *"[…] not yet arrived in the business industry"* (Gale / Edward) and argue that refugees are not yet integrated enough to be part of the workforce. The refugees' qualification structures do not yet meet the standard and must be adapted in order for them to play a relevant role in the labour market and economy.

Furthermore, some interviewees argued that the lack of professional workers has not yet reached every company. They are still able to find suitable candidates in their current talent pool and thus the battle for talents has not yet started,

> *[...] we do not need unskilled workers we can always fill those positions. Each company has contract workers, and if we want to hire, then we get the best contract workers. If now someone comes [...] and can screw a filter together, then I don't need to say "Hurrah, I take you immediately", so it's not a battle for any talent, because I get enough who speak German, who are registered and have a residence where I have no fight with the authorities and so on, people who can but simply work for us [...]* (David)

However, the organisations realise that as soon as the professional gap affects their business, the battle for talents starts. At this point companies start to deal with the integration of refugees and accept them as potential new hires, *"[o]nly when the market becomes difficult and we lack specialists, then I think automatically you deal with refugees"* (Gale).

Another reasons for not having a business case for the integration of refugees is the complexity of the overall hiring process. Hiring a refugee or offering other entrance possibilities to start within a company is linked with an additional effort and different challenges. Legal provisions need to be applied and these are time consuming and complex, *"[i]f you as an employer, if you have to allocate the resources to find these people it takes so much time, that it ends up being a huge impact […]"* (Josh).

> *It means an additional expense for [the organisations]. If they want to educate, then there is some experience but they must inform themselves about additional funding opportunities, they need an additional qualification, they always need a special supervisor, they need intercultural training modules, they need additional training in this area, they must respect the special work regulations, they have to deal with the integration law, if they want to hire refugees* (Edward).

In addition, in Germany the legal frame for fixed residence for refugees did not yet exist at the time of the interviews. Companies were faced with refugees coming to and leaving the companies again for no reason, which therefore was a big hindrance to employ refugees at all. Companies were not certain if an employed refugee would stay with the company or leave tomorrow because of moving to another part of the country,

> *[b]ut the distribution is not working, take care of one and then he leaves, but my time is too precious for that. […] 20 people have applied on the first day, on the 2nd there were only three left and on Day three nobody was there anymore. […] they have to stay in one place for at least five years, and then we, the companies, are ready to assist, of course. But now, they are here today and tomorrow in Munich or somewhere else […]* (Gale)

We also found that the companies found it difficult to establish contact to the municipalities and saw this as barrier for engaging themselves in integration initiatives,

> *[b]ut that's also, for a company, you have many different challenges to actually take on some people. So, it has to be easy. And it's also if you actually decided that you wanne do this, and you call a job centre and they don't call back, [the companies] just say, hmm... I tried* (Meghan)

For this reason, it has to be easy for companies to engage; otherwise they will not invest resources in it.

Moreover, the different approaches for employment within the various municipalities are also demotivating organisations. This makes it especially difficult for big companies with subsidiaries located in different municipalities to create universally applicable integration initiatives,

> *[…] it's not very easy for us from an organisation point of view to do employment and support one commune at a time. We have a lot of the impacting where you live within reasonable distance to our head office, so we would have to go out and coordinate with Frederiksberg, Rudersdal, Værløse, København and so on and so on. […] So because it becomes so complex, you see this counter balance reaction, right? Let's just simplify* (Josh)

Finally, this shows us that the reasons for not having a business case for the integration of refugees are mainly based on financial incentives. For this reason, it has to make sense for the organisation to invest time, money and resources in an integration measure.

COMPETING INTERESTS

We argue that presenting a business case based on single-case financial incentives is not enough. The idea of shared value goes beyond the purely monetary incentive and focuses on the greater good. Companies will be able to monetise their social responsibility, create a TBL and thus contribute to the shared value of integrating refugees through linking their CSR initiatives with their core business. In this section, we explore that not only companies need to change their approach. In order to reach a shared value mind-set the macro environmental conditions need to work as a facilitator, *"society needs to change the regular demands to facilitate that the refugee connection becomes useful for the companies and in extension for society. Its systematic is on a system level where we need to make changes"* (Dylan). Nonetheless, we detected that this is not the case and that governmental support is mainly based on the old fashioned belief of a business case and creating financial incentive instead of focusing on solutions that create shared value,

> *[s]o when they are trying to emphasise the support from the private entities, it's typically some kind of subsidy; it's a financial incentive they wanna create. But I was also explaining to the ministry that is actually not our biggest barrier. So if you have a hammer, you see nails everywhere. And that's their hammer, so everything is just a nail. Just give it more money, give it more money. But it's not a money issue* (Josh).

As argued in this quote the governments hold a very narrow view by supporting all companies with financial resources. The government need to change this mind-set and realise that organisations are different and simply spitting more money into the pool will not do it for most of them. By simply adding more money to each organisation, they support the individual business case for each company, which we argue does not lead to sustainable and successful integration. Instead, they should support shared value initiatives in order to lead companies in the right direction.

During our interviews we detected that the organisation focus seems to be too narrow, which leads to an organisation single-case value creation instead of benefitting the multiple stakeholders in society,

> *[i]f you have a group of 40.000 people, how many there are now, coming for the last three years and none of them have a job; that's 30-40.000 people who are on subsidies from the state. They cost a lot of money. Also, people are in danger of not being integrated into society, which causes a lot of*

> *different other issues. As a society we have a responsibility to integrate these people, not only for their sake, but for our* (Matthew).

For this reason, no matter what, the companies will be financially affected by the refugee influx. Therefore, the understanding of creating a shared community and a shared value of integration initiatives will in the end benefit everybody, whereas focusing on each stakeholder's own well-being will create holistic societal problems. This means that either way, not integrating refugees will affect not only society, but also organisations and the multiple other stakeholders negatively. For this reason, integrating refugees onto the labour market is a process where the multiple stakeholders need to work together to create the shared value. Only focusing on their own values and advantages will not foster the integration of refugees in the long-term,

> *[t]hat trend is just gonna continue so we cannot keep thinking about ourselves, it´s this nations of hobbits that just can work in our own way and don't care of the outside world. […]* (Dylan),

> *[i]t is like the solar system going around them and not they are going around the solar system. The company only focuses on themselves and focus on the results they just go one-way, the same direction* (Jack).

The term of Hobbit world is used to emphasise the single-case issues. This means that each organisation needs to see the bigger picture and understand the impact of integrating the refugees in the workplace. Living in a hobbit world means that the surrounding environment is hidden and people are running around with blinders by only acting in one's own advantage and not looking outside the box. They need to realise that there is a social world outside their own and that if this world is not taken into account, it will affect their own little Hobbit world too.

COMPETING COMPANIES

During our interviews we discovered that the different interviewees represent different stakeholders in the process of integrating refugees in the labour market. Moreover, municipalities', NGOs' and companies' initiatives for integrating refugees in workplaces do not only differ due to their incentives and motivations we also detected that they act in a conflicting manner.

As already mentioned creating employment options for refugees are mainly driven by monetary incentives and companies strive towards an optimal balance between cost and benefit. But also the necessity for new talents and the fear of a professional gap push companies to look for the best candidates. Company initiatives like mentoring programs, internships or open positions are mainly addressed towards high educated talents,

> *[h]is idea was to create a very elite program because we want the ones which are highly motivated, who want to get out of their situation. It was not an initiative targeting the broad mass of refugees* (Michael).

Companies have an explicit picture of the potential new employees and set the bar on expectations and entry requirements high. However, after looking at the qualification and educational level of the refugees entering Denmark and Germany we can conclude that there will be only a very small group of high educated people and an even smaller group of people who are educated, motivated and on a high linguistic level that would fit into this programme. This is mainly due to the fact that the expectations to the competences that the refugees brought along with them were higher than what the actual state is,

> *[g]iving that I went from a huge population which I thought is massive and then you multiply the people with high education you go from 20.000 x 0.8 to reduce the 20% which are not in the right age group x 0.1% for the ones with higher education you get a very low number maybe five people in the Copenhagen area* (Dylan).

The quote clarifies that the companies work with a tight filter to get the best refugees out of the mass. In order to guarantee a sustainable integration and fill the professional gap companies need to understand that especially the wider population of refugees need support and employment to develop into the workforce that organisations need, "*because now they are skimming the milk, they only take the best refugees in the companies […] don't only get the best refugees into the companies but also the other"* (Leo). This emphasises the problem that companies strive for a business case that stands in conflict with each other. Additionally, since the companies are targeting the same group out of the pool of possible new hires, companies compete against each other. If every single company is looking for the best refugees, they can only choose from a very small pool which will not be beneficial for the overall problem in employing the broad mass,

> *[a]nd there was a particular reason why we didn't go with the coaching or the mentoring that [another company] did, [...] if we start two companies at launching something that is too similar on top of each other, we are actually gonna compete for the very small, I would almost call it, elite group. Which we just said that, if we had to do something, we had to find a different profile* (Josh).

The difficulty is that it is necessary to employ the people who are not qualified and not ready to get a job at the level that is required in most companies. Employing the elite does not solve the problem, as the high educated refugees' chances to find a job without special aid are much higher because of their existing qualifications. It is rather necessary to give the broader mass of refugees an option of employment. Therefore, initiatives should be targeted instead at the many refugees without the right qualifications, who might be illiterate, who never went to school, female refugees who never went to work due to their cultural characteristics or refugees who have only had five years or less of schooling. Therefore, it is inevitable that companies stop skimming the milk and find open positions and solutions for the broader mass in order to support and work towards the shared value of integrating refugees within the workforce.

COMPETING MUNICIPALITIES

Another conflict that became visible to us was within the municipalities of Germany and Denmark. We recognised in both countries that there exist individual programmes and initiatives for employing refugees within each job centre. The different approach of each municipality leads to a conflict in the overall system of integrating refugees. The various municipalities act differently and put emphasis on different aspects, which hinders a consistent integration strategy for the whole country. We experienced that companies often criticised structures and implementation strategies on the state level. Especially companies mentioned this disparity as a huge problem when wanting to create appropriate measures. Also, it becomes even more problematic for big companies with different branch offices spread all over the country. The different approaches in employing refugees differ from one municipality to another and companies are not able to develop one integration program,

> *[…] the rules are different, so the municipalities have their own individual employment strategy. And then they have different ones for refugees and some of them combine these two and some of them don't. And trying to map that and trying to figure out what they can do where was extremely hard for the large companies. So what they were looking for was some sort of conformity, some sort of uniformity across regulations of practice of doing this in the municipalities which would ease their burden* (Charlie).

For this reason, one municipality has created a programme that is called '50/50', where a full-time position is shared between two refugees enabling each to participate in language courses simultaneously. This solves the problem of the conflict between participating in full-time work positions and in cultural integration courses. Until now, we have not heard of any other municipality offering such opportunities. Another municipality developed a program of three-step internships, where the refugees are going through different phases of workplace integration in order to develop the skills necessary to apply for jobs in the labour market. This means that working together with the municipalities who have such programmes in place, places companies within this area in a better situation for internal integration initiatives. There is the risk that companies make preferences on refugees coming from certain municipalities as these are recognised as being well prepared,

> *[s]o, I know as an employer, if I get a refugee from Frederiksberg, he or she could have been through those steps. But they don't apply it across the country. So if I get someone from København, then they may not have been through that. […] And I think that what we really need, is actually to get some sort of depository of best practice* (Josh).

This leads companies to centralise their collaboration around certain municipalities where possible.

Since municipalities must financially support every refugee they have, the main incentive of the different job centres is to get the refugees within their own commune in employment. However, capable people with a very specialised technical education might not be able to find a suitable position in a rural area but would easily find a free position in another municipality working closer to or in the city. The bureaucratic structures are therefore not built to take all the possibilities to employ refugees into account and the municipalities might be left with more unemployed refugees because of insufficient incentives,

> *[w]e could say that, okay. Frederiksberg, if you find a job for a refugee in Denmark, then no matter who you find the job for, you get the funding from that commune. So now it's no longer relevant that it's your own, you just have to find a job for a refugee. But as it is today, if Frederiksberg finds a job for someone in Copenhagen or Rudersdal commune they don't benefit at all. […]. Everything is a system for them. So if they have 274 refugees, and they can get 74 in work, they are gonna take their own. Because then they only have 200 to subsidise* (Josh).

Thus, this would lead to skewed employment, since companies prefer working together with municipalities with appropriate measures in place and thus, refugees within these municipalities have a higher chance of getting a job. Also, these municipalities benefit more than others, however, on a state level, this still mean extra costs.

COMPETING COMPANIES & MUNICIPALITIES

We furthermore found a huge conflict between the initiatives of companies and the initiatives each municipality/state has for the integration of refugees. Companies and municipalities put different foci on how integration should work.

Public sector actors demand that the refugees attend integration courses before they get onto the job market. Thus, companies and municipalities have different expectations to refugees´ competences and how these should be developed. Moreover, the requirement for learning the local language sometimes lead to problems within international organisations, since *“[e]verything in here is in English [...] and because of our laws, you have to learn Danish”* (Josh). This shows that the requirements of learning Danish actually got in the way for companies, because so much was demanded from the refugees at once. Municipalities and companies conflict, both because they have different ways for refugees to develop the necessary competences but also because their interest in the kind of competences that the refugees need to develop differ.

Many companies believe that integration first and foremost happens through employment. Yet, municipalities focus on language and integration courses in order to be prepared for job offers. Moreover, companies are expected to take in refugees as soon as possible in order to fill their open positions and aid integration whereas municipalities first aid the social and cultural integration before or while sending them out onto the job market,

> *[i]ncidentally, there was an event in the beginning of the year with employers, the job agency and the migration counselling centres and they told us that we can expect candidates the earliest in May 2017 because they first need to be prepared for the jobs. And that is unacceptable for us* (David).

The companies that are open to employ refugees are convinced that integration measurements do not have to be prioritised before internal work organisation integration can happen. However, some municipalities see it as necessary to prepare the refugees first with language and integration courses in order to enable them to work.

> *[…] he started with the internship and when he was in his third week he had to stop because any authority said that it is not lawful that he worked for us. First he has to attend an integration measurement. […] they only adhere strictly on their regulations and laws and don’t care if people come into the market. This is quite sad* (David).

This places a certain extra risk on companies that they might invest in a new employee, only to have them sent away on an integration course in the middle of the process. Then again, since the approach differs among the municipalities, there are also municipalities where the integration programmes take place simultaneously during the workweek, which represents another conflict, as refugees are therefore not able to work full-time,

> *[a]nd we have had meetings, very relevant, but Faruq hasn’t come. And I think again, he is busy. And also busy with Danish* (Alice),

> *[…] because Danish lessons they keep you back from being an attractive employee ironically because you can't work full-time* (Dylan).

Thus, it has two implications for the organisation: Either, the refugee cannot attend all planned meetings and the initiative will not lead to the expected result, or they will not even be given a job in the first place.

The different approaches as to how to handle integrating refugees in the job market are conflicting and we conclude that the whole system in which the different stakeholders act with competing interests will not lead to sustainable long-term integration. Because each stakeholder works in a different way and different direction and is driven by diverse incentives and business cases, their incentives counteract each other and cause the integration process to be less efficient.

KEY TAKEAWAYS

In this part, we have identified that there is a gap between the expectations built up in companies of what to expect with regards to refugee qualifications and the actual capabilities the refugee population bring with them.

We have found that the different business cases presented in the first chapter are conflicting and place organisations in distinct sectors in competition with each other. Because different actors have different motivations to engage, and because they often base their initiatives on the needs of the organisation itself, they end up creating initiatives with integration objectives that compete with those of other organisations. This goes both vertically, where companies compete with municipalities as well as horizontally, where municipalities and companies compete amongst each other. This competition exists on two different grounds. First of all, initiatives go against one another based on the target groups and often organisations are competing for the same limited group of refugees. Secondly, initiatives compete because the incentives for development are not compatible with other incentives because of time and resource restrictions.

5.2 ANALYSIS PART 2

In this section, we discuss why it is necessary to expand the original conception of a business case to a notion of shared value for multiple stakeholders. We discuss that, while the original conception of a business case presents how a course of action can turn a profit for single organisations, the new notion should promote networks and common goals. We advise private sector companies, public sector actors and non-governmental humanitarian organisations to build intergroup relationships among the implicated stakeholders to generate the shared value of sustainable integration in workplaces and in society at large.

In each section we support the argument that the task of mobilising cross-sector efforts to support refugees in the process of social and workplace integration calls for a redefinition of the original notion of a business case, one that recognises the importance of multiple stakeholders, networks and a shared value proposition. We discuss the concepts of integration, CSR and the business case as presented in our literature review and compare these with the results found in our interviews. Thus, we examine the connection between conflicting business cases, multiple stakeholder perspective, networks and shared value.

5.2.1 CHANGING THE MINDSET

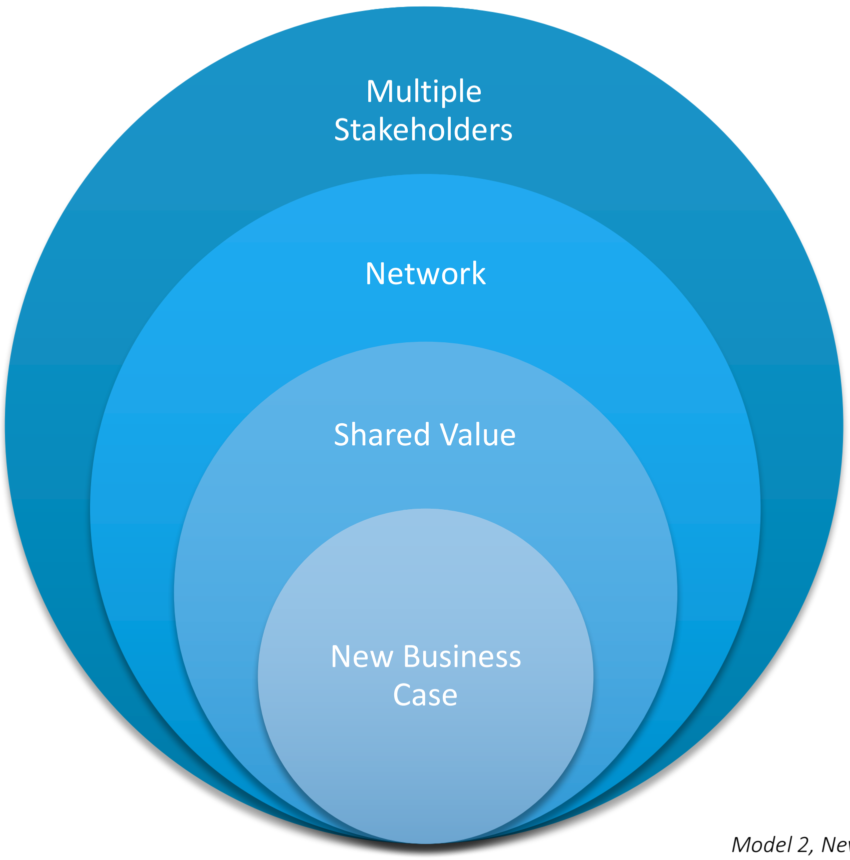
In order for integration processes to be long-term and successful, companies, municipalities and NGOs should change their mind-sets about what a business case for integration is. To do so, we suggest they must exchange the original notion of a business case as a single-case economic benefit with the proposition of multiple stakeholders, networks and shared value.

This means that the idea behind a business case as it is described in literature is insufficient in the case of the refugee influx, since multiple actors have different incentives, which results in conflicting measures. Companies, municipalities and NGOs should change their mind-sets to a multiple stakeholder view and realise that different stakeholders have different opportunities and needs. The multiple stakeholders included in the refugee situation are the companies, the municipalities, the NGOs and the refugees themselves. Therefore, the new notion of a business case for the integration of refugees must be based on a multiple stakeholder view.

Moreover, organisations should also shift their focus from single-case benefits and competitive advantage to an accumulated value proposition based on networks. Since companies, municipalities and NGOs build their initiatives based on single-case benefits, the initiatives they create work across purposes with each other. If they instead were to engage in intergroup relationships, they would follow a common goal. Therefore, intergroup relationships lead to both superordinate and dual identity benefits. Thus, the new notion of a business case for the integration of refugees must be based on networks.

In addition, companies, municipalities and NGOs should change their mind-set around single-case profits. Since scholars suggest that organisations can create value from CSR, organisations must engage in initiatives supporting both the people, the planet and profit. In the case of the refugee influx, organisation profits are gained through a combination of core business practices and their integration initiatives. Thus, the shared value is the sustainable integration of refugees in the workplace and in society at large. It is achieved through the combination of CSR initiatives and core business practices. For this reason, organisations must realise that engagement in such initiatives does not only generate direct economic benefits, but also indirect benefits. Building integration initiatives on organisations´ core businesses leads to direct economic benefits that immediately effect the bottom line. Building integration initiatives because of CSR leads to indirect benefits such as retention, employee motivation and workforce diversity. Therefore, the new notion of a business case for the integration of refugees must be based on the idea of shared value.

The following model illustrates our suggestions, showing how a change in the organisations' mind-sets can lead to a new understanding of a business case that is based on multiple stakeholder, networks and a shared value.

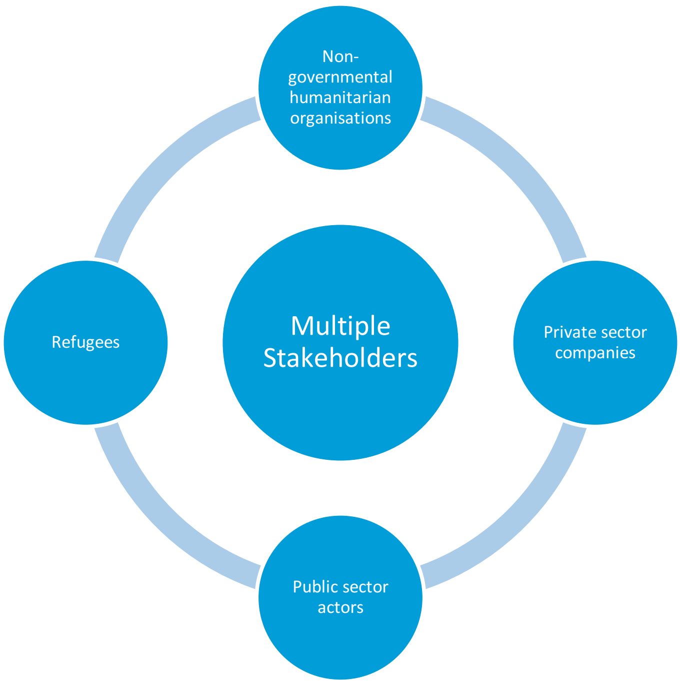


Model 2, New Business Case Concept

5.2.2 MULTIPLE STAKEHOLDER PERSPECTIVE

In this section we argue that organisations should create their initiatives based on a multiple stakeholder view. We define the involved stakeholders as companies, municipalities and NGOs, all of whom we have interviewed regarding the refugee influx. Thus, our analysis is built around and based on their views. Each of our interview subjects belongs to different stakeholder groups in the integration process. Because the objectives of organisations differ, each stakeholder carries different responsibilities and has different roles to support the refugees in integrating into the workplace and society at large. Each organisation role differs due to their size, their industry and the skill-level of the refugee the initiative is targeting. The responsibilities and roles differ both amongst the stakeholder groups as well as in between them. Therefore, any organisation should contribute based on a balance of how each organisation can best contribute and how they can benefit individually. Additionally, although we did not interview any refugees, we regard these as one of the most important stakeholder group because the integration process evolves around them.

The following model illustrates our suggestion to take multiple stakeholders into account. The model presents the four stakeholder groups we suggest to take into account when creating integration initiatives. The various organisations in the model have different opportunities to engage in the integration of refugees and thus contribute to integration at different levels.



Model 3, Multiple Stakeholders

Therefore, to expand on the new notion of a business case for the integration of refugees based on a multiple stakeholder perspective, we explore how companies, municipalities and NGOs must include all stakeholder perspectives when creating their initiatives. We have found that it is essential for organisations to engage in different ways and create different initiatives. Accordingly, initiatives must focus on different levels of integration in order to create a 360 degree integration process, *[a]nd through [the integration process] steps you are sort of subject to a lot of different legislations that change but you are also subject to a lot of different stakeholders that change* (Charlie).

As argued in this quote, the integration of refugees is a process involving different actors that do not only operate within the market but are also affected by each other's actions and decisions. Thus, when identifying what kind of initiative makes sense to them, organisations must take into account the environment and stakeholders they have. Since the refugee influx is affecting the society as a whole, all actors within it will have to contribute in order to make integration a success,

> *[t]hus, it is a macroeconomic task, and we are an essential part of it, if we successfully integrate them into the labour market, then we already have a substantial part for a successful social participation but we can't do it alone* (Harry).

As explained in our literature review, workplace integration is part of social integration and thus, organisations must take part in the overall integration process. The organisations we have talked to realise their responsibility and the fact that they must be part of this process in order to make it work, while at the same time, they know that they rely on others as well. However, depending on the business interests, it varies which other stakeholders require consideration,

> *[t]here is this, that you can get refugee salary subsidies for a period of time. It doesn't make sense for us, because in one end we say we wanna support, we wanna ensure that the community have employment for these people, we wanna ensure that they don't depend on the state and the government, and if we then put them here and still pull money out of the state, it just means that the commune still has to fill their coffers with money somehow at some point* (Josh).

Consequently, many of the companies we have interviewed are not interested in seeing their initiatives as causing extra costs for society and thus recognises society as another stakeholder in considering the costs for refugees.

When adapting a multiple stakeholder view, organisations must collaborate and create good relationships between each other. We call this kind of relationship: horizontal collaboration,

> *[w]e have somebody in the jobcentre in Sønderborg she is really good, she knows what the companies want and she put so many people into job. She knows what it takes to get a successful relationship to a company. The only way to get people into job is to understand the company* (Jack).

This means that the municipalities must recognise that companies are their stakeholders and thus if they manage to create good relationships and communicate the possibilities and needs, it will lead to better and more efficient integration processes. Within this collaboration, the specific pool of stakeholders that need to be addressed shifts depending on the organisation in question.

REFUGEES

In addition to the three stakeholder groups—private sector companies, public sector actors and non-governmental humanitarian organisations—our interview subjects belong to, we detected another important stakeholder group in the integration process; the refugees. Therefore, iwe clarify the importance of including refugees as stakeholders when building and deciding on initiatives, *"[i]f we want to solve this we have to change the way of thinking about what is possible for the refugees"* (Leo). Because integration initiatives are targeted at the refugees, these should be included in the creation and development as well, in order to ensure that the initiative fit their wants and needs. In the following sub-sections, we highlight refugees as a stakeholder group from different sides.

FROM SYSTEM THINKING TO REFUGEES

The refugee influx has become a problem to solve and governments and organisations around Europe are looking for solutions. Since the refugee influx is emergent, government policies have not yet been adapted to the situation, as discussed in the section ´Institutional Context´. If the refugees are not considered a stakeholder group, they end up being bricks in a process, which some of the companies we have talked to found worrying,

> *I think that the biggest problem today is that we don't actually see them as capable individuals. […] She has been in Denmark for six months and she hadn't been talking about what she wanted or what she could do for six months and now somebody is finally asking her, what do you want. How do you actually think you can contribute? And suddenly she felt alive* (Matthew).

In the long-term, applying the current system standards to integrate refugees within the labour market will not be beneficial, *"[w]e need schools and we need to focus on how we can help them and not just move them through the system"* (Rosie). This leads us to argue that refugees are often an overseen stakeholder group, however, for most organisations actually the most crucial one to consider, since the whole integration process evolves around them. For this reason, it is important to actually talk to the refugees and determine what a development plan should include. This should be done both in order to create efficient measures, but also to recognise that behind the label of refugees, there is an individual with wants and needs that must be fulfilled before they can progress, *[i]f they slip into a situation, where they no longer have their life in their own hands, and depend on others, which may not be so nice, then this is not good for their well-being* (Harry).

When companies, municipalities and NGOs recognise the refugees' wants, the refugees will be more engaged in the processes they are a part of and the process itself would be efficient and lead to better results. Therefore, workplace integration based on the refugees not only leads to competence development. They are not only developing what they can, they are also developing themselves in a certain direction that they choose. Also, by involving the refugees in the creation of integration processes, it will be easier for companies, municipalities and NGOs to match the initiatives with their own needs and wants,

> *[w]hat kind of person do [the organisations] expect to have sent out? What kind of competences do [the refugees] need to have and do they want to do it? So it's also important to ask the person, what kind of direction of work do you actually see yourself go?* (Meghan).

Thus, there are more dimensions that need to be considered in order to be able to fully integrate the refugees in their workplace. Organisations have to look at their stakeholders and ask them what they want and what they need. In addition, organisations have to look at the refugee and see what they have and where they want to go. Only by figuring out these dimensions, it will be possible to create appropriate initiatives.

FROM REFUGEES TO INDIVIDUAL WANTS & NEEDS

Engaging refugees would mean that they would take part in setting their own future and deciding where to go, *"[w]hen they come here they first get through the interview where I talk to them and figure out what they want to do and try to find an internship that suits them"* (Rosie). Moreover, in order to make the process efficient, it is not enough to just think of them as one stakeholder group, they must be considered as individuals. Just like any other employee, the refugees have different traits and characteristics. Most of the NGOs we talked to argue that considering this is an important step in creating adequate measures for integration,

> *[i]t's a very broad group we have got to do with here. We always talk about refugees like one big blur, but it's not. It's different kind of persons with different backgrounds and different educations* (Meghan).

As argued in Analysis Part 1, a few of the companies we talked to have made a business out of integrating vulnerable population groups. These companies engaging in internal integration measures have realised that the best integration arises out of collaboration between employer and employee and the determination of what is needed for the individual,

> *[w]e find out where this person wants to go – if he wants to be a chef, we give him kitchen duty]. [...]. Yes, it's a completely individual program. And that's the only thing that works. The thing with making big initiatives and making them work for everyone, we don't really believe in that. These are handheld courses for the individual* (Rebecca).

This means that considering the refugees in the planning and development stages will create more long-term solutions where they stay longer on the job market. It also means that mass-production of initiatives is not the way to go and, as we argue in the following section, today's "one-size fits all"-mentally should be replaced by segmentation approaches.

SEGMENTATION

In order to overcome the conflicting business cases for companies we segment the refugees in two different educational groups; the high educated and the low educated. The development needs and requirements for aids differ between these two groups. Therefore, tailoring the different support initiatives for each group is essential in order to meet their specific prerequisites to participate successfully in the labour market. Different initiatives will enhance people's individual needs,

> *[w]e need to treat them differently in order to treat them equally, like the goatherd from Eritrea that doesn't know how to write. We cannot expect this person to make the same transition like the bachelor of mechanic from the University of Damascus. It's an unfair comparison and it's not helping anybody* (Dylan).

Initiatives should not be focused on what organisations want their end-result to be, instead they should focus on the process and how they want the refugees to get there. In the following we explain the difference between the two groups. Group 1 are the ones with the highest skills, most, but not all of them write and speak English and have either a high education or extensive work experience. Group 2 are the ones with the lowest skills, some might know English but they do not have the skills equivalent to the local population. As seen in our numbers and figures presented in the section on 'Institutional Context´, the biggest group is Group 2, which includes approximately 90% of the refugees. Thus, just 10% of the refugees are high educated and fit into Group 1.

Primarily focusing their integration initiatives on Group 1 is less efficient for organisations, since they end up competing for scarce resources. Because refugees in Group 1 have high education and sufficient language ability it is easier for them to enter the labour market, *"[b]ut I think, that sometimes the best workers would have had a chance to get a job otherwise […]* (Leo). This means that focusing the initiatives on these 10%, would not generate a solution to the situation.

Group 2 comprises the vast majority of the refugees and that can actually lead to a big burden for society. Thus, companies, municipalities and NGOs should direct their initiatives at Group 2.

The organisations need to realise that in order to capture the big mass, they must focus their initiatives on developing them to the workforce that is needed, while also enabling them to become part of the local community they live in.

BUILDING INITIATIVES ON MULTIPLE STAKEHOLDERS

In our literature review we show that Berry (1992, 1997) and Gordon (1964) suggest that integration is a two-way process. However, since the refugee influx imposes a societal challenge, we expand on this notion to include multiple stakeholders in the integration process. The process of integration has several steps and several perspectives. Combining those with the integration initiative will create sustainable measures that lead to successful long-term integration of refugees. The business case for integrating refugees in work organisations is not only an individual fare; it is also a multiple stakeholder process that has to balance the needs and the benefits for different interests and parties on the table. Various kinds of organisations must partake in networks and intergroup relationships to align workplace and social integration initiatives and ensure a shared value creation in order to support a sustainable integration of refugees.

Therefore, we propose redefining the business case as a multiple stakeholder process in order to argue the business case for integrating refugees in workplaces and society at large. In order to overcome the conflicting business cases, organisations have to understand that the integration of refugees is built on a societal issue. Gordon (1964) and Valtonen (1999) suggest that integration happens both through workplace integration and integration in society at large. In our interviews we found that companies, municipalities and NGOs engage in different integration initiatives directed at either workplace integration or social integration. This leads to conflicting initiatives for organisations. Therefore, integration initiatives must be based on the common goal of integrating refugees and each organisation must realise that the initiatives should be built on the interests of multiple stakeholders. When companies, municipalities and NGOs create initiatives based on the multiple stakeholder perspective, they create shared value. Therefore, organisations must focus on ambidextrous behaviour as suggested by Probst (2011) and Tushman and O'Reilly (1996). This means that organisations must build initiatives based on their core business practices and individual benefits. Kurucz et al. (2008) suggest that companies can actually benefit financially, if they engage in CSR initiatives that are connected to the core business. Moreover, as suggested by Berger et al. (2007) and Porter and Kramer (2006), organisations must follow the syncretic stewardship model and include stakeholders, core business practices and the surrounding environment and combine this with CSR behaviour. This way, organisation opportunities will lead to societal benefits and thus a shared value.

Therefore, our interviews demonstrate that integration is a 360 degree process. In order to achieve 360 degree integration, different stakeholders must take part in different kind of initiatives either promoting workplace integration or social integration. For this reason, it is necessary to expand the notion of integration to a multiple stakeholder perspective, where organisations adapt the proposition of shared value in order to create initiatives that lead to long-term integration.

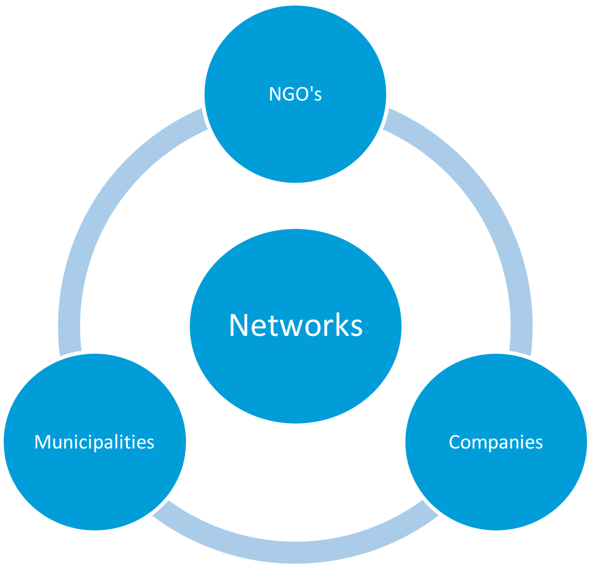
KEY TAKEAWAYS

In this section we argue that in order to achieve long-term, successful integration, organisations must adapt a multiple stakeholder view and take the wants and needs of different stakeholders into consideration when creating development measures and integration initiatives. We go particularly into detail with refugees as another stakeholder group, since refugees are also implicated by the initiatives and therefore must be considered important stakeholders. Therefore, we establish why the wants and needs of the refugees are important to take into consideration when engaging in initiatives and creating measures to develop and integrate the incoming refugee population.

5.2.3 NETWORKS

In order to ensure the long-term integration of refugees, the multiple stakeholders must build networks, share competences and tasks and develop the refugees to partake in the pool of workers in the future. In this part we discuss the implication of cooperation of organisations horizontally and vertically. We suggest that an equal distribution of effort is indispensable and engages stakeholders with their individual potential. The various stakeholders must define and distribute different tasks and work assignments amongst them in order to collaborate and move towards a shared value of integrating refugees in the workplaces and in society.

In the previous section we discussed the importance of segmenting the refugees in two groups based on their qualifications. We suggest this segmentation, in order for the organisations to meet the refugees' needs and ensure their sustainable, long-term integration within the labour market and the national culture. To achieve this, refugees must be distributed to a company that matches their competences. In order to find this perfect match, companies, municipalities and NGOs must work together and network. This way, they are able to exploit the refugees´ full potential and offer them the opportunity to develop and grow within the job market and find a place in society. This also means, that the refugees would participate in different integration initiatives at different times, making networking and the connection between those different programmes the essential components and the centre of the integration programme as a whole. The network's central position is illustrated in Model 4, which also shows the circular shape of the integration process and how the participating organisations are connected with each other. The following sections address these collaborations more closely, suggesting how intergroup relationships could improve the integration initiatives and create shared value for all participants.



Model 4, Networks

MUNICIPALITIES & MUNICIPALITIES

In this section, we present the implications of municipalities establishing intergroup relationships with other municipalities. As we discussed in Analysis Part 1, the various municipalities have competing business cases for different reasons. In order to overcome these and create shared value, we focus on a network-based solution.

In our interviews we found that the internal cooperation among municipalities is the most problematic in the integration process because of the different roles and foci they have, *"[w]e see the communes are given a responsibility within their borders and then they handle it there"* (Josh). In the section on conflicting business cases, we found that the competition between municipalities affects the integration work negatively. Companies and NGOs engaging in integration initiatives for refugees seem to be convinced that the diverse and inconsistent approaches between each municipality display the main obstacle, *"[t]he challenge is that we have these 96 different job centres and they have 96 different ways of doing these things"* (Meghan). Therefore, networks enable municipalities to share experiences and information. Through cooperation, the municipalities can align their initiatives and decide on a ´best practice´.

It is important that municipalities cooperate and direct companies to other municipalities that offer a different pool of refugees. Especially for the companies that are not able to find potential employees in the pool of refugees in the local municipality, the network would increase the chances of finding a refugee that matches the job position,

> *[a]nd it's very important, if they actually call and ask for refugees, it's very important they can actually turn you to another job centre and say, but I know this municipality – they have a lot. I will call them and they can call you back. Because then they are not gonna get lost. [...] make sure that the company gets help to contact the next job centre, because otherwise they are going to give up* (Meghan).

Nonetheless, in order to do so, the government must support this. This should be done by eliminating the single-case benefits a municipality has when they get their own refugee in work. Instead they should focus on the idea of shared value, where municipalities benefit if they get any refugee in work. This way, municipalities would benefit from the network and better match refugee with position, which leads to long-term solutions.

The problem is that companies get lost in the procedure of hiring refugees and need clear and coordinated help through the work of the municipalities. The ´best practice´ would lead to more efficient integration processes, since municipalities facilitate the integration process and are the link between NGOs, companies and refugees. Municipalities must come together to create synergy between the integration programmes they offer. This should be done both in terms of sharing experiences, since some municipalities have more experience and also in terms of sharing expenses and benefitting in plenum from what one municipality accomplishes. The network between municipalities where contacts are shared and one coherent plan is implemented will foster the idea of a shared value of integrating refugees in the workforce.

MUNICIPALITIES & COMPANIES

In our research we found that the work between the companies and municipalities also needs improvement. Several companies explain that the municipalities had not even contacted them. Moreover, their experience with collaborating with the municipalities has been uncoordinated,

> *[t]he part of the municipality and the job centre that work with unemployed people are very complicated to work with. That is of course the problem. They know which people of the weak group need a job, but it's impossible to work together with these people. We work together with some private organisations which do the same job. But the public one is really complicated* (Logan).

As already mentioned companies rely on the support and supervision of the municipalities and job centres in order to simplify the process of hiring refugees. This would make it more attractive for employers, *"[b]ut we don't have the network or the broad ban to actually go tap into that refugee stream and find the right people"* (Matthew). Municipalities need to have a clear picture of the requirements and needs the different companies have but they also need to know about the refugees' qualifications so as to match the right candidates with the right employer. Their role in this collaboration is to facilitate and mediate the work between the companies,

> *[i]t will be up to the municipality and the jobcentre that they know exactly what kind of skills every person has. […] And all this kind of scanning on the people that could be done so much better and they don't work as systematic* (Jack).

Briefly put, the collaboration with the municipalities should make it easy for the companies to hire and integrate refugees. Firms are not supposed to find the matching candidate out of the big pool of refugees, but it should be the job centre and the municipalities that bring the two together. This is where cooperation would lead to improvements. Through intergroup relationships, the municipalities could exchange experience and information with the companies on what is needed for the position and what kind of qualifications exist in the pool of refugees. This way, municipalities and companies could negotiate on who is the best fit and what kind of measures each should take in order to make the participation in this certain initiative work, *[a]lso I think jobcentres should do this job, they have the contact to all of these companies and they could easily ask us. They are the mediator. That also requires some [determination]* (Rosie).

This obviously goes both ways. If the job centre knows they have a refugee with certain qualifications, they can match them up with companies that have created initiatives that fit the development needs of the refugees.

Therefore, creating intergroup relationships and networks between municipalities and the companies are essential to match the right refugee with the right company. This would lead to long-term solutions, since the refugees would get the exact training they need and the company would get a person they could develop to their own benefit.

MUNICIPALITIES & NGOS

The municipalities must also work closely together with NGOs. Many NGOs have experts within the field of integration, whilst many municipalities are now allocated refugees for the first time and might encounter different obstacles that are not that easily resolved without experts. We experienced in our interviews that most municipalities do not spare with NGOs when it comes to best practice processes and programmes. Cooperation with NGOs, however, would provide the municipalities with the expertise needed. Additionally, many NGOs work within fields that municipalities do not. Here, a network would provide the municipality with the possibility to offer the refugee the opportunity to participate in NGO initiatives,

> *[w]e have a corporation with different municipalities – the municipality of Copenhagen. So we already work quite a lot with them. The last year we have been matching 250 citizens from Copenhagen and that is through the international job centre/international House. So we get a lot of citizens from there. So they get to the job centre and say they want to apply for jobs and that they are new to Denmark* (Macy).

NGOs operate in many different fields of the humanitarian interests, offering numerous opportunities for many different people to engage in volunteer work. Thus, NGOs are diverse both in terms of interest field and in terms of volunteers, which allows them to provide both the manpower and the different requirements necessary to handle special tasks. Also, as already mentioned the section on ´Interview Subjects´, NGOs belong to a different stakeholder group than municipalities and can therefore draw on different sources of information and expertise. This means that the NGOs can aid the municipalities with mentor programmes, social activities and language and culture training. Consequently, cooperating with NGOs would allow the municipalities to do the administrative work, while the NGOs would be in charge of carrying out processes and programmes.

Therefore, the municipalities must establish intergroup relationships and collaborate with NGOs in order to exploit their knowledge and expertise and to benefit from gaining access to different fields of opportunity.

COMPANIES & COMPANIES

Furthermore, companies need to network as well. Through their incomparable system of contacts and networks with other companies they are in a position to find employment possibilities for refugees who struggle to find a position on the local job market. Companies can benefit from cooperation for two different reasons. Firstly, companies can benefit from sharing tasks and resources by collaborating with direct and indirect competitors. Secondly, they can benefit from engaging with other professional fields, by collaborating with companies with different opportunities across sectors.

A collaboration between competitors would mean that various companies within a certain industry or field would work together on creating appropriate initiatives and measures. They would benefit from different experiences they have from their different market positions and be able to create programmes generally applicable to companies operating in the same fields. Therefore, the initiative would be built on the accumulated knowledge and experience each company has while contributing with fewer individual resources,

> *[w]hat if three tech companies get together, three who have a similar technology stack. If we join forces and made a three-month program where we teach refugees with certain backgrounds these basic technologies and skills […] three tech companies putting a curriculum together* (Michael).

Finding a solution to the current refugee situation, competitors could create integration programmes specially targeting their common field and develop refugees in their business direction. This way, they would also be able to share costs for equipment and resources needed in the programme, e.g. computers, chairs, rooms, food, contact persons, etc., which would decrease costs for each company both in the development phase, but also in carrying out the programme.

Each company is an expert within its field thus has different opportunities based on size and industry. The collaboration between different companies will ensure that every company contributes with the resources is has. One company might not be able to offer a job position due to their specialised core business but can contribute with volunteer mentors from their workforce. That way, the refugee would get insights into the work culture of one industry, while getting advice on his or her professional perspective,

> *[t]he others have other opportunities in order to enable an exchange so that there is a rounder picture of the work as also of the social special expansion of consciousness […] Exactly this is the theme of connectivity and brings together the different initiatives, which I think is decisive* (Valerie).

This way, they can support refugees who found a job in another company that does not have the opportunity to supply mentors. Also, a network among companies might also lead the refugee to a more appropriate position,

> *[w]e don't have any ambitions that we will be hiring all the people that we mentor, because that would be unrealistic. But we hope to find either occupation for them in other companies if their skills don't match our needs or hire them ourselves* (Matthew).

For these reasons, creating intergroup relationships between companies will lead to more efficient integration. The initiatives will be general enough for other companies within certain sectors to exploit already developed programmes, while the implicated companies will spend less resources. Additionally, different initiatives targeting different levels of integration simultaneously support the refugee with integrating.

COMPANIES AND NGOS

Companies are primarily in charge of workplace integration since they offer internal integration initiatives like jobs or internships. However, as already stated, workplace integration is not enough to obtain sustainable and long-term integration for refugees. Therefore, it would make sense for companies to work together with NGOs, since they offer different kind of social integration initiatives.

Many times, when we talked to companies, they told us that creating social encounters was not the point of the workplace integration initiative. It is important to note that social encounters and networks often happen through the job, however, this is not a given,

> *[w]e want to help, if you get letters from the municipality to translate them or tell the refugee what they mean. Because it itself may indeed be a major task. [And they are all sent in Danish]. So we also assist with things like that, but we are not their friends. It is a professional entity that pays the job centre or someone else to handle these kinds of assignment* (Rebecca).

Therefore, the companies do not see it as their role and responsibility to engage in activities regarding the refugees´ private matters. Some NGOs have established programmes with a focus on social integration not related to any work. For example, an NGO such as Red Cross offers social activities in their 'Friend for Life' initiative. This initiative matches a refugee with a volunteer person or family in their local community and together they do social activities. Companies, we argue, could join such initiatives and become part of the programme by promoting it to their employees or providing resources or funding. Therefore, working together with NGO's would make sense to companies and refugees as well to achieve both workplace integration and integration into society at large.

Moreover, some companies also coordinate their own social initiatives. If companies coordinate the initiative, it is possible for them to exchange knowledge with NGOs that have higher expertise in the area of integration, while still focusing on their business objectives,

> *[starting a mentor programme] would be something that would probably give us an easier access to refugees with the background that would be relevant to us and perhaps or preferably have them hire some of them. […] Either in internships or in permanent positions depending on where they are in their development* (Matthew).

This way, businesses can connect the initiative to their core business and sometimes offer programmes that are not offered by NGOs to the same extent. Put differently, this means that companies can create the same initiatives as NGOs; however, they can direct it towards their own business interests. The knowledge exchange obviously goes both ways, as it should in a network. An example is a big financial institute in Germany who supports social start-ups both with small financial funding's, but primarily with their budgeting and other economic questions they might have.

NGOS AND NGOS

Just like companies, NGOs differ in term of their core business. Not all NGOs have the same goals, which means that their initiatives also vary when it comes to refugee integration. This means that NGOs can also benefit from working together, exchanging knowledge and experience.

However, since this has not been a focus in our interviews, we are uncertain how collaboration between NGOs runs. Instead, we argue that municipalities should facilitate initiatives between companies and NGOs. If done correctly, the three-pod collaboration would close the gap between initiatives fostering workplace integration and integration into society at large.

BUILDING INITIATIVES ON NETWORKS

Organisations should direct their initiatives at the common goal, where each initiative should display different processes of integration. When each organisation takes into account the common shared value objective and their own individual objective, each initiative supports different sides of the integration process. Additionally, when the different participants begin to cooperate with each other the initiatives will be combined and thus lead to long-term and sustainable integration.

Therefore, we use the theory from Vanhaverbeke and Cloodt (2005) to support the notion that shared value is created through the intergroup cooperation between the multiple stakeholders. Also, Pittinsky & Simon (2007) argue that there are different pathways to establish intergroup relationships and thus build the foundation for networks. We use this idea on the integration of refugees in organisations and society at large, to suggest that companies, municipalities and NGOs must engage in intergroup relationships to overcome the counter-productivity of their initiatives. This includes taking a multiple stakeholder perspective and focus on a shared value proposition. It also leads to a new notion of a business case, where shared value is reached through the networks of multiple stakeholders. If they change their mind-sets around the notion of a business case, organisations that had no business case for integrating refugees according to the old conception of economic bottom line benefits will have a business case according to the shared value proposition.

Based on the findings in our interviews, we suggest building initiatives that are interrelated. Thus for the integration of refugees in the case of the refugee situation we apply the pathways as suggested by Pittinsky & Simon (2007) and adapt them to the refugee situation based on multiple stakeholder cooperation. Instead of treating each pathway separately, we interrelate them based on their influence on one another.

Pittinsky & Simon suggest that by creating contact between the various organisations, the organisations learn about the drivers and motivations behind each initiative. Therefore, we argue that by creating networks, companies, municipalities and NGOs decrease prejudice against each other, since all initiatives target either workplace or social integration and are thus all important in the integration process. Each initiative focuses on different stages and parts of integration and thus, all of them together are indispensable. After the initial contact between various organisations, they change their attitudes and are more positive about other initiatives. For companies, municipalities and NGOs this means that, instead of perceiving the others' initiative as opposing, this leads to an understanding behind each initiative. Thus, through intergroup relationships the organisations become aware of the importance of each initiative and how each support refugees in integrating.

Moreover, according to Pittinsky and Simon (2007) different groups must promote intergroup superordinate and dual identities. Creating a superordinate identity means that they must create a 'we' identity. In the case of the refugee situation, this is connected to creating a common goal, which is supporting refugees with integrating sustainably in the workplace and in society at large. The organisations can establish intergroup relationships by agreeing on a common goal, since 'we' create the solutions and 'we' are working towards something in plenum. Also, creating dual identities means that they must create a 'we' identity that enables each actor to preserve their own identity and thus exist alongside each other. This is based on a connection between core organisation practices and the initiatives. Although, the emphasis lies on the common goal, companies, municipality and NGOs must benefit from engaging in intergroup relationships otherwise it is not sustainable. The 'we' identity becomes the umbrella identity, where initiatives in the companies, the municipalities and the NGOs operate in harmony underneath it. Thus, in the refugee situation, the business case is built on multiple stakeholders, networks and shared value.

KEY TAKEAWAYS

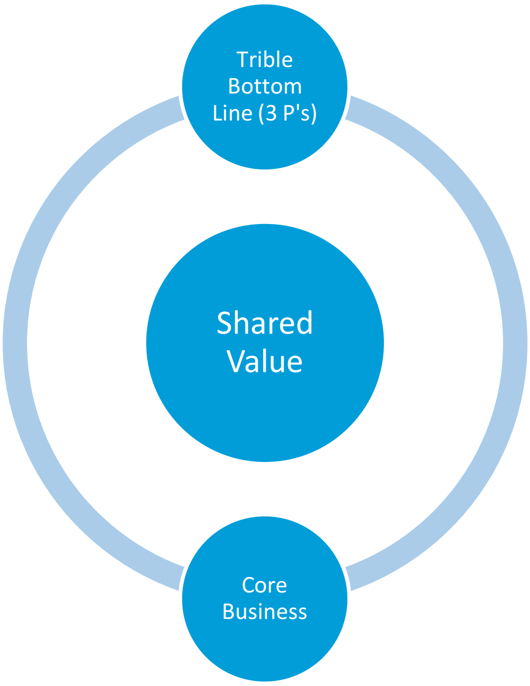
In this section of our analysis, we present why companies should not only care about their single-case benefits of integration initiatives. Instead developing long-term integration programs, is about creating networks where multiple stakeholders contribute and benefit from each other and the initiatives they build. We discuss the implications of horizontal and vertical networks amongst and between private sector companies, public sector actors and non-governmental humanitarian organisations and how these networks can decrease obstacles and increase the success rate of the integration initiatives. Thus, we promote a multiple stakeholder perspective, creating networks that eliminate the single-case focus and lead to a long-term integration of refugees.

5.2.4 SHARED VALUE PROPOSITION

As we present in our literature review, the multiple stakeholder perspective and the interplay between network partners generate shared value for all of the participants. In the case of the refugee influx, the sustainable integration of refugees in the workplace and in society at large is the shared value.

In order to reach a sustainable long term integration of refugees in the workplace, multiple stakeholders must work together with every stakeholder fulfilling its own individual role and adding value to the process, *"[t]his is really kind of a grassroots integration among the society and everyone does what he can"* (Kevin). This means that every stakeholder carries a certain responsibility and that each organisation brings something different into the pool, which all implicated organisations must accept and benefit from.

In order to reach a value that is shared amongst all different stakeholders, the single stakeholders must focus on basing their integration initiatives on all of the 3P's, people, planet and profit, as well as on their core business objectives. We use the individual business case as the foundation for organisations to create shared value through networking and the concept of CSR to emphasise that organisation prosperity also stems from other practices indirectly linked to organisation benefits. The following Model 5 illustrates that organisations should combine the TBL and core business practices when creating initiatives in order to generate shared value.



Model 5, Shared Value

TRIPLE BOTTOM LINE AND CORE BUSINESS PRACTICES

In this section we present why the original notion of a business case is still important to include in the new notion, but that the original notion is not enough. Briefly, this implies, that organisations must focus on creating initiatives that benefits themselves and others. Initiatives that combine the TBL and the core business practices would lead to a shared value proposition.

Porter & Kramer (2003) argue that the integration initiative has to be based on a company's core business and its objectives. The cultural setting that the organisation operates in, its industry and its size influence the core business objectives. Therefore, when organisations create an integration initiative, they must adapt it to the core organisational objectives. Moreover, in order for organisations to stay productive and competitive, the initiatives they engage in have to create single-case benefits and a win for the business itself. The core business and single-case benefits should be taken into account when analysing the shared value proposition, especially because no organisation would take part in any cooperation if the outcome for the organisation itself is negative.

Importantly though, an organisation's benefit does not only depend on economic profit, but organisational prosperity also stems from focusing business objectives around planet and people. Since initiatives regarding these two notions are not directly linked to the economic bottom line, in the business world they are defined as acts on CSR. Here, it is argued that organisations should build their business objectives around the so-called TBL. However, when evaluating initiatives based on the understanding that they have to lead to economic profit, organisations ignore the fact that the TBL can also lead to organisational prosperity.

CSR opportunities enhance the prosperity of companies through the creation of win-win relationships with stakeholders, cost and risk reductions and improved reputation and retention. Additionally, an integration initiative that is based on a TBL and on a company's core business creates a win-win situation for the company and the society. When companies, municipalities and NGOs align their initiatives for integrating refugees in workplaces and in society at large around the TBL and the core business, they create a win-win-win situation and thus a shared value for organisations, the refugees and the Danish and German societies.

As different stakeholders have different core businesses, they will create different initiatives even though they are based on the same TBL incentives. Therefore, we suggest that shared value is achieved through the combination of CSR initiatives with core business practices. The collaboration among stakeholders leads to a combination of different initiatives and thus a common shared value.

BUILDING INITIATIVES ON SINGLE-CASE BENEFITS

In our interviews we found that current initiatives are built on single-case benefits and the original notion of a business case (Brugger, 2009; Sheen & Gallo, 2015). In the current refugee situation, however, the original business case as presented by Brugger (2009) and Sheen and Gallo (2015) is not enough.

In our interviews we have established that companies strive for integrating refugees to close the professional gap now and in the future, expecting the refugee population to provide enough workforce to close this gap. In order to do so, the refugee population must fulfil certain requirements and have equivalent competences to the Danish and German citizens. By focusing only on the qualifications of a refugee, companies focus on the single-case benefits. Moreover, in our interviews it was evident that municipalities also focus on their single-case benefits of integration. The government allocates a certain number of refugees to each municipality and it becomes the municipality's responsibility to provide for each refugee they have been allocated. Since they have to pay the costs out of the municipality's own pool of money, each municipality focuses first and foremost on finding jobs for their own refugees.

The various business cases lead to conflicts amongst the companies and the municipalities. Because each organisation wants to prosper, they base their initiatives on financial profit. Consequently, companies target only high-educated refugees and thus compete for those. At the same time, municipalities focus only on refugees registered within their specific domain of authority and thus compete for open job positions. This shows that companies and municipalities compete for scarce resources among each other, but there is also competition between companies and municipalities. Since initiatives in each organisation are based on single-case needs and wants, companies end up competing with municipalities, e.g. companies want full-time workers and base their initiatives on this. However, municipalities want the refugees to learn the cultural norms and standards and thus create mandatory language and culture courses a few times a week. Since both companies and municipalities place their initiatives within normal work hours, refugees cannot attend both and these organisations thus compete because their initiatives conflict.

KEY TAKEAWAYS

In this section we suggest that organisations combine their core business practices with the TBL framework and thus focus their initiatives on a shared value for themselves, the refugees and the Danish or German society. Thus, we propose that when companies, municipalities and NGOs should focus on the common goal of integration this will lead to long-term integration for refugees into workplaces and society at large.

Our interviews demonstrate that there are multiple, sometimes conflicting business cases for why organisations engage in the integration of refugees. These are linked to single-case benefits and motivations. In the case of the refugee situation, focusing only in single-case benefits will not lead to successful integration of refugees. Therefore, it is necessary to redefine the concept of a business case, to apply to the refugee situation.

CHAPTER 6 CONCLUSION

In this thesis, we redefine the business case for private sector companies, for public sector actors and for non-governmental humanitarian organisations. We propose that these organisations should simultaneously support the integration of refugees in the workplace and in society at large and form intergroup relationships and networks to achieve a shared value.

To answer our research questions, we adapted the value case methodology presented by Dittrich et al. (2015) where different methods are used to argue the value proposition. We apply the value case methodology to the situation of the refugee influx in Germany and Denmark. We rely on the concepts of integration, CSR and business case to redefine the notion of a business case. We argue that the new notion of the business case that results in 360 degree integration of refugees should be based on a multiple stakeholder perspective, intergroup relationships and networks and a shared value proposition.

In order to answer our first research question, we interviewed 27 different organisations.

Research Question 1

What are the existing business cases for different organisations to engage in the integration of refugees, why and how do they engage and what is especially important for the integration of refugees in the workplace and in society at large?

Business cases are built on different motivations and different organisation opportunities. The different motivations behind an initiative are either the feeling of social responsibility or because it connects to the core business practices. Moreover, organisations have different possibilities because their core businesses differ and thus create different initiatives. We divided these in internal, external and NGO initiatives. In our analysis and discussion, we demonstrate that there are multiple, sometimes conflicting business cases for why organisations engage in the integration of refugees. These are linked to single-case benefits and motivations.

We demonstrate that the refugee situation imposes a societal problem and that a multiple stakeholder perceptive must be adapted in order to create sustainable and long-term integration prospects. Since initiatives based on single-case benefits generate initiatives that conflict and are counter-productive, we suggest that organisations adapt a mind-set that is based on the core business and the triple bottom line and leads to a shared value and a multiple stakeholder perspective.

To answer our second research question, we adapted the concept of multiple stakeholders to overcome the abovementioned conflicts. Private sector companies, public sector actors and non-governmental humanitarian organisations must understand that there are multiple stakeholders in the integration process and thus engage in intergroup relationships.

Research Question 2
How can adapting a multiple stakeholder perspective on both the dynamic of integration and on the business cases as such strengthen the shared value of integration?

Adapting a multiple stakeholder perspective leads to recognition of a shared value for all implicated stakeholders. This shared value is the long-term sustainable support for refugees to integrate into workplaces and society at large. Collaborating in networks leads to a combination of different integration initiatives. Since the initiatives from different stakeholders are directed at different kind of integration, a network would lead to accumulated shared value and a 360 degree integration process.

6.1 LIMITATIONS & BIAS

During our data collection and analysis, we became aware of certain limitations in our study as well as our analysis. By using semi-structured interviews and triangulation, the aim was to set the limitations to a minimum. However, just as well as other research approaches, qualitative interviews hold certain limitations. Nonetheless,

> *[...] multiple-case researchers retain only the relationships that are replicated across most or all of the cases. Since there are typically fewer of these relationships than there are details in a richly observed single case, the resulting theory is often more parsimonious (and also more robust and generalizable). A key approach to dealing with this challenge is to ensure that the theory fully exploits the available evidence in terms of possible nuances and alternative interpretations. It also helps to remind readers that parsimony, robustness, and generalizability characterize superior theory* (Eisenhardt & Graebner, 2007, p. 30).

For this reason, in our interviews we included questions and topics we later had to eliminate from our analysis. This was both due to the fact that they were out of scope of this thesis, as well as the fact that the answers were not representative for all of our interviewees. We analysed our data in all conscience and believe that our method was the most suitable one to approach this topic.

Even though we conducted 27 interviews, this only displays a fraction of integration procedures. In light of the importance we place on each interviewee's individual perception, we contend that every added interview would not necessarily enhance the quality of our study but merely add another viewpoint to the discussion. We tried to compensate for this by including as many and important interviewees as possible, before their answers started to be somewhat similar.

Due to time constraints and the prescribed scope of this paper it was not feasible for us to interview more stakeholders. We are well aware that our primary data are missing one very important stakeholder in the integration process: the refugees. In order to get a holistic picture of the qualification levels of the refugees, problems and motivations it would have been beneficial to talk to refugees as well. However, we chose to exclude this stakeholder group on purpose, since our focus was to argue the business case for integrating refugees into organisations. Thus, our focus was on the company side of the argument.

The picture of initiatives and incentives would probably have been more nuanced had we chosen to include other countries such as e.g. Greece and Turkey, since their refugee situations look much different from Germany's and Denmark's. Nonetheless, we limited our scope to interviewing companies and NGOs in these two countries mainly due to the length limit of maximum 120 pages and the time constraints, but also because we were interested in personal contact with the companies, which was not possible if we had included countries further away. In addition, as already explained, we chose to carry out the interviews in the interviewees´ chosen language in order to create the best possibility for the interviewee to express themselves as clearly and accurately as possible. Thus to arrive at the same results including both refugees and other countries, we would have needed translators which was not feasible to organise due to our resource limitation.

6.1.1 BIAS

Especially the delicate character of the topic of refugees led to limitations and bias in our study. When discussing the various policies and asking questions about their initiatives and general notions about the refugee influx and the companies' approach, the representatives might have felt criticised or uncomfortable because of the nature of the questions we asked. The close link to CSR company policies may lead the company representatives to express a glorification no matter the business case and CSR initiative. They might not want to create the picture that a certain company is not engaging in this present societal problem. By creating relationships as well as clarifying our intentions of learning about the subjects instead of using them to point fingers we hoped to facilitate honesty. Although creating personal relationships with the people studied can also be criticized since it creates unsystematic views about what is significant and important (Bryman & Bell, 2015), we believe that his method was the most appropriate one in our case.

People make sense of their lives, experiences and their structure of the world based on their surrounding environment. Therefore, our qualitative research relies upon subjective opinions and observations. Analysing the interviews and understanding people wrong or making wrong interpretations are therefore inevitable. This results in impressionistic and subjective research, because we as researchers, as well as the people researched are subject to this impact. Also, our personal assumptions and bias as interviewers towards this subject, the company as well as the initiatives themselves will inevitably influence the way we conduct the interview. Moreover, there is the risk that we used quotations and statements out of context and therefore made interpretations, which may deviate from the original intention the interviewee had. But also the interviewees' interpretation of our questions and answers might have differed based on their personal environmental contexts (Bryman & Bell, 2015). We tried to compensate for this bias by re-listening to the interviews and discussing the answers in order to take the various contexts in which the quote is stated into account when delegating the quote to a certain code.

Reliability and validity not only influence the method used to carry out the study, they also have implications for the results in it. For this reason, we divide reliability and validity into an internal and external meaning (LeCompte & Goetz, 1982)

- Internal reliability considers the different perceptions and interpretation the different observers can have. We kept this point to a minimum by discussing our impressions and notes after every interview and also by discussing these with a third party, namely our supervisor.
- External reliability investigates to which degree a study can be replicable. On-going changes within the acting environment modify the research outcome with the time. This is especially relevant in our case since the topic is recent and present and solutions are still emerging. If the study was to be researched again at a later point in time, knowledge and procedures for integration processes determined through experiences would most likely lead to other findings.
- Internal validity is whether the findings match the conceptual theoretical ideas. We attempted to ensure high internal validity through thorough data collection and analysis.
- External validity means whether the findings can be transferred to other groups or social settings. It would be particularly interesting to see whether it would be appropriate to transfer our findings to a European macro-level.

Expanding on these meanings makes sense, when looking at further research or confirmation of ours in the future.

6.2 PROPOSITION FOR FURTHER RESEARCH

We have conducted our research based on two European countries and 27 organisations. As we have also argued in our limitations, the model we have developed is therefore small-scale. In the future, this model could be expanded and adapted to an international European macro-level, up scaling our notions of the municipalities to fit each country and the notions that fit each country to fit Europe as a whole. We recommend that the study includes both the notion of external validity from our limitations as well as the notions presented in this section on further research. We believe that these can have great impact on the integration process and thus by expanding this topic to a multinational scale, these notions will have even greater impact than on a national level.

One of the first things that happen when refugees arrive in the new host country and apply for their refugee status is often being located in refugee camps. This means that in the process of having to redefine themselves, refugees are delegated a 'refugee-identity' and thus an identity that automatically distinguishes them from the rest of the population. Therefore, the first steps to re-identification for refugees happen in the refugee camps, among other refugees, with the identity of 'refugee' allocated to them. Thus, if the refugees do not get away from this community within a certain period of time, this identity will follow them into the national culture setting afterwards. Therefore, the period in which the refugee lives in these camps affects the integration process later on. Bakker et al., (2013), support this notion and state, *"a lengthy stay in such an environment, where social interactions with the outside world are limited and personal development is restrained, hinders refugees' ability to (re)gain the resources they need to integrate in the labour market once their asylum request has been granted"* (p. 435). The refugee is thus not only located in a setting where their identity creation is limited and most likely unsuitable to fit the national culture frame as soon as the exit the refugee camps, but also, they are limited in their possibilities to prepare their integration into the labour market, which influences their ability and motivation to integrate. We suggest further research into how social and workplace integration introduced in the camps influence the integration once granted refugee status.

A study by the ICUnet.AG (ICUnet.AG, 2015;2016) has created an integration model (see Appendix 9) that shows the mental process of integration both for the receiving country as well as for the refugees. They have shown that both the receiving population as well as the refugee population are subject to a culture shock when the refugees arrive the same way expats experience it when sent abroad to work. ICUnet.AG merged this culture shock curve with Maslow's Pyramid of needs in order to determine the course of the integration process in these two populations. What is prevailing in this study is the fact that the two curves move differently and thus that the receiving population is in a different stage at different points in time than the refugees. Many companies we have talked to confirmed the feelings happening on their side of the curve and explain that often it is because their expectations to the refugees' qualifications have been set with such a high bar. As soon as they realised that this was not reality, they felt disappointed. Other companies have argued the refugee side and explained that because of this gap and the increasing scepticism in the receiving populations as well as long bureaucratic procedures their motivation drops excessively. It could be interesting to study the notion of the integration model even further to see if somehow it would be possible to prepare both populations better and thus create more even and similar curves in order to determine how this influences the integration process. Also, it could be interesting to look into the notion of the influence by social movement on the integration process curves (ICUnet.AG 2015;2016).

Social movements can happen within every social group. Social movements are positive social changes happening within a social group when some members experience a change and thus influence the other members to react positively to this change. In the case of the refugee influx, social movements happen within both the refugee populations as well as within the receiving country population and the organisations when different actors from each social group meet. To encourage rapid-integration into the labour market, it is essential from the outset to create social integration into existing social system and mixing of the population in order to create social movements. By providing personal contact at eye level to the host population prejudices and fear of contact can be reduced, stereotypes eliminated and acceptance, understanding & trust encouraged. Thus it promotes a mixing of society and removes the feeling of strangeness and counteracts the culture shock. Friendships arise, labels such as "refugee" or "German" become irrelevant and the stranger becomes a 'fellow' citizen. For further research, it would be interesting to look into the implication for social movements and how social movements within both the refugee population and the host society cultivate both workplace and social integration.

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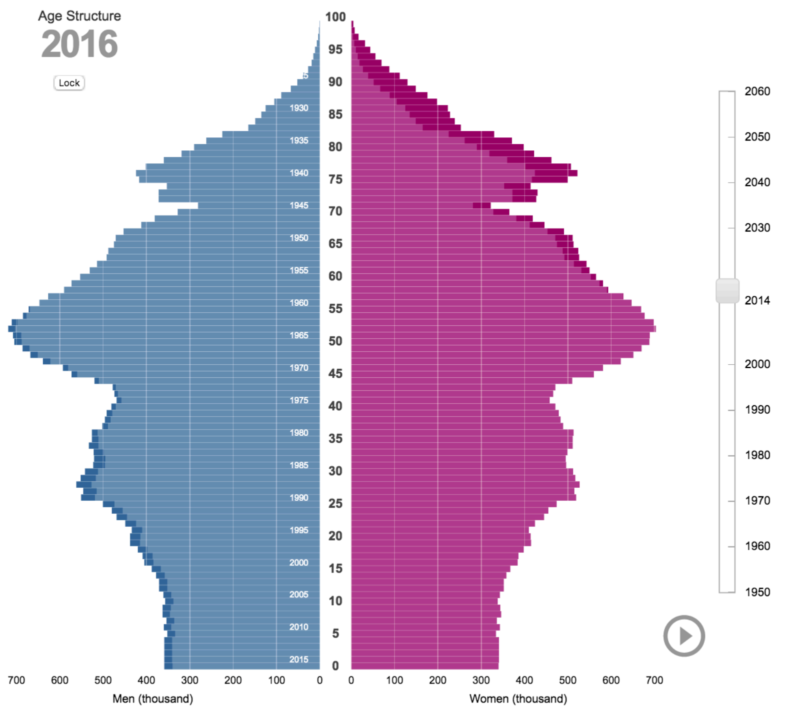
APPENDICES

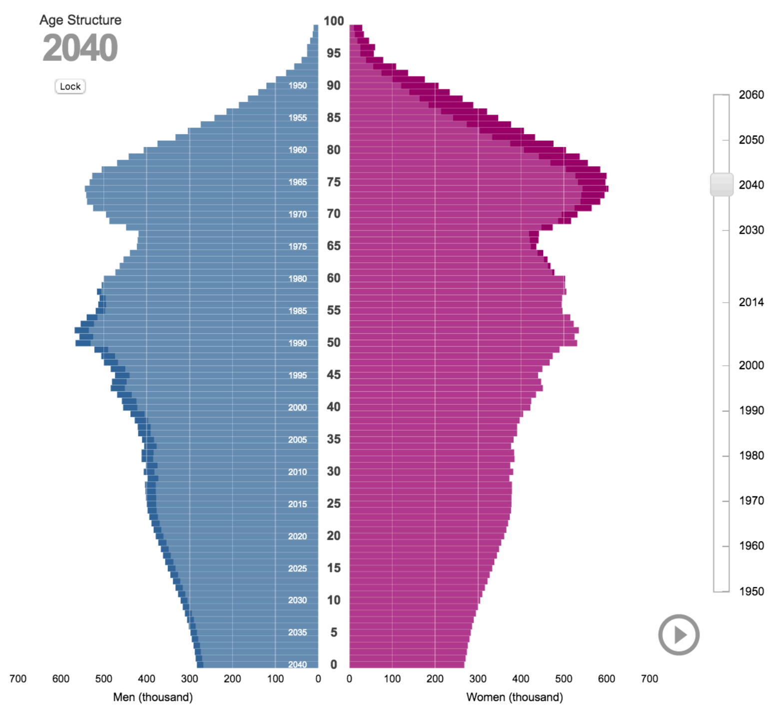
APPENDIX 1: POPULATION PYRAMID

Link: https://www.destatis.de/bevoelkerungspyramide/#!y=2040

DISTRIBUTION OF AGE FOR MEN AND WOMEN. EXAMPLE: GERMANY, 2016



1.2 DISTRIBUTION OF AGE FOR MEN AND WOMEN. EXAMPLE: GERMANY, 2040



APPENDIX 2: EMAIL EXAMPLE

To Whom It May Concern,

We are two master students at Copenhagen Business School. We are working together with the Department for Intercultural Communication and Management at CBS and deal with the subject of the refugee crisis. We examine the Business Case(s) for the integration of refugees in companies and want to work out why companies should hire refugees and the effects this has on the economy and society.

For our thesis we must collect data through 10-15 interviews. Our interviewees are a mix of various companies as well as representatives from governmental and non-governmental organisations.

[This next section was specific to each company to explain why they were important interview subjects: the following is an example from one e-mail]

[Company] approaches the refugee crisis with the belief that the best integration happens if the refugees are quickly in jobs. You even argue that it can hurt the integration process to wait too long. With your position as a [big non-specialised company] offering job positions in hands-on jobs, you have the possibility to create jobs for the vast majority of the refugees coming to Denmark and thus have great impact on other companies as well as the Danish society as a whole. [Company] is a perfect example on a company that connects core business interests with the refugee crisis and proactively develop solutions for the integration of refuges into the labour market. Therefore, we would really appreciate an interview with you. We would like to get an insight into how you assess the employment of refugees; what opportunities, possibilities but also problems can be derived from it?

We would gladly send you the interview guideline beforehand, and look forward to an open and exciting conversation with you.

As to suggesting a date already and since our schedule is probably more flexible than yours, we have the entire next week [26] open, so you could pick any time. We gladly come to you. You are also welcome to suggest a date another week, if next week doesn't suit you.

We are looking forward to hearing from you.

Best regards,

Maja Brylle Svensson & Carolin Janaczek

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2400 København NV

Name	Date	Means	Country
James	02.06.2016, 13:00	Meeting	Denmark
Logan	28.04.2016, 11:30	Meeting	Denmark
Jack	22.06.2016, 09:00	Meeting	Denmark
Rosie	29.06.2016, 11:00	Meeting	Denmark
Rebecca	30.06.2016, 08:30	Telephone, one researcher	Denmark
Mathew	06.09.2016, 09:30	Meeting	Denmark
Alice	25.05.2016, 09:30	Meeting	Denmark
Josh	06.06.2016, 08:00	Meeting	Denmark
Paul	03.05.2016, 10:00	Meeting	Denmark
Charlie	03.06.2016, 11:00	Meeting	Denmark
Michael	01.06.2016, 14:00	Meeting	Denmark
Kevin	10.06.2016, 16:00	Telephone	Germany
Christopher	03.06.2016, 14:00	Telephone	Germany
Elaine	31.06.2016, 14:30	Telephone	Germany
Amy	08.06.2016, 14:00	Skype	Germany
Kyle/Madison/Anna	01.06.2016, 11:00	Skype	Germany
David	07.06.2016, 15:30	Skype	Germany
Valerie	13.06.2016, 08:30	Skype	Germany
Gale	10.05.2016, 11:00	Meeting, one researcher	Germany
Meghan	31.05.2016, 10:00	Meeting	Denmark
Macy	10.06.2016, 10:00	Meeting	Denmark
Dylan	03.06.2016, 16:00	Meeting	Denmark
Tristan	18.05.2016, 16:00	Telephone	Germany
Uma	09.06.2016, 17:30	Telephone	Germany
Edward	27.05.2015, 13:00	Meeting, one researcher	Germany
Leo	04.05.2016, 10:00	Meeting	Denmark
Harry	26.05.2016, 10:00	Meeting, one researcher	Germany

APPENDIX 4: INTERVIEW SUBJECT STAKEHOLDER GROUP OVERVIEW

Name	Size	Industry	Country
James	Small	Non-specialised	Denmark
Logan	Small	Non-specialised	Denmark
Jack	Big	Non-specialised	Denmark
Rosie	Big	Non-specialised	Denmark
Rebecca	Big	Non-specialised	Denmark
Mathew	Big	Specialised	Denmark
Alice	Big	Specialised	Denmark
Josh	Big	Specialised	Denmark
Paul	Small	Specialised	Denmark
Charlie	Small	Specialised	Denmark
Michael	Small	Specialised	Denmark
Kevin	Small	Specialised	Germany
Christopher	Small	Specialised	Germany
Elaine	Big	Specialised	Germany
Amy	Big	Specialised	Germany
Kyle / Madison / Anna	Big	Specialised	Germany
David	Big	Non-specialised	Germany
Valerie	Small	Non-specialised	Germany
Gale	Small	Non-specialised + NGO	Germany
Meghan		NGO	Denmark
Macy		NGO	Denmark
Dylan		NGO	Denmark
Tristan		NGO	Germany
Uma		NGO	Germany
Edward		NGO	Germany
Leo		Municipality	Denmark
Harry		Municipality	Germany

APPENDIX 5: INTERVIEW GUIDELINE

[The interview guideline was always translated into the language our interview subject preferred]

Dear [contact person]

It is important for us that it will be a conversation and not a question/answer session. That means that the questions only function as a guideline. Our main interest is to understand the integration programme and your experiences and ideas around it and not so much to get clean answers.

5.1 QUESTIONS DIRECTED AT COMPANIES

1. Introduction of Interviewee and Initiatives

- Could you briefly present your job role and the project for refugees?
- We have heard and red a lot about your integration initiatives. Could you tell us more about them, how they are build up and what intentions you have?
- Can you tell us a little more about the different initiatives you have to support the refugees in their jobs?

2. Reasons and Pre-requisites for Integration Initiative

- What kind of skills do you require from the refugees?
- What difficulties arise in the integration of refugees?
- What kind of difficulties have you met in general along the way?
- Have you prepared yourself before hiring refugees?

3. Roles and Responsibilities for Organisations

- How do you assess the chances of refugees in the labour market?
- How do you evaluate the importance of work for the integration process?
- How do you assess the role of companies in the refugee crisis?
- What impact do you think hiring refugees has on society?

5.2 QUESTIONS DIRECTED AT MUNICIPALITIES

1. **Introduction of Interviewee and Initiatives**

- Could you briefly present your role and the role of [municipality]?
- Could you tell us about how you approach the integration of refugees?
- Do you cooperate with other organisations?
- How do you assess the chances for refugees on the labour market?

2. **Reasons and Pre-requisites for Integration Initiative**

- What difficulties arise in the integration of refugees? What particularly in the hiring process?
- How are refugees and companies prepared when they contact you? What are their expectations?
- How must refugees prepare themselves for the job market?

3. **Roles and Responsibilities for Organisations**

- To which extent, do you think, should companies prepare for employing refugees?
- Are companies willing to hire refugees?
- What are reasons to employ refugees?

5.*3 QUESTIONS DIRECTED AT NGOS*

4. **Introduction of Interviewee and Initiatives**

- Could you briefly present yourself and your role at [NGO]?
- Could you tell us about your integration initiative for refugees?
- How do you assess the chances for refugees in the labour market?

5. **Reasons and Pre-requisites for Integration Initiative**

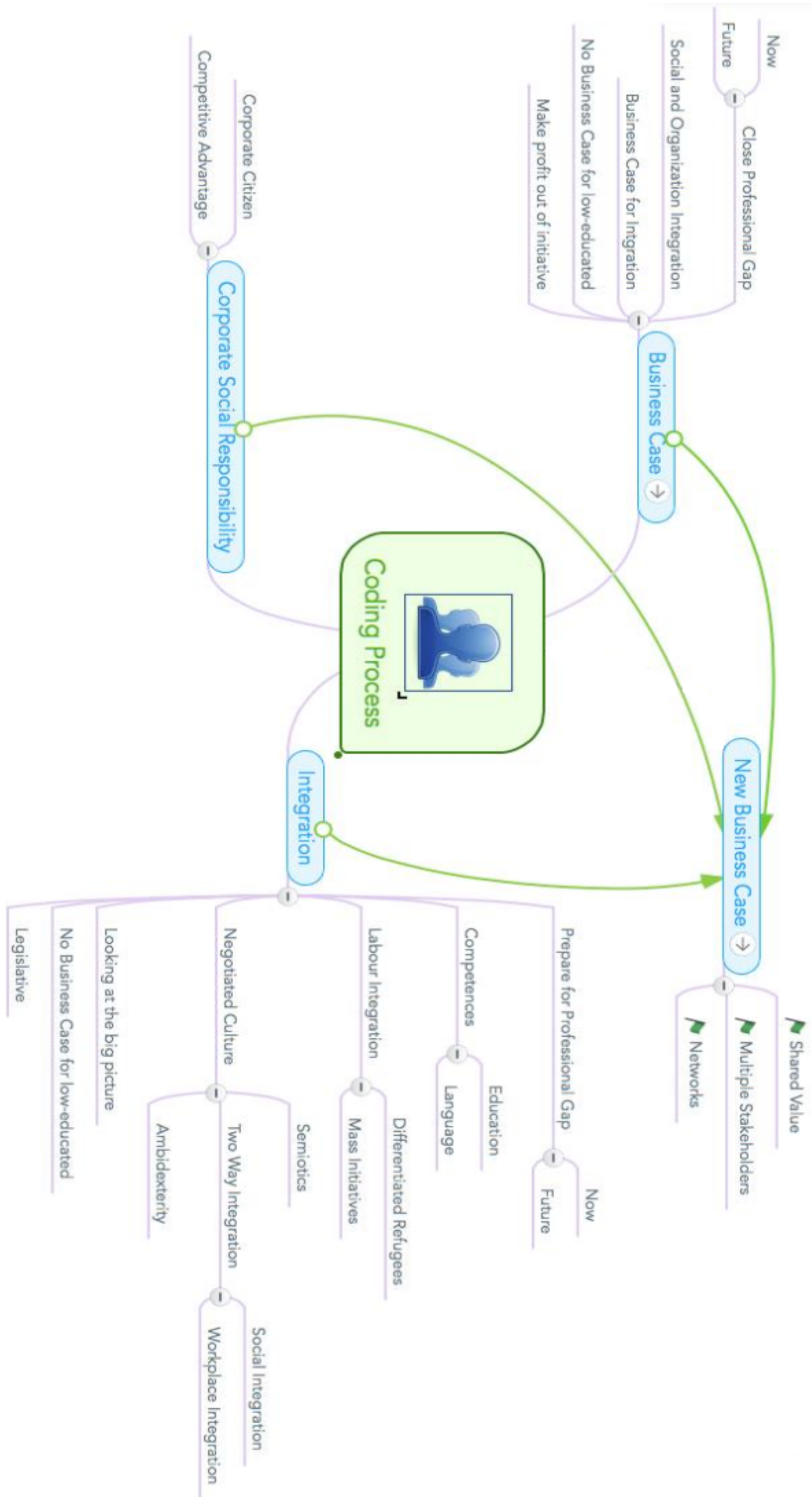
- In which way should companies prepare for hiring refugees?
- In which way should refugees be prepared? What are companies' expectations?
- Is there a necessity for big cultural adaptation for both companies and refugees?
- Do you see any differences between the engagement of big companies and small companies? - Do you see any difference between the influences in big companies juxtaposed to small companies?

6. **Roles and Responsibilities for Organisations**

- In which way do organisations want to engage in the refugee crisis?
- How should we best approach integrating refugees in society? Which difficulties but also benefits arise in processes for integrating refugees?
- Which impact, do you think, does the employment of refugees have on society?
- How does the cultural differences influence the integration onto the labour market? How can companies engage in the refugee crisis? What is their role in the refugee crisis?

APPENDIX 6: CODING PROCESS OVERVIEW

As the graphics shows, the 2nd order codes are combined under a 1st order code and finally merge into one of our three categories; integration, CSR and business case (in one case, 3rd order codes also exist. This is described in chapter 2.3.4, Data Analysis: Coding).



APPENDIX 7: ISO

ISO 26000 form the core issues from the main areas of social responsibility and is a reporting and initiative development tool. To know the extent of their social responsibility and to set priorities, any organisation should consider and address the following seven core subjects: Organisational management/leadership, human rights, labour practices, environment, fair operating and business practices, consumer issues, integration and development of the community. ISO 26000 works as a guideline to organisations on how to approach sustainable issues and is directed at all kinds of organisations around the world. It provides organisations with the opportunity to align business practices and sustainable behaviour and thus act in alignment with self-interest and organisation objectives. The ISO suggestions include improvement of already existing practices within an organisation as well as its value chain. Thus, sustainable behaviour as suggested by ISO is a change in internal practices and thus part of an organisation's core business (Bundesministerium für Arbeit und Soziales, 2011).

APPENDIX 8: FURTHER REFUGEE DEMOGRAPHICS

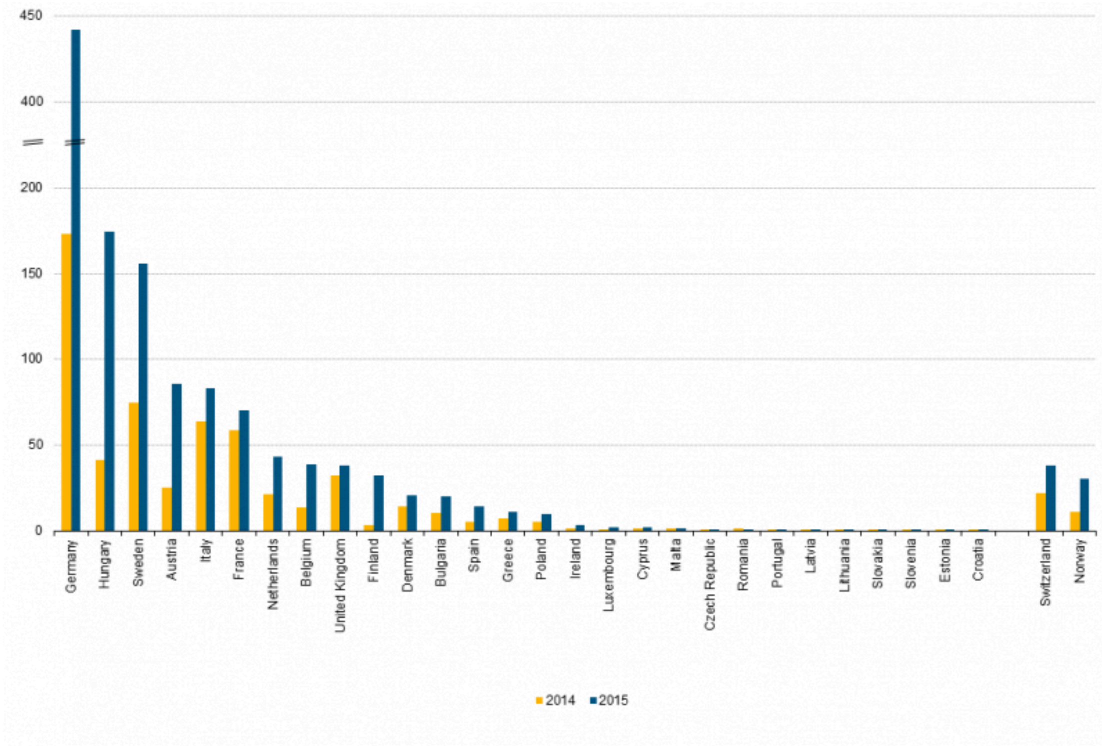
8.1 FIRST TIME ASYLUM APPLICANTS IN THE EU MEMBER STATES

First time asylum applicants in the EU Member States

	Number of first time applicants			Share in EU total (%)	Number of applicants per million inhabitants*
	2014	2015	Change (in %) 2015 / 2014	2015	2015
EU	**562 680**	**1 255 640**	**+123%**	**100.0%**	**2 470**
Belgium	14 045	38 990	+178%	3.1%	3 463
Bulgaria	10 805	20 165	+87%	1.6%	2 800
Czech Republic	905	1 235	+36%	0.1%	117
Denmark	14 535	20 825	+43%	1.7%	3 679
Germany	172 945	441 800	+155%	35.2%	5 441
Estonia	145	225	+54%	0.0%	172
Ireland	1 440	3 270	+127%	0.3%	707
Greece	7 585	11 370	+50%	0.9%	1 047
Spain	5 460	14 600	+167%	1.2%	314
France	58 845	70 570	+20%	5.6%	1 063
Croatia	380	140	-63%	0.0%	34
Italy	63 655	83 245	+31%	6.6%	1 369
Cyprus	1 480	2 105	+42%	0.2%	2 486
Latvia	365	330	-10%	0.0%	165
Lithuania	385	275	-29%	0.0%	93
Luxembourg	1 030	2 360	+129%	0.2%	4 194
Hungary	41 215	174 435	+323%	13.9%	17 699
Malta	1 275	1 695	+33%	0.1%	3 948
Netherlands	21 780	43 035	+98%	3.4%	2 546
Austria	25 675	85 505	+233%	6.8%	9 970
Poland	5 610	10 255	+83%	0.8%	270
Portugal	440	830	+89%	0.1%	80
Romania	1 500	1 225	-18%	0.1%	62
Slovenia	355	260	-27%	0.0%	126
Slovakia	230	270	+18%	0.0%	50
Finland	3 490	32 150	+822%	2.6%	5 876
Sweden	74 980	156 110	+108%	12.4%	16 016
United Kingdom	32 120	38 370	+19%	3.1%	591
Norway	10 910	30 470	+179%	-	5 898
Switzerland	21 940	38 060	+73%	-	4 620

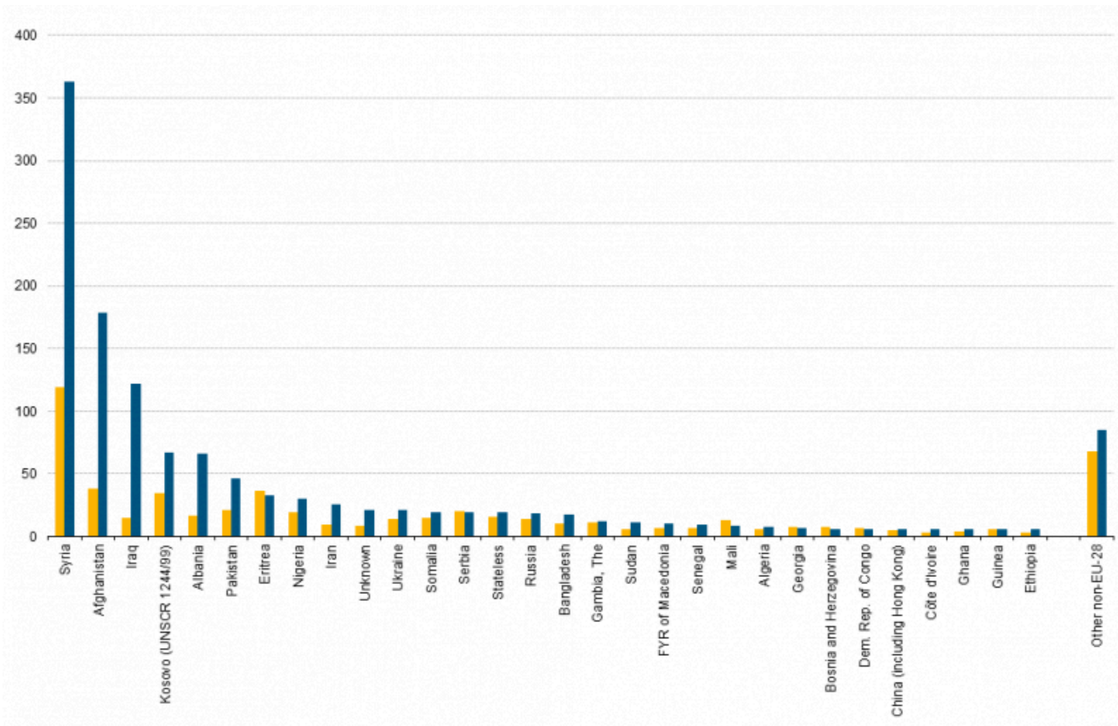
Number of first time applicants is rounded to the nearest 5. Calculations are based on exact data.
* Inhabitants refer to the resident population at 1 January 2015.
\- Not applicable
The source dataset can be found here.

8.2 DISTRIBUTION OF REFUGEES IN THE EU MEMBER STATES

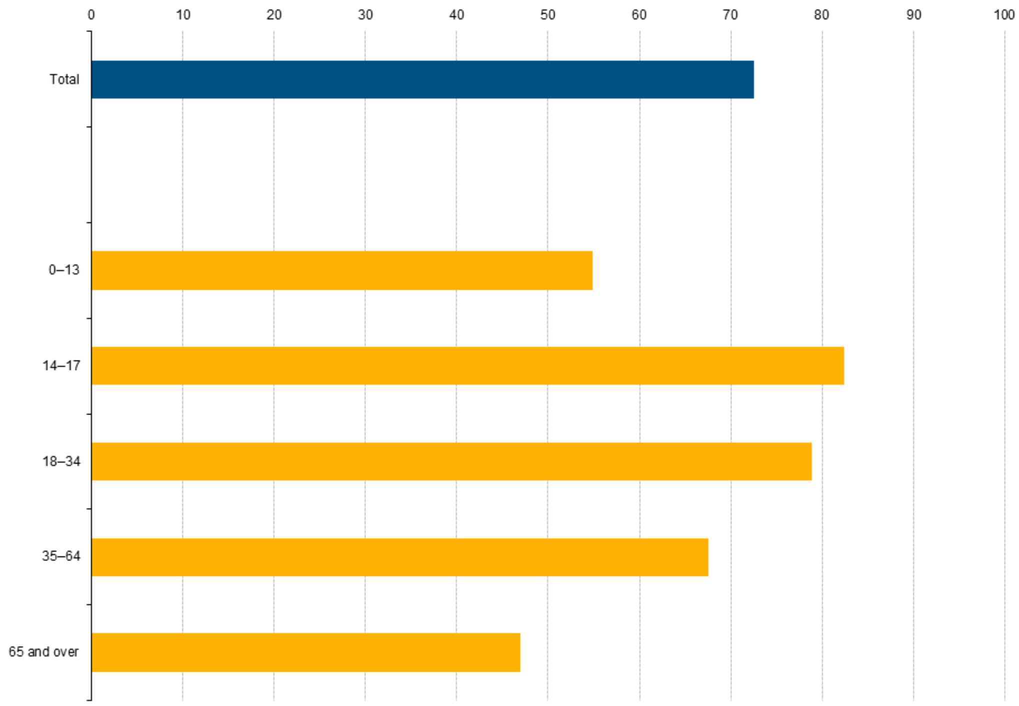


Source: Eurostat (online data code: migr_asyappctza)

8.3 REFUGEE ORIGIN



8.4 REFUGEE AGE DISTRIBUTION



Source: Eurostat (online data code: migr_asyappctza)

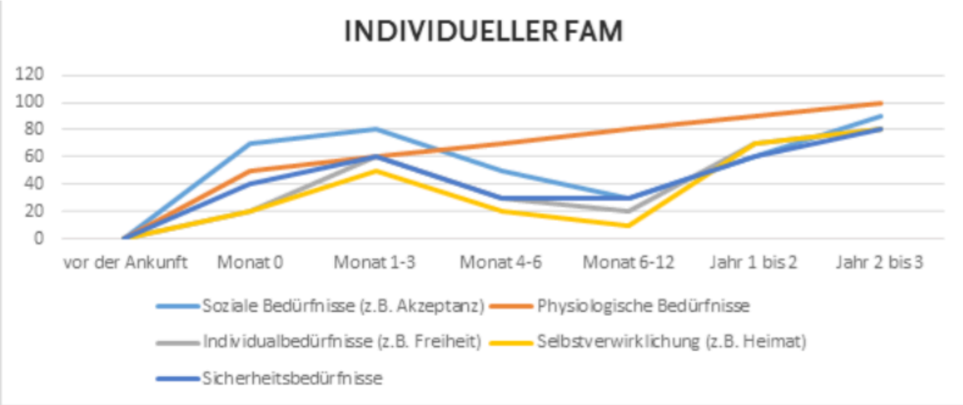
APPENDIX 9: ICU.NET AG

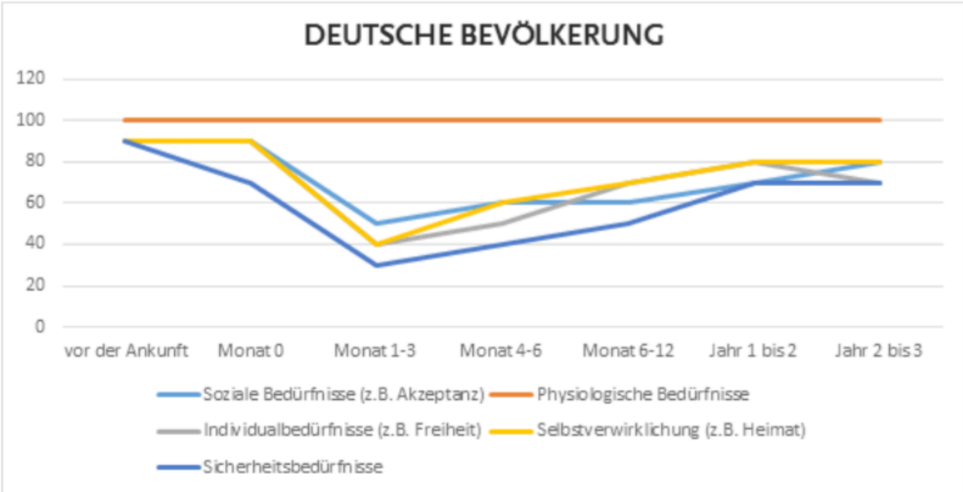
In the Integration Phase Model, ICUnet.AG clarifies how the refugees' different needs evolve throughout their stay in Germany (ICUnet.AG 2015;2016). In order to reach a sustainable integration, which includes a social, cultural, identificative and structural integration as we argued from Esser (2001) and Heckmann (2015), it is necessary to discuss the causes for the different perceptions on the satisfaction of needs. The integration phase model links the U-curve model of culture shock from Oberg (1960) to Maslow's (1943) hierarchy of needs.

The culture shock model refers to the shock-like emotional state that occurs when encountering foreign cultures. The integration phase model adds two phases to Oberg's' 5-phase model. For this reason, it starts with the phase of anticipation before arriving in Germany and the phase of arrival itself. This is followed by the discovery phase where the perception of the new environment is very positive and exciting. Oberg (1960) calls this phase "honeymoon", as the immigrants are very euphoric and curious regarding the new culture. This discovery phase is characterised by enthusiasm and fascination with the foreign culture. It is either the satisfaction of the physiological needs, security, the welcoming culture and a feeling of belongingness that fulfil individual needs or the satisfaction of self-realisation by arriving in the new home that leads to this feeling of euphoria. This then switches to a phase where the refugee realises the difference and foreignness of the new culture and is characterised by disappointment and disillusion where feelings of strangeness and of not-belongingness arise.

The fifth phase is labelled the culture shock phase. Culture shock arises when the refugee is confronted with unexpected cultural, political and economic conditions that previously had been difficult for the refugee to even imagine. The foreignness and the difficulties in getting in touch with the local people lead to insecurity and a general feeling of discomfort, but could also result in animosity. These conflicts can easily lead to escalation if this phase is not overcome. In the last phase it comes to an upturn, where the affected person adapts to the new environment and tolerance and acceptance of the new country grow (Oberg, 1960).

The ICU.net AG's integration phase model expects a cultural shock within the German population as well. However, research suggests that the phenomena are different and that the different phases occur delayed in the German population. This results in the culture shock for Germans as happening opposite to that of refugees. Equally, the hierarchical needs of the German population and the refugees differ tremendously.





The divergent needs of the German population and of the refugee population include high conflict potential, which has to be minimised. ICUnet.AG argue that it takes two years at least in order to reach a parallel development. Heckmann (2015) argues that the acculturation process should not only happen on the part of refugees but also adjustment of the host society is required. Thus, both parties need to be prepared to absorb culture shock. Therefore, the focus and best possibilities for improving the integration processes lies within these gaps.