

Identifies stakeholders at Skoghall mill

The following example is taken from the report “Industrial management of Environmental Data, Suggested procedures for internal allocation based on stakeholder needs”, Svending, O., Chalmers University of Technology, Gothenburg, 2003

“Identification of external stakeholders was facilitated by a general stakeholder model and by studying the communication procedures at the Skoghall mill. One common purpose of the external stakeholders' requests for environmental data is to enable monitoring. Authorities, investors, shareholders, customers, neighbors, media, and environmental non-governmental organizations (ENGOS) all wish to monitor the environmental performance of for example a product or a production site to ensure that the environmental performance is improving or that environmental laws and permits are upheld.

Following is a list of the Skoghall mill's environmental data stakeholders and the main scope of the data they request:

- Environmental authorities request data from production sites to monitor that the environmental permits stated for operation of the production site are being upheld, to monitor whether national environmental objectives are being achieved (Ministry of the Environment, 2001), and to evaluate the influence of various industrial sectors on these objectives, or on specific issues (Koch, 1999).
- As owner of the Skoghall mill, Stora Enso and the Packaging product area wish to control and improve their environmental performance while possibly avoiding costly, unproductive environmental investments. Aggregation of data for communication with external stakeholders is also a priority.
- The customers of the Skoghall mill are struggling to improve their environmental performance. One way of doing this is to influence suppliers by inquiring about the environmental performance of their production sites and products.
- One important task for industry organizations is lobbying on behalf of member companies, for which purpose facts such as environmental information are needed.
- An open communication with the neighbors, media and environmental non-governmental organizations (ENGOS) is important to avoid situations characterized by lack of confidence and irritation. ENGOS commonly strive to improve the environment in general, or to solve a specific local environmental problem. However, few if any regular contacts with ENGOS were identified at the Skoghall mill.
- Suppliers include organizations that deliver goods in the form of energy carriers, raw materials, auxiliary materials, machinery, and equipment to a production site.

As with customers, close relationships have also been established with some suppliers. Unlike the other stakeholders, suppliers are not provided with environmental information on a regular basis. Instead, some suppliers are asked to provide with environmental information on the products they deliver. Requested data typically comprise life cycle assessments information pertaining to specific products. When a supplier is involved in a project, the contact is typically established with the environmental department at the production site.

Competitors, employees, and unions are other groups of stakeholders, but ones to whom no environmental data is supplied. However, employees and unions are regarded as internal stakeholders when they perform their professional activities and as neighbors in their capacities as private persons. It is through these roles that they receive environmental information.”

Reference: Svending, O., Industrial management of Environmental Data, Suggested procedures for internal allocation based on stakeholder needs, Chalmers university of technology, Gothenburg, 2003