

Interactions of Dutch industria firm with their stakeholders in the context of energy transition

Why this topic

Recent events surrounding natural gas.
Royal Koopmans wants to make a step towards sustainability.
Who are their main partners?
What do their stakeholder think of this project?
Can they help?

How should Dutch companies that want to invest in energy transition interact with their stakeholders to conduct their project the best possible way?

The objectives

Understand the current context.
Identify relevant stakeholders.
Identify the types of interactions the firm has to engage in.
Understand the firms' expected role.

The Theory

1) Why would the firm want to engage in ET

Porter and Kramer (2011)
Hart and Millstein (2003)
Ambec and Lanoie (2008)
Marcus and Fremeth (2009)

2) Stronger emphasis on legitimacy

Suchman (1995)
Berrone et al. (2010)
Berrone et al. (2013)

3) Reasoning in terms of ecosystem is key

Cohen (2005)
Thomas and Autio (2012)
Zahra and Nambissa (2011)
Bardy and Massaro (2015)

Methodology

- Single case study



koopmans

- 5 semi structured interviews



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Results

Receiver role

- Passively benefit from existing regulations and knowledge
- Get financed

Provider role

- Provided for the community
- Come up with a business case
- Show the way
- Reevaluate the needs of the people along the chain of value

Mutual contribution

- Identify complementarities
- Collaborate with other industrial firms

Implications

Theoretical

- Ecosystemic approach
- Evolution of ecosystem
- Need for a sustainable entrepreneur mindset
- Operational effectiveness vs strategy

Practical

- Peer to peer collaboration
- Front runner role
- Come up with a long term strategy
- Make good use of ecosystem