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Dave's Reaction Paper

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Newell, "Campaigning for Corporate Change"

Newell is outlining the general strategies for informal environmentalism with TNCs. He demonstrates the way the environmental sector directs the private sector in various ways and shows examples from the range of strategies used against transnationals. NGOs have to work informally because of state worries about capital flight and UN failures of getting rules passed. There are typically cooperative and confrontational strategies employed. He finally states the possibilities and limitations of global citizen action. He calls for a broad base of NGO agreement, how can NGOs be integrated to operate and monitor together?

Rondinelli and London, "How Corporations and Environmental Groups Cooperate"

Rondinelli and London did a qualitative interview study on how corporations and environmental groups have cooperated in the past. From that, they've developed this "How To" guide on creating such relationships. They outline why nonprofit organizations and corporations are developing collaborations, what types of collaboratives (low, moderate, and high intensities), and how to implement those to their specific situation. The article seems to be directed at both nonprofit organizations and corporations though I wonder what the response was from the private sector.

Sasser, Prakash, Cashore, and Auld - "Direct Targeting as an NGO Political Strategy"

The authors present an interesting quandary for ENGOS, namely that too much political pressure can force closure with your opponents, instead of conforming them to appropriate standards. They outline a combination empirical / case study of the forestry sector's development of ENGO sponsored certification (FSC) and firm sponsored SFI. This is, in my mind, a failed model as it is confusing for the consumer and advocates alike. The authors suggest that ENGOS should do less direct targeting so as not to enrage company executives into shutting out ENGO dialogue completely. They also recommend focusing on the retail side of the model. The authors mention ISO, but I was hoping we could learn more about that? How does this study compare to ISO? Since more companies are open to it does that make direct targeting more effective? Would the forestry sector benefit from a wider net cast?

Sasser - "Gaining Leverage"

Sasser takes us through the development of certification institutions in order to get to the role of NGO civil society in leveraging industry to make environmental changes. The key features of this model are the government's lack of involvement and a new boomerang effect that identifies weaknesses in the industry's supply chain and exploits them usually using marketing campaigns. She uses the example of forestry certification to demonstrate her points, which are valid, though I would like to see more on how this is related to other industries. Also, isn't there a caveat which is, "S/he who speaks the loudest and prettiest, convinces?" In other words, shouldn't NGOs worry that the industry could succeed at muddying the consumer waters (as they have significantly) on certifier issues since there is no regulation?