

Corporate Cultural Diplomacy
Executive Summary of the European Private Sector Ranking
(ICD Publications - Cultural Diplomacy Outlook 2011)

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Abstract

Cultural diplomacy is a far from new practice. Explorers, travellers, teachers and artists can all be considered examples of informal ambassadors or early cultural diplomats. The academic discipline and study of cultural diplomacy and what these exchanges can achieve, however, is a relatively recent concept. Historically, the exercise of cultural diplomacy is defined by government action and initiatives. However, this report seeks to look outside the traditional public setting and focus on how private enterprises are engaged in various aspects of cultural diplomacy. As truly international entities - many of these companies have market values rivalling the wealth of nations - the capacity for corporations to become involved in cultural diplomacy is substantial and increasing.

The report bases its understanding of cultural diplomacy on the description offered by the American political scientist and author, Milton C. Cummings who asserts that;

“[Cultural diplomacy is] the exchange of ideas, information, values, systems, traditions, beliefs, and other aspects of culture, with the intention of fostering mutual understanding”.

Adopting this definition as the basis of all its activity, The Institute for Cultural Diplomacy and the concept of cultural diplomacy in general endeavours to;

- (1) Create a sounder understanding of values that can accommodate both differences and similarities.
- (2) Limit the development and spread of cultural prejudices. Therefore communication and respect is intrinsic to the concept of cultural diplomacy.

By improving our understanding and awareness of each other's cultures, we also facilitate interaction and cooperation. In carrying out this research, the ICD hopes to initiate and pave the way for further cultural exchanges. With a growing emphasis placed on the role of cultural exchange and with intercultural understanding becoming increasingly important for relations in a globalised world, this research aims to outline parameters within which the private sector can adopt cultural diplomacy.

Mark Donfried
Director & Founder

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Introduction

The Institute for Cultural Diplomacy, "European Private Sector Ranking 2011" aims to show if and to what extent private firms display interest and involvement in the progression of intercultural correspondence and intercultural exchange. Worldwide businesses are not only a significant channel for cultural exchange, but their interests in intercultural correspondence and cross-cultural learning should be considered an advantage in developing their own efficiency, actions and processes. Put simply, due to the complex and expanding nature of the contemporary integration and globalisation, organisations (especially transnational companies) can only be as stable as the environments within which they operate. To this extent, this research aims to not only highlight opportunities for responsible involvement for Europe's largest companies, but to also draw attention to important internal practices that will form the foundations of the successful companies in years to come.

The report aims to act as a tool of analysis, identifying wanting areas and hopefully encouraging future investment into these initiatives. Ultimately this research considers private firms that promote and are involved in cultural exchanges as important pillars for cultural diplomacy and as benchmarks for their industry's future involvement.

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Research Design

The report consists of a cultural diplomacy index and a ranking and outlines corporate involvement in the field of cultural diplomacy as described by the companies themselves. This index catalogues companies' internal policies and direct external cultural diplomacy actions. It assesses activities, projects, co-operation and engagement to evaluate how and to what extent the selected companies are engaged in cultural diplomacy.

Internally: Company Policy Regarding Cultural Diplomacy - Under the grading system, Company Policy constituted 30% of the total research model. This was calculated by assessing how much of a company's stated policy relates to different aspects of cultural diplomacy. This includes an overview of existing policies structured within the company which addresses issues of cultural diplomacy. In measuring this, the ICD identified four indicators that would help to provide a clear evaluation of each company's policy as well as its internal activities in relation to cultural diplomacy.

The indicators are as follows:

- Employee Diversity
- International Internship Programmes
- Transnationalism
- Promoting Human Rights/ Civil Rights

Externally: Company Actions Regarding Cultural Diplomacy - Cultural diplomacy actions made up the remaining 70% of our research model. This was assessed by the range, commitment and diversity of a company's different cultural diplomacy initiatives. Furthermore, a company was given greater recognition if the events they are involved in are solely of their own initiative as opposed to collaborations or donations. This section included eight indicators that measured the amount of resources allocated and the variety of projects a company is involved in.

The indicators are as follows:

- Cultural Exchange Programmes
- Grants & Scholarships
- Music
- Visual Arts
- Film Industry
- Sporting Events
- Academic Collaboration
- Humanitarian Aid

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Final List of Companies

(Grouped by Sector)

This table displays the full list of top 100 European companies, displayed here according to which sector they fall in.

Sector	Name	Country	Market Value (in millions)
Automobiles and Parts	Daimler	Germany	\$75,385.2
Automobiles and Parts	Volkswagen AG	Germany	\$72,978.5
Automobiles and Parts	BMW	Germany	\$53,188.5
Automobiles and Parts	Continental	Germany	\$18,130.8
Automobiles and Parts	Renault	France	\$16,370.8
Automobiles and Parts	Michelin	France	\$14,937.1
Automobiles and Parts	Fiat	Italy	\$11,265.5
Automobiles and Parts	Porsche AML	Germany	\$10,060.9
Automobiles and Parts	Peugeot	France	\$9,260.0
Automobiles and Parts	Nokian Renkaat	Finland	\$5,490.9
Sector	Name	Country	Market Value (in millions)
Banks, Financial Institutions & Insurance	HSBC	UK	\$181,936.9
Banks, Financial Institutions & Insurance	Banco Santander	Spain	\$98,119.8
Banks, Financial Institutions & Insurance	BNP Paribas	France	\$87,789.0
Banks, Financial Institutions & Insurance	Sberbank of Russia	Russia	\$83,576.6
Banks, Financial Institutions & Insurance	UBS	Switzerland	\$69,006.9
Banks, Financial Institutions & Insurance	Allianz	Germany	\$63,872.0
Banks, Financial Institutions & Insurance	Lloyds Banking Group	UK	\$63,388.1
Banks, Financial Institutions & Insurance	Standard Chartered	UK	\$60,865.1
Banks, Financial Institutions & Insurance	Deutsche Bank	Germany	\$54,720.5
Banks, Financial Institutions & Insurance	BBVA	Spain	\$54,559.3
Sector	Name	Country	Market Value (in millions)
Electronics & Information Technology	SAP	Germany	\$75,209.9
Electronics & Information Technology	ABB	Switzerland	\$55,670.6
Electronics & Information Technology	Schneider Electric	France	\$46,543.7
Electronics & Information Technology	Ericsson	Sweden	\$42,148.2
Electronics & Information Technology	AP Moller-Maersk	Denmark	\$40,926.7
Electronics & Information Technology	Volvo	Sweden	\$37,407.8
Electronics & Information Technology	Nokia	Finland	\$32,072.6
Electronics & Information Technology	Atlas Copco	Sweden	\$31,766.8
Electronics & Information Technology	Sandvik	Sweden	\$22,396.6
Electronics & Information Technology	Deutsche Post	Germany	\$21,823.7
Sector	Name	Country	Market Value (in millions)
Energy & Utilities	GDF Suez	France	\$91,809.4
Energy & Utilities	EDF	France	\$76,664.7
Energy & Utilities	E On	Germany	\$61,193.3
Energy & Utilities	Enel	Italy	\$59,355.1
Energy & Utilities	Iberdrola	Spain	\$50,697.0

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Sector	Name	Country	Market Value (in millions)
Energy & Utilities	RWE	Germany	\$35,754.8
Energy & Utilities	National Grid	UK	\$33,402.3
Energy & Utilities	Fortum	Finland	\$30,205.7
Energy & Utilities	CEZ	Czech Republic	\$27,507.3
Energy & Utilities	Centrica	UK	\$26,876.0
Sector	Name	Country	Market Value (in millions)
Mining	Rio Tinto Group	UK/Australia	\$106,255.3
Mining	BHP Billiton	UK/Australia	\$85,482.4
Mining	Xstrata	UK	\$69,240.3
Mining	Anglo American	UK	\$67,950.0
Mining	ArcelorMittal	Luxembourg	\$56,539.9
Mining	MMC Norilsk Nickel	Russia	\$50,058.2
Mining	Novolipetsk Steel	Russia	\$26,381.1
Mining	Antofagasta	UK	\$21,507.6
Mining	Severstal	Russia	\$19,764.0
Mining	Eurasian Natural Resources	UK	\$19,331.2
Sector	Name	Country	Market Value (in millions)
Oil & Gas	Royal Dutch Shell	UK	\$228,128.7
Oil & Gas	Gazprom	Russia	\$190,829.1
Oil & Gas	Total	France	\$143,227.1
Oil & Gas	BP	UK	\$136,848.0
Oil & Gas	Eni	Italy	\$98,502.9
Oil & Gas	Rosneft	Russia	\$96,953.5
Oil & Gas	Statoil	Norway	\$88,366.3
Oil & Gas	BG Group	UK	\$84,230.0
Oil & Gas	Lukoil	Russia	\$60,835.3
Oil & Gas	Surgutneftegas	Russia	\$43,418.2
Sector	Name	Country	Market Value (in millions)
Pharmaceuticals, Chemicals	Novartis	Switzerland	\$143,633.0
Pharmaceuticals, Chemicals	Roche	Switzerland	\$127,055.6
Pharmaceuticals, Chemicals	GlaxoSmithKline	UK	\$98,600.1
Pharmaceuticals, Chemicals	Sanofi	France	\$92,044.4
Pharmaceuticals, Chemicals	BASF	Germany	\$79,546.8
Pharmaceuticals, Chemicals	Bayer	Germany	\$64,120.8
Pharmaceuticals, Chemicals	AstraZeneca	UK	\$63,514.2
Pharmaceuticals, Chemicals	Novo Nordisk	Denmark	\$61,961.4
Pharmaceuticals, Chemicals	Air Liquide	France	\$37,817.3
Pharmaceuticals, Chemicals	Sygenta	Switzerland	\$30,865.4
Sector	Name	Country	Market Value (in millions)
Retail	LVMH	France	\$77,612.9
Retail	L'Oreal	France	\$69,898.3
Retail	Inditex	Spain	\$50,083.9
Retail	Tesco	UK	\$49,141.7
Retail	Hennes & Mauritz	Sweden	\$48,531.6

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Sector	Name	Country	Market Value (in millions)
Retail	Richemont	Switzerland	\$30,268.7
Retail	Carrefour	France	\$30,116.6
Retail	The Swatch Group	Switzerland	\$23,587.3
Retail	Hermes International	France	\$23,176.0
Retail	Metro	Germany	\$22,176.1
Sector	Name	Country	Market Value (in millions)
Telecommunications	Vodafone	UK	\$145,923.3
Telecommunications	Telefonica	Spain	\$114,411.3
Telecommunications	Deutsche Telekom	Germany	\$66,658.6
Telecommunications	France Telecom	France	\$59,428.3
Telecommunications	TeliaSonera	Sweden	\$37,443.0
Telecommunications	Telecom Italia	Italy	\$28,759.9
Telecommunications	Telenor	Norway	\$27,273.1
Telecommunications	KPN	Netherlands	\$26,068.1
Telecommunications	Swisscom	Switzerland	\$23,186.6
Telecommunications	BT Group	UK	\$23,094.5
Sector	Name	Country	Market Value (in millions)
Tobacco, Food & Beverages	Nestle	Switzerland	\$199,406.6
Tobacco, Food & Beverages	Anheuser-Busch InBev	Belgium	\$91,560.1
Tobacco, Food & Beverages	Unilever	Holland/UK	\$87,303.4
Tobacco, Food & Beverages	British American Tobacco	UK	\$79,904.0
Tobacco, Food & Beverages	SABMiller	UK	\$56,154.2
Tobacco, Food & Beverages	Diageo	UK	\$47,541.2
Tobacco, Food & Beverages	Danone	France	\$42,382.5
Tobacco, Food & Beverages	Heineken	Netherlands	\$31,514.8
Tobacco, Food & Beverages	Imperial Tobacco	UK	\$31,456.3
Tobacco, Food & Beverages	Pernod-Ricard	France	\$24,710.5

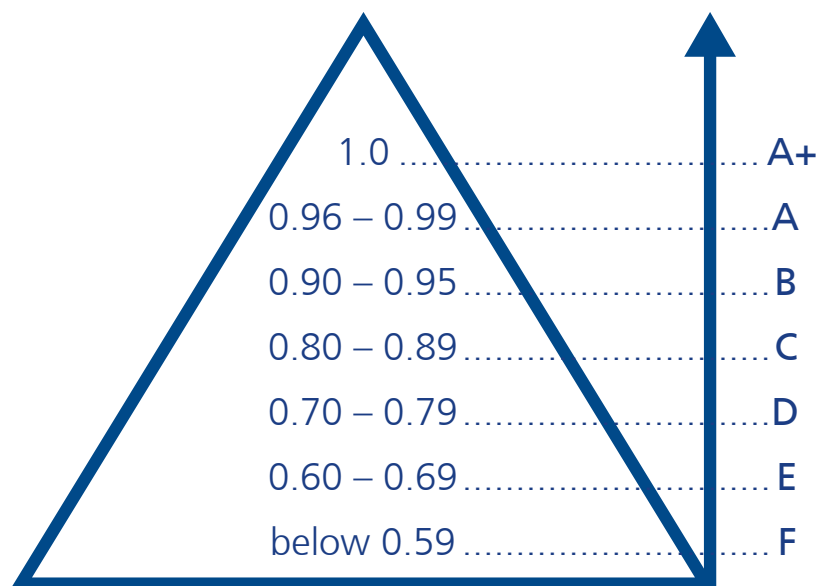
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Quotient and Grade Attribution

The diagram below illustrates the attribution of grades to ranges of quotients. If a company were to attain a score of 0.59 or below they would receive an F grade. The grades ascend from 0.10 points up to 0.99, at which point any company scoring maximum points of 100% receives a grade A+. This allows for the higher achievers to be differentiated and given recognition within the research.



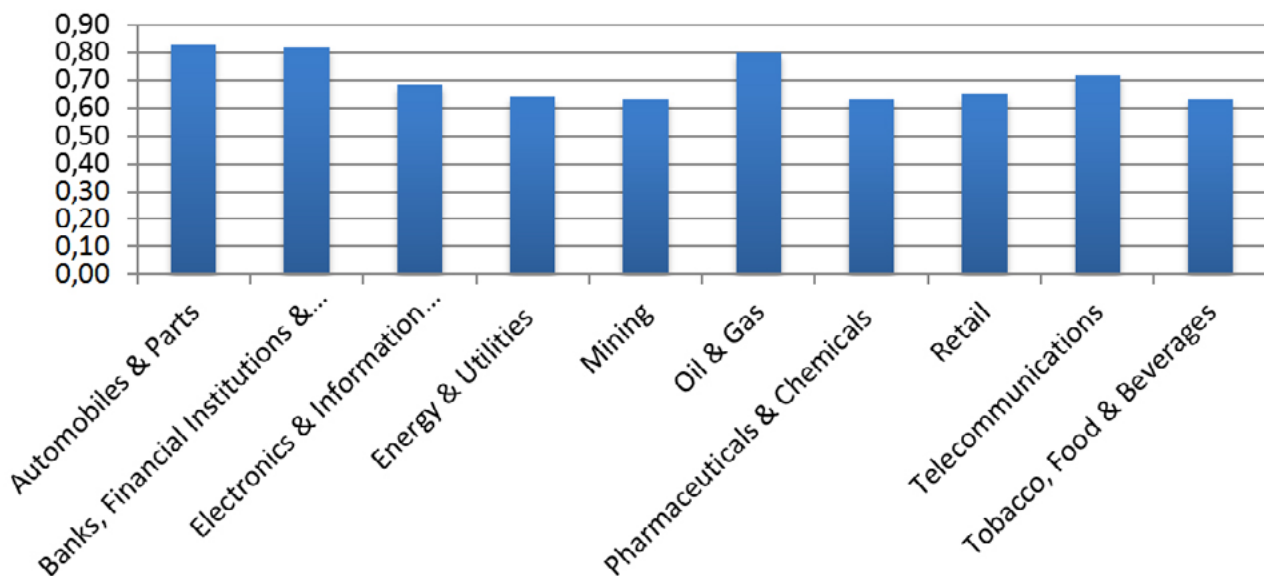
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Results by Sector

Sector Averages



The results - as calculated by sector - show that some sectors appear to be more active in the field of cultural diplomacy than others. The sector with the highest average is Automobiles & Parts with .83, followed closely by Banks, Financial Institutions & Insurance with .82, and Oil & Gas with .80. Thus, the highest sector grade is a C. The sector with the next highest average, and the only D grade, is Telecommunications. The remaining sectors received, an E grade, the lowest sector grade. Hence, while the most common grade given to the individual companies was an F (36 F grades in), this grade was distributed across the sectors widely enough to ensure that one sector did not receive an overall F grade. Indeed, the only sector to not have a company with an F grade was Banks, Financial Institutions & Insurance, yet this sector did not receive the overall best average. The A+ grades also were not concentrated within a particular sector, but distributed across 7 of the 10 sectors, with the four sectors with the highest averages (Automobiles & Parts, Banks, Financial Institutions & Insurance, Oil & Gas, and Telecommunications) receiving two A+ grades each, while two of the sectors with the lowest average (Mining and Pharmaceuticals & Chemicals) received one each.

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Ranking

“European Private Sector Ranking 2011”

The main ranking is presented in the table below. The table presents the 100 European companies with the highest market value ranked according to the overall score each received based on their company profile. Based on the calculation method explained in the methodology section of this report, the table illustrates the level to which these companies are engaged in cultural diplomacy, from the highest to the lowest. A full appendix of research on each company is available at the end of this report.

Position	Grade	Name	Country	Sector	Indicator	Quotient
1 - 11	A+	BP	UK	Oil & Gas	6.8	1.00
1 - 11	A+	BBVA	Spain	Banks, Financial Institutions & Insurance	6.8	1.00
1 - 11	A+	Daimler	Germany	Automobiles & Parts	6.8	1.00
1 - 11	A+	Deutsche Bank	Germany	Banks, Financial Institutions & Insurance	6.8	1.00
1 - 11	A+	E On	Germany	Energy & Utilities	6.8	1.00
1 - 11	A+	GlaxoSmithKlein	UK	Pharmaceuticals, Chemicals	6.8	1.00
1 - 11	A+	Renault	France	Automobiles & Parts	6.8	1.00
1 - 11	A+	Statoil	Norway	Oil & Gas	6.8	1.00
1 - 11	A+	Telefonica	Spain	Telecommunications	6.8	1.00
1 - 11	A+	Vodafone	UK	Telecommunications	6.8	1.00
1 - 11	A+	Xstrata	UK	Mining	6.8	1.00
12 - 15	A	BMW	Germany	Automobiles & Parts	6.5	0.96
12 - 15	A	Gazprom	Russia	Oil & Gas	6.5	0.96
12 - 15	A	Royal Dutch Shell	UK	Oil & Gas	6.65	0.98
12 - 15	A	Volvo	Sweden	Electronics & Information Technology	6.65	0.98
16 - 27	B	Bayer	Germany	Pharmaceuticals & Chemicals	6.45	0.95
16 - 27	B	BG Group	UK	Oil & Gas	6.1	0.90
16 - 27	B	BT Group	UK	Telecommunications	6.45	0.95
16 - 27	B	Deutsche Post	Germany	Electronics & Information Technology	6.45	0.95
16 - 27	B	Fiat	Italy	Automobiles & Parts	6.45	0.94
16 - 27	B	HSBC	UK	Banks, Financial Institutions & Insurance	6.3	0.93
16 - 27	B	L'Oréal	France	Retail	6.5	0.95
16 - 27	B	Lukoil	Russia	Oil & Gas	6.1	0.90
16 - 27	B	LVMH	France	Retail	6.1	0.90
16 - 27	B	Nokia	Finland	Electronics & Information Technology	6.1	0.90
16 - 27	B	RWE	Germany	Energy & Utilities	6.45	0.95
16 - 27	B	Volkswagen AG	Germany	Automobiles & Parts	6.1	0.90
28 - 34	C	ArcelorMittal	Luxembourg	Mining	6.1	0.89

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Position	Grade	Name	Country	Sector	Indicator	Quotient
28 - 34	C	Banco Santander	Spain	Banks, Financial Institutions & Insurance	5.45	0.80
28 - 34	C	France Telecom	France	Telecommunications	5.45	0.80
28 - 34	C	Peugeot	France	Automobiles & Parts	5.95	0.88
28 - 34	C	Porsche AML	Germany	Automobiles & Parts	5.95	0.88
28 - 34	C	Rio Tinto Group	UK/Australia	Mining	6.1	0.89
28 - 34	C	Sberbank of Russia	Russia	Banks, Financial Institutions & Insurance	5.75	0.85
35 - 53	D	Allianz	Germany	Banks, Financial Institutions & Insurance	0.77	0.77
35 - 53	D	Anglo American	UK	Mining	5.05	0.74
35 - 53	D	BHP Billiton	UK/Australia	Mining	4.75	0.70
35 - 53	D	Danone	France	Tobacco, Food & Beverages	5.4	0.79
35 - 53	D	EDF	France	Energy & Utilities	5.1	0.75
35 - 53	D	Ericsson	Sweden	Electronics & Information Technology	5.05	0.74
35 - 53	D	Fortum	Finland	Energy & Utilities	5.25	0.77
35 - 53	D	Hermes International	France	Retail	4.75	0.70
35 - 53	D	Iberdrola	Spain	Energy & Utilities	4.9	0.72
35 - 53	D	Inditex	Spain	Retail	5.05	0.74
35 - 53	D	Lloyds Banking Group	UK	Banks, Financial Institutions & Insurance	5.05	0.74
35 - 53	D	Metro Group	Germany	Retail	5.4	0.79
35 - 53	D	Michelin	France	Automobiles & Parts	5.4	0.79
35 - 53	D	Nestlé	Switzerland	Tobacco, Food & Beverages	5.3	0.78
35 - 53	D	Roche	Switzerland	Pharmaceuticals & Chemicals	5.25	0.77
35 - 53	D	Standard Chartered	UK	Banks, Financial Institutions & Insurance	5.4	0.79
35 - 53	D	Swiscom	Switzerland	Telecommunications	4.9	0.72
35 - 53	D	Total	France	Oil & Gas	5.25	0.77
35 - 53	D	Unilever	Holland/UK	Tobacco, Food & Beverages	5.10	0.75
54 - 64	E	BNP Paribas	France	Banks, Financial Institutions & Insurance	4.55	0.67
54 - 64	E	British American Tobacco	UK	Tobacco, Food & Beverages	4.35	0.64
54 - 64	E	Deutsche Telecom	Germany	Telecommunications	4.4	0.65
54 - 64	E	Heiniken	Netherlands	Tobacco, Food & Beverages	4.7	0.69
54 - 64	E	Richemont	Switzerland	Retail	4.35	0.64
54 - 64	E	SAB miller	UK	Tobacco, Food & Beverages	4.7	0.69
54 - 64	E	SAP	Germany	Electronics & Information Technology	4.05	0.60
54 - 64	E	Syngenta	Switzerland	Pharmaceuticals & Chemicals	4.7	0.66
54 - 64	E	Telecom Italia	Italy	Telecommunications	4.55	0.67
54 - 64	E	Telenor	Norway	Telecommunications	4.4	0.65
54 - 64	E	UBS	Switzerland	Banks, Financial Institutions & Insurance	4.20	0.62

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Position	Grade	Name	Country	Sector	Indicator	Quotient
65 - 100	F	ABB	Switzerland	Electronics & Information Technology	2.95	0.43
65 - 100	F	Air Liquide	France	Pharmaceuticals & Chemicals	3.3	0.49
65 - 100	F	Anheuser-Busch InBev	Belgium	Tobacco, Food & Beverages	3.7	0.54
65 - 100	F	Antofagasta	UK	Mining	1.45	0.21
65 - 100	F	AP Moller-Maersk	Denmark	Electronics & Information Technology	3.15	0.46
65 - 100	F	AstraZeneca	UK	Pharmaceuticals & Chemicals	4	0.59
65 - 100	F	Atlas Copco	Sweden	Electronics & Information Technology	4	0.59
65 - 100	F	BASF	Germany	Pharmaceuticals & Chemicals	4	0.59
65 - 100	F	Carrefour	France	Retail	3.0	0.44
65 - 100	F	Centrica	UK	Energy & Utilities	1.9	0.28
65 - 100	F	CEZ	Czech Republic	Energy & Utilities	3.75	0.55
65 - 100	F	Continental	Germany	Automobiles & Parts	4	0.59
65 - 100	F	Diageo	UK	Tobacco, Food & Beverages	3.5	0.51
65 - 100	F	ENEL	Italy	Energy & Utilities	2.5	0.37
65 - 100	F	ENI	Italy	Oil & Gas	4	0.59
65 - 100	F	Eurasian Natural Resources	UK	Oil & Gas	3.0	0.45
65 - 100	F	GDF Suez	France	Energy & Utilities	3.3	0.49
65 - 100	F	Hennes & Mauritz	Sweden	Retail	2.35	0.35
65 - 100	F	Imperial Tobacco	UK	Tobacco, Food & Beverages	2.95	0.43
65 - 100	F	KPN	Netherlands	Telecommunication	2.4	0.35
65 - 100	F	MMC Norilsk Nickel	Russia	Mining	2.15	0.31
65 - 100	F	National Grid	UK	Energy & Utilities	3.35	0.49
65 - 100	F	Nokian Renkaat	Finland	Automobiles & Parts	2.7	0.40
65 - 100	F	Novartis	Switzerland	Pharmaceuticals and Chemicals	2.15	0.34
65 - 100	F	Novo Nordisk	Denmark	Pharmaceuticals & Chemicals	2.95	0.43
65 - 100	F	Novolipetsk Steel	Russia	Mining	3.7	0.54
65 - 100	F	Pernod-Ricard	France	Tobacco, Food & Beverages	3.35	0.49
65 - 100	F	Rosneft	Russia	Oil & Gas	3.6	0.53
65 - 100	F	Sandvik	Sweden	Electronics & Information Technology	4	0.59
65 - 100	F	Sanofi	France	Pharmaceuticals & Chemicals	3.15	0.46
65 - 100	F	Schneider Electronic	France	Electronics & Information Technology	3.65	0.54
65 - 100	F	Severstal	Russia	Mining	3.9	0.57
65 - 100	F	Surgutneftgas	Russia	Oil & Gas	2.85	0.41
65 - 100	F	Teliasonera	Sweden	Telecommunications	2.7	0.40
65 - 100	F	Tesco	UK	Retail	3.7	0.54
65 - 100	F	The Swatch Group	Switzerland	Retail	3.25	0.48

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Conclusion

The average involvement for all 100 European companies was calculated at .70, which makes the average grade for Europe's leading companies a D. While this shows recognition of basic areas of cultural diplomacy (such as policies regarding diversity and human rights) this average could be attributed to national policies and expected standards to which Western corporations of such a size are expected to adhere. The very fact that these companies are headquartered in Europe means that they already operate under certain legislation regarding employee diversity and civil and human rights advocacy. Furthermore, their sheer size means that transnationalism is almost inevitable. However, the companies scoring above the average and particularly those reaching the A+ grade have shown true leadership in engaging the private sector in the field of cultural diplomacy. This report rating hopes to encourage the A+ companies to maintain their momentum, whilst also encouraging less successful counterparts not only to recognise responsibilities and their capacity to support cultural diplomacy initiatives, but also to see the associated benefits of such involvement.

There is no clear correlation between market value and cultural diplomacy involvement. Thus, companies that do not have a high market value cannot use this as an excuse for minimal cultural diplomacy initiatives. While it is true that the company with the highest market value (Royal Dutch Shell) received an A, and the company with the smallest market value (Nokian Renkaat) received an F, Nokian Renkaat is a part of the Automobile & Parts sector, which received the highest average score and in which the seven smallest companies are found.

Finally, it is true that the grading curve used in this report was quite strict. Even so, if one were to consider a C and above a passing grade, 34 of the 100 companies would have passed. Thus, a third of the European companies passed, and many even surpassed the overall average. This can neither be categorized as good nor bad, as such a judgement was never a part of the purpose of this report. The primary purpose at this stage of the research is simply to identify and gauge current commitments as described by the companies themselves.

This report has achieved its aim of investigating the commitment of the top 100 European companies (based on market value) to cultural diplomacy. Through extensive research, this project has developed a transparent and simple prototype grading system by which companies can be assessed. Looking to the future, this project hopes to have paved the way for subsequent reports of a similar nature. The further expansion of such a piece of research in terms of breadth (i.e. amount of companies and sectors) and depth (i.e. criteria for assessment, resources and number of researchers) could be used in order to create a more comprehensive calculation and assessment of the private sector in Europe and to identify solid trends that can be used by the public, private, and civil sectors to inform positive changes in the cultural diplomacy field. Further, this work envisions an expansion of geographical regions to cover not only European companies, but also those in North America, South America, Asia and Africa (given the availability of fair and reliable resources), leading, eventually to a global assessment of private sector involvement in cultural diplomacy.

icd - institute for cultural diplomacy



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