Uniting through Technology

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A case study of the collaboration between Ericsson, Refugees United and UNHCR for uniting refugees

by

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Abstract
Today, there are many refugees living displaced and often separated from their family and loved ones. A partnership between a corporation, a United Nations function and a non-governmental organization has been formed with the goal of reuniting these refugees. The actors involved are Ericsson, Refugees United, and United Nations High Commissioner for Refugees. This results in an interesting and unique corporate responsibility project. The initiative is evaluated and described in this report from a social responsibility perspective by developing a qualitative case study using triangulating methods. The result is a study interesting for all three parties. The assessment showed that the project is advantageous from a social responsibility perspective and it also highlights areas that can be further investigated.
Credits
A special thank you to the representatives of each organization in this report: Karin Svingby from Ericsson, Hélène Ahlberger from United Nations High Commissioner for Refugees, and Christopher Mikkelsen from Refugees United, for taking your time to be a part of this study, and making the world a better place.

A thank you is also extended towards the thesis advisor, Mathias Werner, for the constant friendly reminder of how precious time is.
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1. Introduction

This chapter presents the background, purpose, process and disposition of this thesis. The aim is to describe and evaluate a corporate social responsibility initiative by performing a qualitative case study.

This thesis is a case study of a corporate social responsibility (CSR) initiative. Because the definition of CSR is evolving, different corporations work with it in different ways. Areas defined as CSR are covering an increasing wide range of issues. CSR can be described as the corporation’s responsibility for their social impact, both from an economic, environmental and social perspective. Ericsson has chosen to impact its surroundings/environment by using its core competence to achieve sustainable progression. This thesis considers their Sustainability & Corporate Responsibility work as a branch-out from the broad term CSR.

This thesis will first provide a definition of the term and incorporate theoretical knowledge about the subject. Then the thesis will analyze how to work with sustainability and Corporate Responsibility (CR) focusing on a cooperative project.

1.1 Background

What follows is background information about the project that the thesis focuses on. The collaboration has a lot of parties involved but will focus on the company Ericsson, the Non-Governmental Organization (NGO) Refugees United, and the United Nations High Commissioner for Refugees (UNHCR). The overall aim of the partnership is to support the work of reconnecting separated families. The partnership brings together three entities working collaboratively to streamline the process of refugee family tracing through a mobile search tool.

Ericsson provides a mobile platform that enables communication for refugees worldwide. This means that refugees can safely find their lost family members. By combining technology and expertise Ericsson aims to show how telecommunications is a key enabler for the impoverished and rural population.

The interesting part of this project is that it allows the study to not only intertwine an NGO with a corporation but it also includes the role of a global United Nations (UN) agency. The combination of all three creates a magnificent bridge connecting all actors together, as illustrated in figure 1 below.
1.2 Purpose and research question

The goal of this paper is to investigate how this initiative has developed and focus on the essential partnership allowing the project to be successful. It is interesting to investigate the advantages, development areas and success-factors of the partnership. Therefore the research question for this work is:

In what way is the collaboration between Ericsson, Refugees United, and UNHCR advantageous from a social responsibility perspective and what speaks for its success?

The aim is to describe and evaluate this subject by answering the question. Corporate social responsibility is a concept that has come to interest many actors in both the private and the public sector. What this thesis brings into light is how technological innovation can be used to help achieve social benefits.

The private sector has a crucial role to play in achieving sustainable development goals. This can be done by leveraging core competencies to help communities overcome limited access to infrastructure, services, and information. The partnership between Ericsson, Refugees United and UNHCR is a good example of how technology and innovative solutions can serve as a key driver for good. That is why this work is of the utmost importance.
1.3 Process

What follows in figure 2 are key process elements essential for forming the thesis.

![Flowchart of the process for making this thesis.](image)

As seen, the process was flexible with interacting parts. Liberty was taken to adjust the original research question based on extended research. Research was extended based on information from the interviews causing the adjustment of the research question once again. This provided the thesis with important and useful reflections about the subject.

1.4 Disposition

The flowchart displayed in figure 3 shows the disposition of the thesis. The funnel model shows how the research question is targeted. It illustrates how the thesis moves from a general topic to a specific.
Figure 3. The disposition of the thesis.
2. Methodology

This chapter explains the qualitative methodology and research strategies used in the thesis. Mainly a triangulation strategy was used to select the best way to fulfill the purpose of the report.

What follow is basic research methodology and key strategies of the research infrastructure. It will describe the theoretical framework behind the strategy. The diversity of strategies described here indicates that a suitable research method was chosen to achieve relevant results.

2.1 Qualitative Methodology

“Not everything that can be counted counts and not everything that counts can be counted.” - Albert Einstein

The main research method has been qualitative where a naturalistic design is used to prevent receiving anticipated answers because of how the questions are formed [1]. Adopting emergent design flexibility has been important. This is to keep an open mind to changes that may appear and increase the quality of the data acquired. The design included purposeful sampling; carefully choosing what sources to use and the people to interview. The choice was made to interview one person from each part of the cooperation to get all perspectives.

2.2 Key strategies of qualitative inquiry

There is a variety in qualitative inquiry that has been identified by Crotty [2] in five different categories: positivism, interpretivism, critical inquiry, feminism, and postmodernism

This thesis has used positivism to base the research on facts acquired from interviews and documents. Interpretivism is used to interpret the data and form a reflection and analysis.

Deductive inquiry has also been applied to form a reliable theory from the researched material in the analysis.

The tools that can be used to acquire qualitative data are documents, observation, and interviews. The ones used have been documents and interviews to provide secondary and primary data.

The number of investigators in this thesis is two and it is evaluated and criticized by two other evaluators as well as a mentor.

As a conclusion, various triangulation methods have been used as illustrated by figure 4.
Figure 4. Data triangulation (multiple people with different perspectives have been interviewed), Investigator triangulation (multiple investigators are involved in evaluating the thesis), Theory triangulation (multiple theories are used and considered to deduce results). These triangulations result in a detailed perspective of the issue at hand.
3. Review of Literature

Going through relevant literature about CSR, Ericsson, Refugees United, and UNHCR used for the reflections is an important part of the thesis. Therefore this part speaks of the basic literature used.

This chapter presents a summary of the literature helpful in the cause of answering the research question. Along with the interview results it will serve as a ground upon which the analysis will be based and the conclusions drawn.

3.1 CSR

“[...] CSR as a well-defined and widely agreed upon concept in the management literature remain elusive.” [3]. The previous quote describes CSR as elusive; the views upon its effects are divided as well. Some integrate it into the backbone of the company [4] while others see it as necessary cost to stay competitive.

Lucia Crevani, researcher and lecturer at the Industrial Economics department at the Royal Institute of Technology, gives evidence as to why companies choose to be active in the field of CSR. The positive drivers are illustrated in figure 5 below.

![Figure 5. Lucia Crevani’s examples for engaging in CSR.](image)

Even though the result of CSR can be hard to measure, many companies wish to participate. Success is not always the case. CSR efforts can be counterproductive if executed poorly; failing to make a real impact and acting more as a PR-campaign can spur cynicism instead [5]. If handled correctly CSR can improve not only society but also the company overall.
3.2 Ericsson

It is apparent that this company is of significant magnitude when it comes to sustainability and corporate responsibility as shown by their numerous awards within the field [6]. “Ericsson is a world-leading provider of telecommunications equipment and services to mobile and fixed network operators. Over 1,000 networks in more than 180 countries use our network equipment, and more than 40 percent of the world's mobile traffic passes through Ericsson networks” [7]. Their vision is “to be the prime driver in an all-communicating world”, a vision which has a direct impact on all their work, including their CR program.

Ericsson engages in sustainability and corporate responsibility in various ways. When it comes to CR, Ericsson created the concept “Technology for Good” highly reflecting their CR goals. They want to ensure that their technology is accountable for causing a lasting change in the world while addressing the issues faced by the world today. Ericsson’s long term-goals are supporting the Millennium Development goals stated in the UN development program [8]. Elaine Weidman-Grunewald, responsible for Sustainability & Corporate Responsibility at Ericsson says “With our technology we can help solve some of the difficult challenges ahead and this is something Ericsson does” [9].

After conducting a global review of 124 socio-economic studies on the impact of broadband Ericsson could link connectivity and economic growth clearly [7]. Therefore Ericsson has recognized that enabling communication for all is one of their key issues. It is one way to work towards these goals [10].

Hans Vestberg, President and CEO, Ericsson, shows how Ericsson connects the collaboration with Refugees United to one of Ericsson’s other CR projects. "For well more than a decade now, through our Ericsson Response program, we have played an active role in responding to natural disasters or other human suffering. A sad part of that suffering is often the separation of families when large numbers of people become refugees or displaced. This commitment addresses this tragedy directly by helping reconnect those who have lost contact with their loved ones", speaking of Refugees United at a press conference [11]. The Ericsson Response program provide aid agencies with emergency telecommunication in disaster relief situations [12].

Ericsson has decades of experience supplying communication methods to the African continent. They have core knowledge of how to develop and apply the mobile application used by refugees united. They were also able to team up with Africa's leading mobile operators (MTN and Safaricom) to provides it [13]. This made them a valuable actor for the cause.

3.3 Refugees United

Refugees United is an NGO founded by the two brothers David and Christopher Mikkelsen. They discovered the need for a better way of tracing lost relatives and friends after helping a refugee locate his family and launched the organization in 2008 [14]. With the help of partners such as Ericsson and UNHCR they aim to reconnect refugees “through the innovative use of mobile communications and the internet” [15]. They share their news, stories and success; keeping society up to date through various social media such as Facebook and their blog. According to their twitter [16] almost 100 000 people had registered on the platform as of the 22nd of April, 2012. Christopher
Mikkelsen gives a measurement of their success at the Ericsson CES keynote presentation [17] 2012. At average, an organization in Kenya working with refugee family tracing could process about 700 cases a year. That was in 2009. During the past year he has seen organizations being able to open 70,000 cases much thanks to the work done within the partnership. He shares their future plans of expanding to further UNHCR camps in Africa.

3.4 United Nations High Commissioner for Refugees

UNHCR is the United Nations agency mandated to protect refugees in accordance with the Statute of Office of the United Nations High Commissioner for Refugees [18]. Protection covers the basic well-being of the refugees such as housing, water and sanitation as well as health issues that may arise. But not only this, UNHCR also assists governments in assuming their responsibility for the overall protection of refugees, including their legal rights.

This is no small task as there are close to 33.9 million people of concern according to the mission statement [19]. This demands a huge budget estimated up to about 3.8 billion USD. To fund its operations, UNHCR relies almost entirely on voluntary contributions. Most of the money is acquired from governments; this source represents 93% of UNHCR’s funding [20]. The funding and allocation of funds is depicted in figure 6 below.

**Figure 6.** The diagrams show the allocation of funds as well as the source of funding.
4. Interview Results

The following is a summary of the results collected through the interviews conducted for the thesis.

Three different people of different positions and perspectives were interviewed. The interviews conducted gave essential information and an all covering perspective of the collaboration.

4.1 Karin Svingby, Director CR Projects & Partnerships at Ericsson

Karin informs that Ericsson has been working with sustainability for a long time; their first environmental report was published in 1993 and a signatory of the Global Compact since 2000. Their long time involvement has granted them a leading position in the development of sustainability and corporate areas: “Ericsson is constantly top scoring on external surveys”. Furthermore, the corporation’s stand on the subject is sound with regards to longevity. Their strategy is to apply their core competences in partnerships with customers and subject expert actors. All projects are made scalable and replicable. Svingby also acknowledge the readiness of their customers to work with CR: “Ericsson’s clients are very interested in being a part of this of project”.

Ericsson is involved in a broad range of CR projects with different partners. Karin also emphasizes the wide coverage that UN possesses. Therefore the collaboration with UN agencies matches Ericsson’s spread and objective to launch projects designed for a greater scale from the beginning. Working with organizations of different governing includes challenge. She mentions advantages with the collaboration as well; the project is well defined with one owner and is a perfect example of how public-private partnership succeeds where none of the involved could have solved it alone.

4.2 Christopher Mikkelsen, co-founder of Refugees United

The interview with Christopher paints the organization as a unique NGO. As opposed to many NGOs, Refugees United consists of employees with a very diverse background in the private sector. Pointing out the willingness to cooperate by Ericsson, the size of the partners and that together the trinity has quite a bit of leverage. He describes it as "the perfect marriage as we see it. It is the marriage between NGOs’ passion, dedication with the strategy and structure and the discipline of the private sector”. He continues to explain that many corporations have a hard time working with NGOs as they can be tied down by politics. Even though the private sector has clearer goals with a more hands-on approach it is equally rewarding in the end.

Refugees United “is not interested in the ten dollars, we’re more interested in the ten minutes”. Mikkelsen continues to explain how they depend on collaborations with other organizations and corporations by using their infrastructure or expertise. Examples of this are how airlines may supply tickets or UPS making their infrastructure available. On the question of how Refugees United forms partnerships he replies that the company is thoroughly investigated and then approached. Before any formal partnership is formed, goals and interests are aligned. Gaining support is not all that difficult; in the end “most people want to help other people”.
4.3 Hélène Ahlberger, Corporate Partnership Development Officer at UNHCR

The interview with Hélène gave insight into the organization, how they work and for what ends. It is estimated that the average duration of major refugee situations in developing countries is 17 years, and about two-thirds of the world’s refugees have been in exile for more than 5 years, many of them with no end in sight. UNHCR’s ultimate goal is to help uprooted people find home. Usually this means returning to their place of origin. In the cases where repatriation is not an option there are two possibilities: finding a home by local integration in the country they have fled to or resettlement to a third country.

Hélène goes on to explain how “UNHCR is one of the world’s foremost humanitarian agencies. It has decades of experience in responding to crises in far-flung locations”. As such, UNHCR and its widely spread network is also a great tool in disaster relief. She continues to point out the agency’s strength: “When there is a big emergency the organization’s first priority is to save lives. This means we may have to put other activities on hold”. In addition to mobilizing people, UNHCR can support 500 000 people within 72 hours with tents and emergency kits. To do this they work in partnerships ranging from organizations, governments and increasingly also the private sector.

“Partnerships are at the heart of our work”

The preferred help is monetary aid to reach the required budget. In-kind donation is another way for companies to contribute although not all items can be accepted due to standards and regulations. Core competence is also appreciated to increase efficiency, as the corporate business needs structured measurement of results. Hélène offers an example where IKEA helps in supply chain management including packing and shipping, which is one of their strengths. Albeit UNHCR relies heavily on collaboration, they do not work with just anyone; their partners are required to be a part of the Global Compact.

When asked about Refugees United Hélène explains its uniqueness; the NGO contacted UNHCR with a solution of how to get people in touch with their family and friends.
5. Analysis

Analysis of key elements found from the results and the interviews is presented here. The topics analyzed are the legitimacy brought by the cooperation, the communication needed to carry out the project and the alignment of the organizations’ goals.

At this point, it is valid to analyze the efficiency of CSR. An article by Freisleben [21] describes how subcontractors and other small/mid-sized enterprises can have a hard time satisfying demands from a higher level of the supply chain hierarchy. Many companies lacking resources in terms of both finance and manpower are to see the CSR efforts as bureaucracy and a budget cost, as confirmed by Baden [22]. What these companies lack is proper motivation and long term commitment. Therefore the CSR work needs to be legitimate. In conclusion from the review of literature, CSR is a double edged blade: a great tool but comes with great risk if handled incorrectly.

5.1 Legitimacy

One way for a corporation to bring more legitimacy to their work in the field of corporate responsibility is to cooperate with an NGO, for example Ericsson and Refugees United. A report [23] by the Global Environmental Management Initiative (GEMI) and Environmental Defense Fund (EDF) presents evidence as to why this cooperation is mutually beneficial. Refugees United bring outside perspective along with third party validation, increasing both respect and credibility. They help with long term thinking as corporations are prone to set more short term goals. In return they receive leverage, skills and technologies from the corporation. The exchange is illustrated in figure 7. This supports the claim of the importance of partnership expressed in all of the interviews conducted.

![Figure 7. An illustration of what each party contributes with in a partnership.](image-url)
With this analysis it is easy to see the value of collaboration between all three actors. Carrying out the project at hand alone would be deemed impossible for even the two larger parties as stated by Svingby. It deviates too much from the core objectives of both Ericsson and UNHCR and allocation of resources in favor of the enterprise would be counterproductive in the end. Even with two out of three of the involved partners it would be quite difficult to make the project a success. The key element is the diversity and how the three come to work in symbiosis, or as Mikkelsen put it: the perfect marriage.

Marriage, as well as partnership, takes time, effort and trust. Transparency factors in when developing mutual trust. It might not come natural to a corporation but is beneficial, not only when partnering, according to another report [24] published by GEMI. The more parties involved the harder it will be to align interests and share goals. The interviews show that everyone was fully engaged before entering this marriage.

The GEMI report continues to explain that partnership does not guarantee success; a shared vision and alignment of goals is necessary, as well as communication. This requires a great deal of transparency on the company's behalf.

5.2 Shared goals

As mentioned in the earlier chapter, an alignment of goals is necessary for a partnership to be successful and advantageous. Therefore an analysis of the drivers each partner possesses is processed in the following chapter to examine the common synergies.

Ericsson has extensive work with corporate responsibility and as shown earlier, has its own successful approach. Their CR vision is to use the company’s core skills and expertise to show what the positive impact it has on society. This is a red thread throughout their CR portfolio. By working together with Refugees United and UNHCR the project gets legitimacy and a great scale. It is a great way of presenting the importance and the impact of Ericsson’s work and how existing technology can help solve problems through innovative thinking. This work is also valued by Ericsson’s stakeholders.

Refugees United realized that most people living in displacement do not have access to a computer but a phone or sim-card. Therefore, they approached Ericsson via one of their company partners because Ericsson have a long experience in the field of socio-economic projects in Africa. Refugees United needed aid to transform their web based service to a mobile platform. Ericsson’s previous work with mobile operators such as MTN, 3 and Safaricom was also considered valuable.

Refugees United also saw the need for UNHCR’s expertise in working with refugees and approached the agency as such. UNHCR are the ones with daily and direct contact towards the groups in need of help, through their refugee camps. A key element to succeed is the size of the database. This is where UNHCR works its magic, introducing the other parties to people and organizations of interest aiding with Refugees United’s ambition to grow.

The idea is simple. With the help of Ericsson’s technology and through the wide reach of the UN agency refugees will be able to connect through mobile technology. This is what drives Refugees United to working with these particular partners to fulfill their goal.
UNHCR’s ultimate goal is, as stated earlier, to help uprooted people find a home. Most people take for granted having friends and family close by. It is of importance to keep these people motivated and with purpose. One way for UNHCR to approach this is by offering education and sports. Knowing where family and friends are is also a recognized motivating factor. That is the driving factor for UNHCR’s involvement in the project. The need for this partnership is expressed by António Guterres, the UN High Commissioner for Refugees: "The role of the private sector is increasingly important for humanitarian assistance. Lending their knowledge and expertise to support the refugee cause is crucial as many of these projects would otherwise be outside of our reach. Today mobile phones are everywhere. Utilizing this readily available technology for a good cause to enable refugees to connect with and reach out to family members they have lost contact with is fundamental".

5.3 Communication

Communication is a key element in every project. The interviews and results showed that this project is no exception. Each organization in this partnership has taken responsibility to communicate to a certain extent and on different levels. The communication is handled towards the following different communication areas that have proven essential for the project:

The target of the project

- Refugees United has taken on the responsibility of communicating to the refugees as they spawned the project idea. They have the sufficient knowledge about the product used.
- UNHCR is in direct contact with refugees hence they help spread knowledge about the tool to the target throughout their refugee camps. UNHCR controls that the right message is being sent. The refugees need to be aware of the fact that the database is open for use by anyone, including people who may wish to abuse it. UNHCR do not recommend it to people at risk of being tracked by potential persecutors.
- Ericsson’s design of the platform is important. It is through the application that information reaches refugees. It is essential that the risks and process are explained on the screen.

Between project partners

Each organization has at least one person fully informed about everything connected to the cooperation. This has been essential for the organizations to find a common ground. Because each partner in this cooperation is very different from the other, a good communicator is needed. Translating goals from the corporate world to the outside world can be challenging. Hence measurable results and clear goals are necessary for this particular project to maintain transparent communication between parts.

Within the organization

Internal communication about this project is essential. Since it is a new solution to a problem there had to be discussions about it. It took time for this initiative presented to sink its roots in the organizations. Communication is important to gain support and to examine all possibilities of a project like this on a global scale.
**A broader reach**

The more people know about the project, the larger effect it has. Raising awareness about the issue of these refugees can inspire. It is about spreading the word so that it reaches the refugees and potential volunteers. This has an effect of improving Ericsson’s brand name making it a more attractive place to work and do business with. It is important to let the world know what is being done to make a difference.
6. Discussion

This part provides the thesis with self-criticism. The validity and limitations are discussed and justified. This is to emphasize all aspects thought of during the process of the report.

A discussion of the validity and limitations of this research paper will be presented in the following part.

6.1 Validity

The validity of this research paper will be discussed in this part. This research paper has been based on a specific case study and is backed up by qualitative data and document research. The result is that this thesis is very well applied on the specific case. It can also be used to generalize about CSR relations similar to the ones studied. It provides an insight into the benefits that all parts acquire throughout this work. Therefore this thesis is of interest for corporations, NGOs, and UN agencies.

This thesis is not a comparative study because of the complexity of comparing this partnership with another one. Such a study would be very broad and would have to take more parts into consideration. There are more organizations involved with refugees united and their cause but the limitation of this thesis is that it focuses on the threesome discussed.

6.2 Limitations

In order to narrow the thesis down, the focus was on the specific project. With a broad CSR perspective this thesis is focused on the corporate responsibility aspect taken by Ericsson and the cooperation at hand. The research question is purposely specific and has the potential of providing a clear answer.

Because three qualitative interviews were held, the validity could be questioned of whether this was sufficient to collect all information needed to draw conclusions. However since the interviewed subjects had such an insight and different perspectives of the project, this purposeful sampling was valuable for the thesis.

No refugees were interviewed because that would result in a broader study outside the reach of this thesis.

The references used indicate that conclusions have been drawn from the shedding light of literature as well. This has been essential for the core of the report.
7. Conclusion

This part goes through advantages and disadvantages and sums up the conclusion of the report by answering the research question.

As demonstrated by this report, sometimes a partnership is necessary to achieve CSR oriented goals. Whether it is the best way to conduct CSR differs from project to project and has to be evaluated on a case-to-case basis.

By concluding the pros and cons that the thesis has dealt with, a clearer view of the benefits contributed by this partnership is provided from a social responsibility perspective.

7.1 Advantages

The benefits (pros) showing factors that have been essential for the success of the project discussed will be summarized and reflected upon here:

- The first benefit is the goal clarity of this entire project. It can be formulated in one sentence describing that the goal is to reunite refugees with their loved ones.
- This brings us to the second benefit which is that this project is relatively easy to follow up. All numbers that are registered in the platform can be used to measure the extent and development of the project.
- The third advantage is the use of all partner competences. Three different partners with different values and areas of expertise combine to provide a scalable solution for a well-defined problem.
- This brings us to the fourth positive aspect: the cause. It is a clear-cut moral cause which many can relate to once informed of the problem.
- The fifth advantage is that the partners’ drivers are not conflicting which means that there is a synergy of the visions and goals.

7.2 Disadvantages

The disadvantages (cons) discussed in this thesis are summarized and reflected upon here:

- The first disadvantage is a topic also discussed as an advantage. It is the fact that there are three different partners involved. All with different values. It could be described as three different worlds, which can result in difficulty to find the common language.
- The second is that this in turn might result in an excess of bureaucracy. Working with a number of partners requires many formalities and might hinder quick development.
- The third is that the magnitude of this project makes it a complex project to understand. Many questions can arise and it can be difficult to explain the importance of the cause. Often causes like this are not prioritized and can be pushed aside to leave room for causes considered more urgent.
- Fourth on the list of disadvantages is the issue of safety. It can be hard to explain how the safety issue is handled. The complexity of the project can easily get in the way of explaining how safe it is.
- Last and fifth is the concern of tracking efficiency. Knowing how many people actually get in touch with lost friends and family is difficult without feedback from the users. This is not always possible.
7.3 Analysis of pros and cons

In analyzing these pros and cons one realizes that this project is well grounded. The negative issues are addressed and the pros outweigh the cons. The significant results of the project solidify this. Being able to show that this project is being used by a large amount of people to reunite has a great effect. The following part goes through the cons and gives suggestions to how they can be dealt with.

The first disadvantage is dealt with by having competent people such as the interviewees laying out the common ground for all three partners. Clarifying the goal and having communicators is what counters this disadvantage.

Whenever it comes to projects, there will be bureaucracy. One could argue that the bureaucracy is necessary for improving the quality of the project. Having several minds go through ideas can result in discovering important misses.

Understanding that a cause is important even though it is not considered urgent is essential for accepting this project. Ericsson’s work with corporate responsibility is not only about urgent matters but it is also about improving the quality of life for many underserved individuals. This understanding is what makes up for the third disadvantage.

The fourth disadvantage is a very important issue which deserves to be studied in an even more extensive report. There is no question of the ability of these three partners to address this aspect. In fact it is something that is being focused on. The way it looks like today, this application cannot be used by all refugees. Some refugees are living under constant threat and it would be problematic if the application jeopardized their safety. It is being handled through communication with the refugees signing up and by having information on the application about the risks. The question of whether this method is enough can however be discussed further.

The fifth disadvantage is also an issue that should be studied further. Keeping accurate statistics would be hard without compromising security and personal integrity, unless the users willingly submit their progress. This is a complicated situation, to solve it one needs to develop a strategic way of keeping track of the reunited refugees as well as the refugees signed up.

To conclude and answer the first part of the research question of whether this project is advantageous from a social responsibility perspective this report draws the conclusion that it is. This project is advantageous from a CSR perspective as well as from the perspective of all related partners. The intention of the project is innovative and follows Ericsson’s plan and criteria for sustainability and corporate responsibility.

The thesis shows that the main factors that speak for the collaboration’s success are the benefits discussed; goal clarity, ability to measure project-development, use of core competencies, the cause, and the alignment of all partners’ goals, thereby answering the second part of the research question.
References


