

DRIVERS AND CHALLENGES FOR COMPANIES TO TAKE ANIMALS INTO ACCOUNT

MONIQUE R.E. JANSSENS

PHD STUDENT ROTTERDAM SCHOOL OF MANAGEMENT
INDEPENDENT ETHICS / COMMUNICATIONS CONSULTANT

CO-AUTHOR: DR. FLORYT VAN WESEL

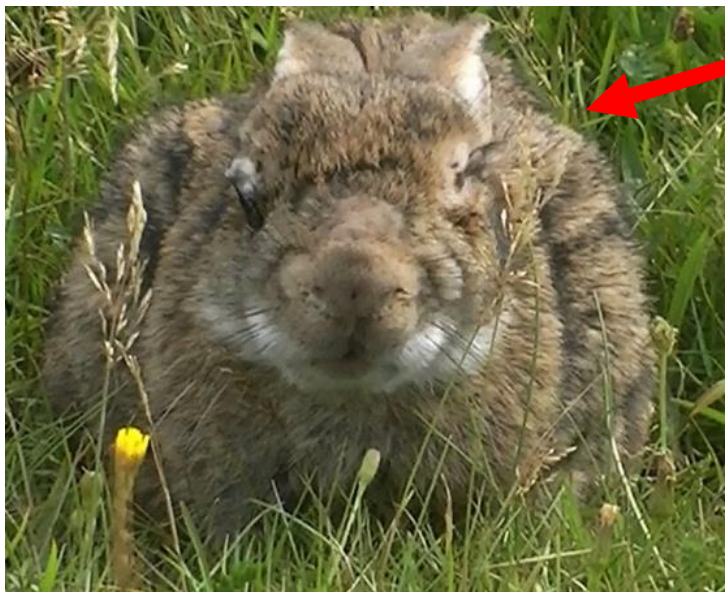
UTRECHT UNIVERSITY

The business school that thinks
and lives in the future













Levels of drivers / challenges for animal ethics in food companies

Responsibility manager

Company

Retail chain

Supply chain

Investors

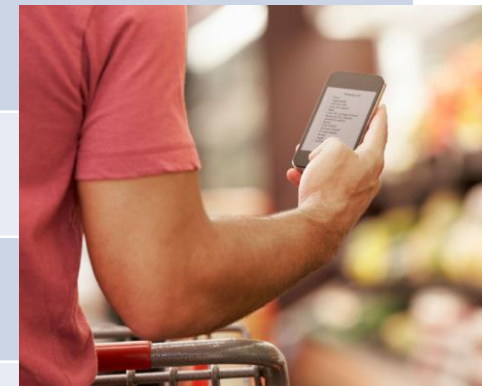
Research institutions



NGO's

Broad partnerships

Consumer / public / media

Government



Types > Levels v	Ethical	Attitudinal emotional	Cultural/his- torical/geogr.	Communi- cative	Practical	Economical / strategic
Responsible manager						
Company						
Retail chain						
Supply chain						
Investors						
Research institutions						
NGO's						
Broad partnerships						
Consumer media						
Government						

Types > Levels v	Ethical	Attitudinal emotional	Cultural/his- torical/geogr.	Communi- cative	Practical	Economical / strategic
Responsible manager	+ + - -	+ + - -	+ +	+ +	+	+ +
Company	+ + - -	+ + -	+ -	+ + - -	+ + - -	+ + - -
Retail chain	+ + -	+ +	+ + - -	+ +	+ + - -	+ + - -
Supply chain	+ + - -	+ + - -	+ + - -	+ + - -	+ + - -	+ + - -
Investors	+ -					
Partnerships	+ +					
Research institutions	+					
NGOs	+ + - -					
Consumer/ public/media	+ + - -	+ + -	+ + -	+ + - -	+ +	+ + - -
Government	+ -	+	- -	+ +	+	+ + -



CHALLENGES: CONFLICTING INTERESTS / VALUES / CULTURES

Cheap product image <> high quality product image

Animal welfare <> environment

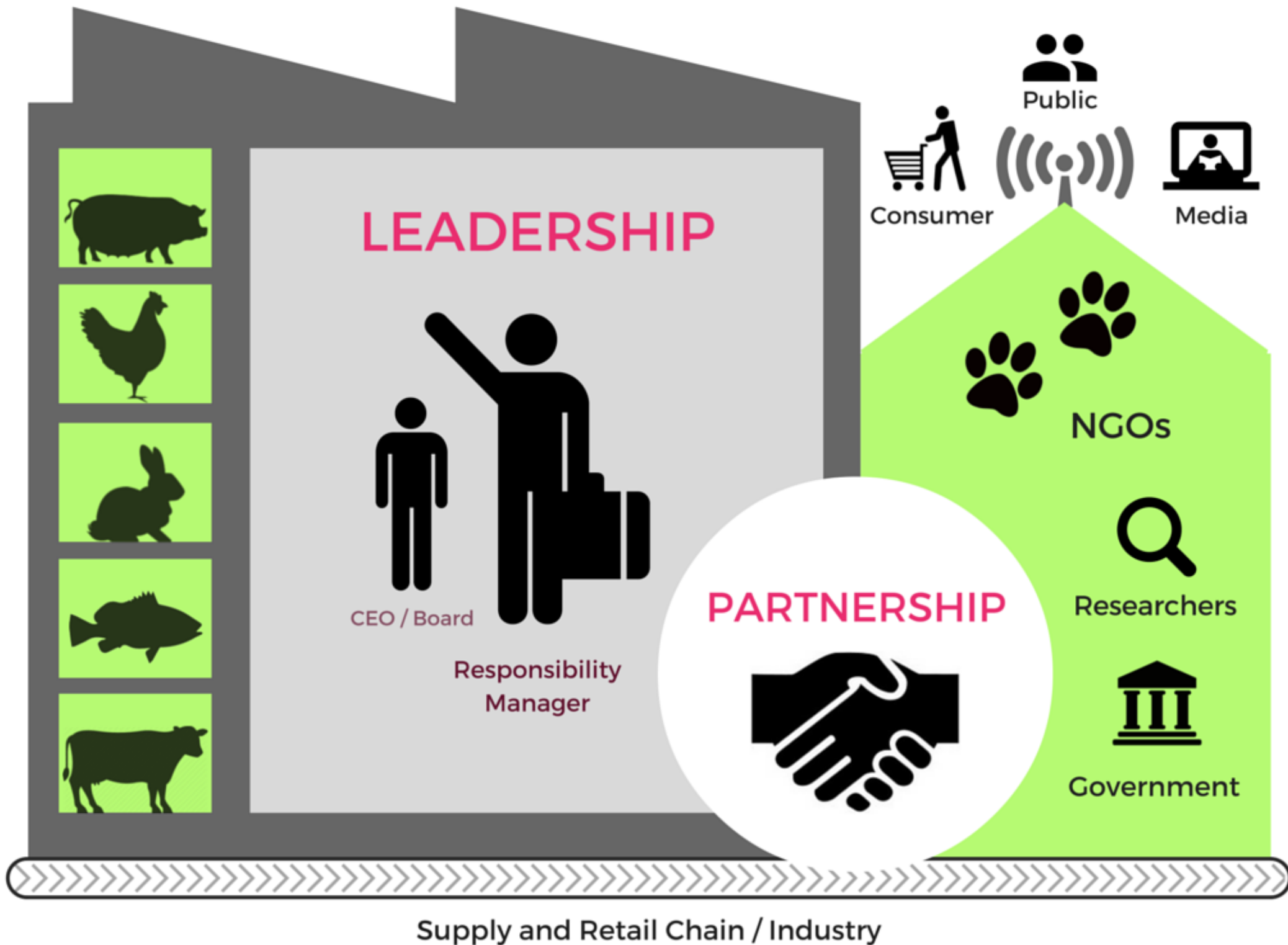
Money-making <> responsibility

Going slow <> radical change

... <> ...

But what are the drivers
by which we can overcome them...?











DRIVERS FOR COMPANIES TO TAKE ANIMAL INTO ACCOUNT

