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# MULTINATIONAL ENTERPRISES AND SUSTAINABLE DEVELOPMENT

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## Chapter 5

# On Nudging MNE Toward SDG1: A Policy Perspective

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### Abstract

Governments worldwide have adopted the Sustainable Development Goals (SDGs) and are committed to attain them by 2030. Moreover, they recognize that they cannot mobilize the necessary resources and capabilities for this purpose alone. Hence, they have called for cooperation from all stakeholders including multinational enterprises (MNEs) to assume responsibility and strive to contribute to the SDGs. However, since co-partnering with the state for inclusive development is outside the traditional mandate of MNEs, this chapter explores the ways in which policy can nudge MNEs to contribute to the first pillar of sustainable development, namely SDG1—to end poverty in all its forms everywhere. A two-stage methodology is applied to address the research queries. First, a conceptual framework on impact of MNE interventions on SDG1 is developed. Second, the framework is validated through a meta-analysis of the abstracts of articles selected via a scoping review of the economics and management literature. This leads to an in-depth understanding of policy design features that can nudge MNEs to make positive contributions toward poverty alleviation. Four distinct pathways foreign direct investment (FDI), public–private partnerships (PPP), corporate social responsibility (CSR), and knowledge transfer are identified for nudging MNEs toward SDG1. Nevertheless, the potential impact may not be realized due to the inappropriate strategies of the MNE, the drawbacks of the policies of the host government, and/or systemic challenges of the host country context. This chapter further explores the positive and negative impact

on these pathways as a step toward exploring how MNEs can contribute to all the SDGs.

**Keywords:** Sustainable Development Goals (SDG); MNE; poverty; CSR; FDI; PPP; policy intervention; knowledge transfer; development policy; BoP

## Introduction

Sustainable development refers to the process of economic growth and development wherein the needs of the present are met without compromising the ability of future generations to meet their own (Brundtland, 1987, p. 8). In 2015, at the United Nations, world leaders adopted 17 goals, referred to as the Sustainable Development Goals (SDGs), to serve as guideposts for sustainable development. The SDGs are a continuation of the Millennium Development Goals (MDGs) agenda of the United Nations and, like the MDGs, are not legally binding on any country. Moreover, while governments all over the world have vowed to attain the SDGs, they recognize that they cannot mobilize the necessary resources and capabilities to fight poverty, inequalities, and climate change alone. They require cooperation from all stakeholders to change the present economic, social, and environmental realities. Consequently, governments are calling upon multinational enterprises (MNEs), an important private carrier of global economic growth, to assume responsibility and strive to contribute to the SDGs. However, such policy outreach is being met with varying degrees of success in different parts of the world. Thus, in order to understand how the state can improve its partnership with MNE to attain the SDGs, this chapter explores the ways in which policy can nudge MNEs to contribute to the first pillar of sustainable development, namely SDG1—to end poverty in all its forms everywhere.

SDG1 is intimately linked to SDG 8, which emphasizes that inclusive growth is necessary for sustainable development. The seminal article of Kuznets (1955) demonstrated that too little or too much income inequality can slow down economic growth, and although the interrelationships between economic growth and income inequality have been extensively discussed since then, the above premise remains unchallenged. This finding is recalled, because currently, there is evidence that the income gap between the rich and the poor is expanding (Dabla-Norris et al., 2015). Further, the very physical environment supporting economic activity is being damaged unabatedly and it is claimed that poverty is also the root cause of this (Brundtland, 1987, p. xi). Taken together, these trends warn us that present day high income inequalities could jeopardize our future global economic prosperity, thereby highlighting the need of SDG8 for SDG1.

It is thus in the interest of the international community to come together to eliminate poverty in all its forms especially as negative socioeconomic and environmental externalities do not always recognize national boundaries (for example, extensive migration and pollution, respectively). An appeal has therefore been launched for a different approach to economic growth that addresses the quality of economic progress

and merges economic and environmental needs with a specific focus on human development (Hopwood et al., 2005). In other words, sustainable development calls for a change in the perspective of policy makers toward inclusive and equitable growth, prioritizing general welfare with environmental preservation, rather than only accumulation of capital. Thus, although the chapter will focus on SDG1, applying the lens of sustainable development, it will also touch upon SDG8.

It is important to open the black box of MNEs' impact on sustainable development for at least three reasons.

First, the goal post of sustainable development is to spare future generations from the scourge of poverty by eliminating all forms of poverty today. At first glance, the interrelationships between SDG1 and MNEs are far from clear. Although it is widely acknowledged that MNEs have contributed to the economic growth of emerging and developing countries through employment generation, increased local consumption and knowledge transfers and spillover to local firms, there are no statistics on how they have influenced poverty in any country. It is an issue that requires greater study.

Second, in recent times, MNEs too have come to understand that an excessive emphasis on profit maximization and firm growth can have detrimental effects on human life and the environment, and ultimately their profit as well. Sustainable development has thus emerged as an influential concept for firms to integrate into their business strategies (Hall et al., 2012). However, this calls for a major revision of basic firm principles and even the rules of doing business. Therefore, recognition of the need or willingness of MNEs to adhere to sustainable development is not yet accompanied by a clear understanding on the part of either the firms or the state as to how this can be best achieved.

Third, there is ample evidence that MNEs can have a negative impact on the economic development of the host country as a function of various contextual variables (Rodriguez-Clare, 1996). Again, these emerge in the form of systemic externalities, which are always difficult to quantify or even analyze.

No wonder then the impact of MNE strategies on sustainable development via poverty reduction remains extremely understudied. To contribute to filling this lacuna, the aforementioned issue is the focus of this chapter.

A two-stage methodology is applied to address the research queries. First, a conceptual framework on the impact of MNE interventions on SDG1 is developed. Second, the framework is validated through a meta-analysis of the abstracts of articles selected via a scoping review of the economics and management literature. This leads to an in-depth understanding of the policy design features that can nudge MNEs to make positive contributions toward poverty alleviation.

## **Conceptual Framework: How MNE Impacts Poverty**

The corporate sector can contribute to poverty alleviation in two ways: (1) improve market access to the Base of the Income Pyramid (BoP) communities or BoP and

(2) invest to enhance capabilities for livelihood generation, life quality, or empowerment of BoP. In this chapter, we refer to the former as BoP market investment and to the latter as corporate social responsibility (CSR).

### ***BoP Market Investment***

Since the sighting of fortune at the bottom of the pyramid (Prahalad & Hart, 2002), there is a growing stream of work on how MNEs can cocreate value through penetrating the BoP markets. The challenge is to satisfy BoP demand by making products more affordable and hence more accessible. This can be done through new technology designs (Ramani & SadreGhazi, 2012), novel marketing practices (Kotler et al., 2006; Kistruck et al., 2013; Mair et al., 2012), and even new forms of organizational governance (Jay, 2013).

Indeed, the creation of new markets or improved access to existing products for BoP communities can be achieved through redesign of the product and delivery platform without changing the basic technology. This is closely aligned with the concept of “disruptive innovation” introduced by Bower and Christensen (1995) and Christensen (1997), wherein *disruptive* refers to new designs of products, processes, or business models, whose quality and performance do not match their high-end counterparts, but which nevertheless can drastically change the industrial organization. By realigning the existing products along an innovative business model or delivery system, entrants start by catering to “nonconsumers” or “low-end customers” neglected by incumbent firms and then expand to include mainstream consumers (Calder, 2003; Christensen, 1997). Given that the BoP communities are largely underserved, this niche can be also a source of growth for MNEs (Hart & Christensen, 2002).

Despite being affordable, BoP innovations will be successful only if they are accepted by the targeted consumer base. For this, BoP products must be easily available; accessible; affordable; compatible with the user’s knowledge base, skills, and culture; multifunctional; aspirational (i.e., be desired or demanded rather than just be needed); and have a relative advantage over the existing products (Prahalad, 2006). Finally, the product’s characteristics must be compatible with the socioeconomic context, robust enough for harsh BoP environments, and require only minimum skills for easy use.

When an MNE focuses on the BoP, the emphasis has to be on generating mutual benefits for both the recipient’s community and the commodity provider, rather than keeping a unique focus on profit maximization of the innovating firm. Once the product is ready, effective diffusion may require nontraditional forms of partnership with other stakeholders such as public agencies and nonprofit and nongovernmental organizations (Brugmann & Prahalad, 2007; Franceys & Weitz, 2003; London et al., 2006; Rogers, 1962). This is because the BoP communities might need more awareness, knowledge, or/and financial support to become consumers. Especially in the early stages to create effective demand, the BoP communities might need to be approached via intermediaries such as NGOs, which have established relations with them.

Thus, the business ecosystem of an MNE in an emerging country can be illustrated as in Fig. 1 and described as follows. The most important stakeholders are the targeted mainstream consumers. In addition, a MNE must take into consideration the activities of other local firms, which may be producing either “substitutes” or “complements/complementary services.” Universities and public research institutions in the emerging country may provide valuable sources of qualified personnel and technical and scientific knowledge. MNEs may be also confronted with civil society groups and the media that act as citizens’ watchdogs. Their role cannot be underestimated as they can make or break an MNE’s reputation given the latter’s impact on local communities and the environment. The state also matters, for the MNE must address at least in some measure, the developmental targets of the emerging country’s government. Finally, the MNE must abide by the emerging country’s regulations.

**CSR Investment**

The World Bank defines CSR as “the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve quality of life, in ways that are both good for business and good for development” (Petkoski & Twose, 2003). In other words, CSR is being pushed by governments, international bodies, and NGOs to attract the engagement of firms toward country-specific developmental and environmental goals (United Nations, 2005). Moreover, some governments have issued this call more forcefully than others have. For instance, in India, companies making a profit of more than 50 million Indian rupees (approximately US\$815,000) have to contribute at least 2% toward local development by way of CSR.

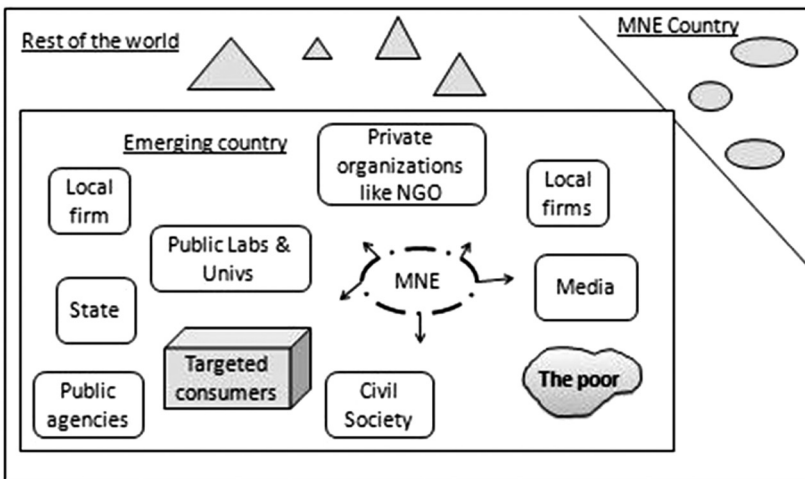


Fig. 1. Business Eco-System of an MNE in an Emerging Country.

While at first, such CSR pressures in developing countries may seem to be obstructing MNE profit generation and affirm the conventional view that a firm's responsibility to society must be limited to its adherence to the business and tax laws of the region (Friedman, 1970), there is an increasing body of scholarly work that highlights the contrary (Hall et al., 2012; Halme et al., 2012; Ramani & Mukherjee, 2014).

Globally, Bradburn (2001) argues that MNEs are taking CSR seriously, because it is key to maintaining global leadership in today's flat and intensely competitive world. With the Internet revolution, worldwide access to information has increased exponentially and more information is being generated and becoming readily available. Thus, vis-à-vis all stakeholders in the business ecosystem, ranging from employees, suppliers, distributors, and down to consumers, it is difficult for firms to hide socially irresponsible behavior or engage in unfair practices without suffering adverse consequences.

What will the CSR returns depend upon? How fast and by how much will the reputational gains be translated into higher profit? The answers will of course depend on the nature of the CSR program, the context of the BoP ecosystem in which it is launched and the nature of the implementation process itself. Within the market for the MNE's products and services, it can increase the consumer surplus of users, increase profit for the MNE and producers of complementary products, and finally, lower the profits of manufacturers of substitutes. Outside of the market, positive or negative externalities can be generated by the MNE. If negative externalities are generated then societal stakeholders are likely to protest.

## Compilation of Corpus

The corpus was built through mining three standard databases: Science Direct, Jstor, and Scopus, in July 2016 with the research query: "Multinational" AND "Poverty" in title, keywords, or abstract. Application on Science Direct in fields: economics, econometrics and finance, and social sciences – yielded eight articles of which three were relevant. In Jstor under fields: economics, development studies, business, and technology – nothing could be obtained. Then in Scopus, the query was limited to articles with the terms "Multinational" AND "Poverty" in the title, keywords, and/or abstract in the fields: "social sciences (including economics)" published from 1974 till present and 173 documents were identified. These are given in Appendix A.

The evolution of the number of articles with the terms "Multinationals" and "Poverty" is shown in Fig. 2. As can be noted, the interest of scholars seems to have taken off from the new Millennium on this topic. This also coincides with the initiation of the MDGs and a wide recognition of the role of MNE as contributors to development. Furthermore, the leading knowledge producers on this theme in Scopus are from high-income countries, indicating a demand for MNEs to respond to poverty even in developed countries.

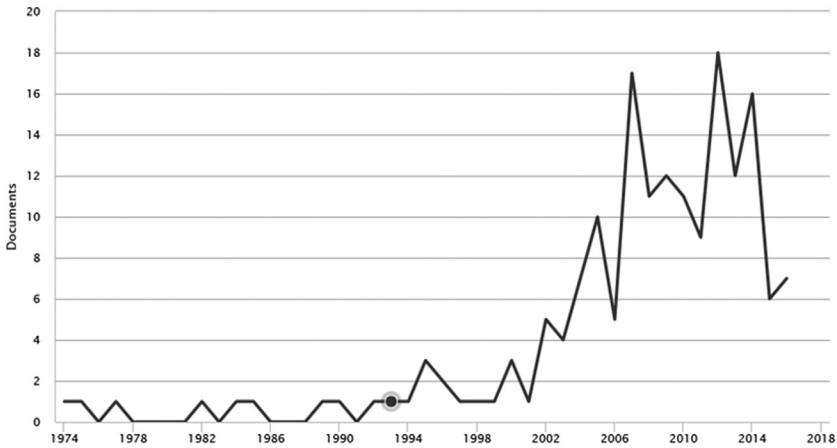


Fig. 2. Evolution of the Number of Articles with “Multinationals” and “Poverty” in the Abstract, KeyWords, or Title.

As may be recalled, the two main pathways by which MNEs can impact poverty reduction is through markets, that is, directly via FDI, or indirectly through building the income generation capabilities of the poor. The latter usually occurs through partnerships with NGOs. To test which has been more noted by scholars, we examined the frequency of the terms “FDI,” “interlinkages,” and “NGO” in the abstract corpus. Therein, the term “FDI” occurred 27 times, interlinkages and/or interlink were very much absent, linkage was present 4 times, while “NGO” was referred to 36 times. This indicates that the MNE pathway to poverty reduction is more likely to be via NGOs than through FDI or interlinkages.

Out of the 174 articles yielded by Scopus, only 103 articles constituting 59.20% are cited at least once (see Table 1). Further 49 articles are polemics and ideological debate without being supported by real case studies or other forms of empirical evidence.

Table 1. Features of the Corpus on “Multinational” and “Poverty.”

	Number of Articles	Percentage
Total corpus	174	
Total corpus with more than one citation	103	59.20%
Total corpus focusing on firm’s role (out of 103)	38	36.89% <sup>a</sup>
Total corpus focusing on role of policy (out of 103)	25	24.27% <sup>a</sup>
Total corpus focusing on both (out of 103)	9	8.73% <sup>a</sup>
Total corpus focusing on neither (out of 103)	49	47.57% <sup>a</sup>

<sup>a</sup>Figures do not add up to 100% because of double counting in consideration of articles dealing with both firms and policy.



Additionally, very few articles (9 out of 103) look at both sides of the coin, that is, from both the role of MNE and role of policy. There is more emphasis on the role of firm (38 articles out of 103) than on role of policy (25 out of 103). This also reveals that less than a quarter of the articles on MNE and poverty consider the role of policy to be worthwhile of examination. In what follows only the 103 articles that have at least one citation have been considered.

## A Meta-Analysis of the Abstracts

Meta-analysis was a seminal methodology developed by Glass (1976) who explained it as “the statistical analysis of a large collection of analysis results from individual (primary) studies for the purpose of integrating the findings” (Glass, 1976, p. 3). Since then the methodology of meta-analysis has evolved greatly (Hunter & Schmidt, 1990). However, even in its simplest form it has to incorporate four steps: (1) specification of the research question(s); (2) reporting of the data collected (i.e., identification of the population of studies to be sampled, the sampling mechanism, and the sampling of primary studies); (3) design of data evaluation (i.e., coding by primary study features); and (4) reporting and discussing the results (Cooper, 1982; Poth & Ross, 2009). Thus we evaluated the data, that is, abstracts, by examining the answer they proposed to two questions:

- (1) Can policy influence the ways MNE functioning impacts poverty?
- (2) If yes, what are the conditions under which it can be positive and what are the conditions under which it can be negative?

To answer the queries, we first examined which articles consider policy in any form, with either positive or negative impact on poverty. Our findings are summarized in Table 2.

Table 2. Features of the Corpus on “Multinational” AND “Poverty” in Which Policy Mattered.

	Number of Articles	Percentage
Total corpus focusing on the role of policy	25	24.27%
Total corpus on positive role that policy can play (out of those dealing with policy)	12	48.00%
Total corpus on negative role that policy can play (out of those dealing with policy)	10	40.00%
Total corpus that say that it can be either positive or negative (out of those dealing with policy)	3	12.00%

With respect to the role of policy, we find a bipolar division among scholars, with a few even more blurred in terms of the possible impact. Thus, a deeper meta-analysis was called for to understand the nature of the arguments that supported the aforementioned stances. An examination of the 25 articles that focused on the policy for MNE's impact on poverty yielded the following result.

MNE can impact poverty via six different pathways:

- FDI in mainstream industries
- FDI directed toward the BoP
- Public–Private Partnerships (PPP) in mainstream industries
- PPP directed toward the BoP
- CSR
- Knowledge transfer

In order to identify the role of policy within each pathway, each article was associated with a three-component vector, where each component could be 0 or 1 representing absence or presence. The three components corresponded to the three broad categories: positive influence of policy, negative influence of policy, and finally policy that could go either way. Now we turn to these results.<sup>1</sup>

### *How Policy Can Play a Positive Role*

A total of 12 articles provided the evidence of the positive role of policy in facilitating MNE's impact on poverty. FDI is highlighted as an important pathway for poverty alleviation. Developing countries seek FDI to mitigate problems they face including poverty, unemployment, inadequate capital, low or obsolete technology, because such investments are believed to facilitate capital inflow and technology transfer, in the host economies. For instance, in Nigeria, FDI has boosted economic growth (Otto & Ukpere, 2014), and in Africa, as such, FDI has lowered the poverty via employment generation (Asiedu & Gyimah-Brempong, 2008). That said, the success of FDI is also dependent on the host country's economic system. FDI can help developing countries reap the benefits of globalization, but it is also important that host country governments ensure that policy protects and gives impetus to local industries to benefit the same, particularly in agrarian societies where catch-up is most necessary (Kaothien & Webster, 1999).

The second pathway for MNE to impact poverty is via PPP. Over the last three decades, there has been a perceptible shift in public policies to promote developmental concerns, because of the repeated failures of government programs to diffuse basic amenities among the BoP communities in developing countries. These gaps can be bridged by forming PPPs involving MNEs.

The third pathway and perhaps the one that has a more direct impact on poverty is CSR. MNEs traditionally followed an international corporation model, whereby they built strong relationships with host country governments. However, this is not enough

in the globalized world, where challenges like climate change and poverty transcend national boundaries. These challenges need MNEs to rework the notion of corporate citizenship in a globalized economy (Maerki, 2008).

The fourth pathway identified is knowledge and technology transfer. Shivarajan and Srinivasan (2013) identify the poor as valuable suppliers, specifically of intellectual property, who are unable to participate in a global knowledge network due to poverty and identify social inclusion in these networks as a means of poverty alleviation.

The above discussion is summarized in Table 3.

### *How Policy Can Play a Negative Role*

The negative impact of the policy for poverty alleviation was discussed in detail in nine articles, which have been summarized in Table 4. As for the positive impact of policy, the negative impacts were explained via the pathways of FDI, PPP, and CSR. However, knowledge transfer was not identified as a pathway for the negative impact of policy.

The negative impact via FDI or PPP could be due to one of three possible reasons. First, it could be due to the shortcoming of the host country's policy. Second, the local context could provoke a suboptimal systemic response to the MNE intervention. Third, the strategy of MNE itself could be at fault. The literature provides evidence of all the aforementioned possibilities and we turn to each of them now.

Corruption in developing countries is a major problem. According to the World Bank, bribery in countries like Nigeria, Kenya, and Venezuela stands at over \$1 trillion per year accounting for up to 12% of the gross domestic product (GDP) (Nwabuzor, 2005). Similar figures plague many other countries as well, which means that MNE's investment in developing countries will be diverted toward paying bribes rather than contributing to local development unless this problem is addressed. Corruption as a negative externality affects all pathways and eventually affects MNE's functioning in the host country as well.

Whenever state's policy does not ensure workers safety, then MNEs can also do harm. According to Sass (2000), globalism and the neoliberal political agenda is seeping into public policy making it lax about the work environment in order to favor firm profit maximization. This is leading to the deterioration of working conditions and worsening of government regulatory instruments for protecting workers from physical, mental, and social risk and harm in the workplace. This is especially true for foreign migrant workers, who are usually the most vulnerable.

Bad governance, in general, can undermine all MNE's efforts toward local development. In countries with poor governance, lack of national macroeconomic planning and management, inequitable resource allocation, and a hostile environment, even well-intentioned CSR can have negative consequences. For example, Ite (2004) shows through the case study of Shell in Nigeria that though it was well intentioned, because of the local context and the mistakes made by the concerned actors, CSR damaged the local communities, politically, socially, and economically.

Table 3. Positive Role of Policy.

Type of Pathway	Type of Policy Feature	Authors
FDI in mainstream industries	Policies which facilitate FDI with capital inflow and technology transfer.	Otto and Ukpere (2014)
FDI in mainstream industries	Global perspective for policies appropriate for diverse economic and social structures.	Day (1989)
FDI in mainstream industries and directed toward the BoP	By increasing investment and employment from multinational firms, liberalization programs contribute to poverty alleviation.	Asiedu and GyimahBrempong (2008)
FDI in mainstream industries and directed toward the BoP	Nurturing an efficient public sector with “clusters of excellence” for manufacturing, provision of credit, and technology transfer.	Kaothien and Webster (1999)
FDI directed toward the BoP	Promotion of fair trade coalitions.	Tiffen (2002)
FDI directed toward the BoP	Land/resource rents can be captured for public use or shared, in lieu of harmful taxes on labor and productive investment.	Phang (1996)
Public Private Partnerships (PPP) directed toward the BoP	Policies that reinforce the “social multinational” as a viable institutional innovation. The economic rationale is mainly represented by what could be defined in Smithian terms as the “selfless component of self-interest.”	Zanfei (2012)
PPP directed toward the BoP	Policy that ensures quality for MNE products and services that are downscaled for BoP. PPP structures can bridge the information and infrastructure gap, facilitate adoption of innovations, and empower through education.	Chatterjee (2009)
Corporate social responsibility (CSR)	Corporate governance can reach beyond national boundaries to address climate change and poverty alleviation.	Maerki (2008)
Knowledge transfer	IPR for grassroots innovations can be introduced and linked to global knowledge networks to improve information dissemination to BoP.	Shivaraman and Srinivasan (2013)

Table 4. Negative Role of Policy.

<b>Negative Role</b>	<b>Type of Policy Feature</b>	<b>Authors</b>
FDI in mainstream industries	Anti-state conflict within a developing country could pose a hazard to the activities and the positive impact of FDI (mining sector; Ghana).	Hilson and Potter (2005)
FDI in mainstream industries	Anti-state conflict within a developing country could pose a hazard to the activities and the positive impact of FDI (mining sector; Philippines).	Holden and Jacobson (2007)
FDI in mainstream industries	Public policies supporting MNEs can lead to a worsened work condition (manufacturing sectors, Taiwan and China).	Sass (2000)
FDI in mainstream industries	Contracting out jobs to MNEs can have negative welfare impact (hospital workers, Canada).	Zuberi (2011)
All pathways	General culture of corruption among policy makers and regulatory officials in developing countries poses a major obstacle (Nigeria, Venezuela, and Kenya).	Nwabuzor (2005)
PPP in mainstream industries	A large MNE consortium in a small country can put the government of the small country in a weak bargaining position. However, the success of MNEs in a host country can lead to job closures in the mother country of the MNE (Mining sector, Mauritania and job closures in France).	Bonté (1975)
PPP directed toward the BoP	Unplanned privatization of an essential service can lead to worsening of state for BoP in terms of affordability and access (water privatization in South Africa).	Pauw and McMahon (2003)
CSR	Bad state governance may lead to welfare decreasing results from CSR also (Nigeria).	Ite (2004)
CSR	Voluntary codes of conduct and protocols may not result in real gains without implementation of international governance (coffee sector).	Kolk (2005)

Beyond local governance, the context of the developing country itself may not be propitious to generate the highest social returns from MNE's investment. Anti-state conflict within a developing country could pose a hazard to the activities and the positive impact of FDI, as it happened in the mining industry in Philippines (Holden & Jacobson, 2007). The government wanted FDI in the mining sector; however poverty provoked armed groups' havocked violence on the MNE. Thus, policy must try to mitigate poverty and exclusion so that the positive impact of MNEs is not undermined by violence.

Finally, the strategy or even presence of the MNE may not be a good fit for the context, because of the negative externalities generated. For example, implementation of Ghana's national Structural Adjustment Program (SAP) aimed to promote the expansion of large-scale gold mining through foreign investment involving incentives like tax breaks. However, the rapid rise in exploration and excavation activities increased conflicts between mining parties and displaced thousands of subsistence artisanal miners (Hilson & Potter, 2005).

Similarly, even in developed countries like Canada, Zuberi (2011) reports that the outsourcing of maintaining a core of hospital support workers to multinational corporations led to an increase in the proportion of contractual workers in hospitals compared with permanent staff. Under nonpermanent job contracts, workers took home drastically reduced salaries. Unsurprisingly, this had deleterious consequences on these workers, their families, and the healthcare system.

Bonté (1975) observed that the control of The Societe Anonyme des Mines de Fer de Mauritanie (MIFERMA), a European mining consortium, over the mining sector in Mauretania, generated huge profits for the MNE that in turn contributed to one-third of the state budget. However, as MIFERMA increased its output, local French units had to close down due to lack of profitability.

The water privatization program in South Africa initiated by private water companies and supported by the World Bank was targeted toward providing safe water. However, as observed by Pauw and McMahon (2003), although it improved the water access for some communities, it worsened the availability and affordability of water for the BoP. The poor, who were unable to buy the water, ended up using and consuming polluted lake and stream waters leading to a devastating cholera outbreak. Thus, in the end, it cost the government millions of dollars to remedy the negative externalities triggered by the privatization policy.

MNEs are also trying to address societal concerns by formulating protocols of conduct for the corporate sector, but this is far being effective. For instance, attempts by MNEs to show their responsibility in the coffee sector, to protect the interests of the producers, has only led to an increase in the documentation on codes of conduct and protocols without real gains to the local producers (Kolk, 2005).

### ***How Impact Can Be Both Good and Not so Good***

FDI is usually attracted to some but not all sectors in an economy. Thus, when it arrives, it could lead to unbalanced growth or benefits accruing to workers of some sectors only. With regard to the experience of Mexico and Brazil in the 1970s, Alarcon

and McKinley (1992) show that what has been neglected in the whole process of development that is dependent on FDI is the opening and restructuring of the host economies through strategic reforms. This has to be implemented along the lines of a comprehensive strategy of development that can promote balanced growth among the different sectors of the economy and at the same time raise the standard of living of a great majority of the population. Otherwise, without a balanced growth among the different sectors of the economy, FDI may have negative impacts.

MNEs are being increasingly solicited for urban infrastructural projects via PPP. While PPP permit the gathering of expertise and resources required for implementation of major infrastructural projects, unless they are implemented well, the outcome may generate negative externalities as well. An examination of PPP to improve the supply of water and sanitation supply to urban and peri-urban areas of developing countries leads Hall and Lobina (2007) to conclude that the more innovative approaches to extending connections come from communities, public authorities, and political activity, rather than MNEs. Indeed, contract design with the MNEs is very crucial in determining its engagement with the project, and the governance of the PPP determines the efficiency of its functioning.

Similarly, MNEs are being solicited to invest in CSR, but to alleviate poverty CSR must be coordinated with other public programs for development. Otherwise poverty will not be reduced. For instance, the Niger Delta region is among the poorest regions of Nigeria. The Shell Petroleum Developing Company, which is the Nigerian subsidiary of Royal Dutch Shell, has significantly improved the lives of the local poor through its CSR programs. However, Amadi and Abdullah (2012) point out that the Nigerian government, which earns very high revenues from oil, has not supplemented such efforts by taking concrete steps to address the needs of the local communities not covered by the CSR program. Thus, poverty remains.

Another dimension of the policy conundrum for sustainability is well highlighted by Trisoglio and Ten Tate (1993) who point out that sometimes governments have to choose between prioritizing trade or environmental preservation. Government policies with respect to subsidies, taxes, and prices will crucially affect the extent to which MNE's impact in host countries is Green.

The aforementioned arguments are summarized in Table 5.

## **Conclusion**

In international business and economics, there is an extensive literature on how FDI MNE–local firm linkages contribute to industrial capabilities and economic growth. However, their impact on SDGs through capacity building is hardly studied. This knowledge gap cannot be left unattended, because national governments are calling upon MNEs to assume their responsibility and contribute toward the SDGs. Thus, to give some insight on how this may be effectuated by profit maximizing MNEs,



Table 5. Impact Can Go Either Way—Positive or Negative.

Positive/Negative	Type of Policy Feature	Authors
PPP in mainstream industries	Exit clauses of MNE from PPP must be carefully framed to minimize risk of moral hazard; however, too many clauses may disincentivize formation of a PPP in the first place (Water and sanitation, Africa and Latin America)	Hall and Lobina (2007)
FDI directed toward the BoP	Government should complement the efforts of the MNC (Shell) both in the region and across the country; otherwise returns to FDI to BoP may be suboptimal.	Amadi and Abdullah (2012)
FDI in mainstream industries	Pricing, subsidies, and taxation policies can be used for greening the economy. However, they have to be designed correctly; otherwise they may undermine sustainable development.	Trisoglio and Ten Tate (1993)
FDI in mainstream industries	Appropriate structural adjustment programs have to accompany the process of liberalization to attract FDI (e.g., Mexico and Brazil)	Alarcon and McKinley (1992)

this chapter examined the social sciences literature and identified the pathways by which MNEs contribute to SDG1 and the role of policy in nurturing this process. The insights provided by our study are captured in Fig. 3.

MNEs can be nudged to contribute to SDG1 via four pathways, FDI, PPP, CSR, and knowledge transfer, as shown in Fig. 3. All these pathways have significant potential to contribute to SDG1. However, the potential impact may not be realized due to the inappropriate strategies of the MNE, the drawbacks of the policies of the host government, and/or the systemic challenges of the host country context.

First, through appropriate policy, FDI can be made to not only contribute to economic growth but also to inclusive development. Our study has confirmed instances where through astute steering of foreign capital inflows and technology transfer FDI can contribute to SDG1 via employment generation for the poor. To multiply the occurrence of such positive impact, it is necessary to develop new strategies to attract FDI that serve the business interests of MNE while protecting the national development agenda.

The second pathway for MNE to impact poverty is via PPP. As governments struggle without complete success to provide basic amenities to the BoP communities in developing countries, public policy has seen a shift to promote partnerships with the private sector in the form of PPP. However, this chapter points out that PPPs are a like a double-edged sword and examples have been given to demonstrate that unless there is effective monitoring, the interests of the very populations that they are meant to serve could be put at a great risk. Therefore, contract design and governance are keys in PPPs to ensure that MNEs do not exploit the partnership for their own ends.



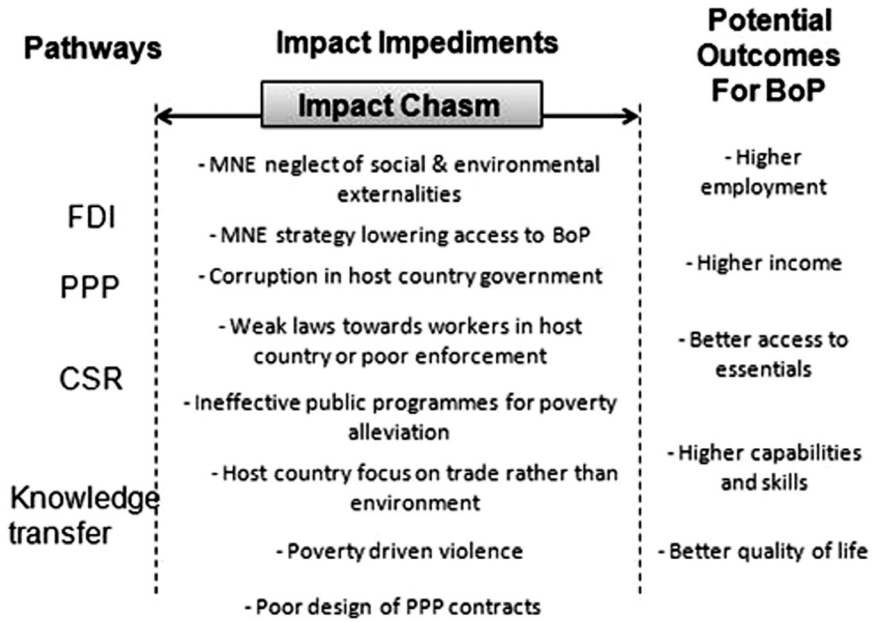


Fig. 3. MNE Pathways to Contribute Toward SDG1 and the Impact Impediments.

The third pathway is that of CSR and is perhaps the one that has the most direct impact on poverty. CSR is slowly being seen by MNEs, not as a hindrance to profit generation, but as a means to develop a competitive advantage. Again, here the positive role of policy has been highlighted—if policy is not efficient, the returns to CSR could be suboptimal.

The fourth pathway identified is knowledge and technology transfer, which addresses the need for the inclusion of the poor in global knowledge networks. This can be enhanced by MNE interventions to build capabilities and provide access to information and technology to the BoP.

To conclude, this study should be considered only as a step toward exploring how MNEs can contribute to SDGs. It has proposed multiple perspectives on effective or ineffective nudge strategies for better policy design and these require validation. Thus, its limitations can be regarded as avenues for further study. First, the main findings of this study should be confirmed with policy makers. For instance, though the impact of PPP as a means of MNE functioning has been evoked a number of times in the literature, little has been mentioned about the role of policy on poverty alleviation. Likewise, more research is needed on how to maximize the CSR impact from a policy perspective. Second, this chapter presented a meta-analysis of abstracts compiled from a search query on title, keywords, and abstracts. A larger search is required to have a more comprehensive vision of the findings of the vast literature on policy implications to incentivize MNEs. Lastly, the chapter has proposed nudge strategies that should be

further validated by interviews with MNEs to facilitate adoption and implementation of such strategies toward realizing SDG1.

## Note

1. The references for the articles cited in this section (that is our corpus) can be found in Appendix A.

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## APPENDIX A

### Corpus obtained from Scopus applying 'Multinational' AND 'Poverty' in title or keywords or abstract in descending order of number of citations.

Serial No.	Citation	Title	Source Title	Volume	Issue	Pages
1	Karnani, A. (2007)	The mirage of marketing to the bottom of the pyramid: How the private sector can help alleviate poverty	<i>California Management Review</i>	49	4	90–111
2	Hart, S. L., & Christensen, C. M. (2002)	The great leap: Driving innovation from the base of the pyramid	<i>MIT Sloan Management Review</i>	44	1	51–56
3	Hilson, G., & Potter, C. (2005)	Structural adjustment and subsistence industry: Artisanal gold mining in Ghana	<i>Development and Change</i>	36	1	103–131
4	Kolk, A., & van Tulder, R. (2010)	International business, corporate social responsibility and sustainable development	<i>International Business Review</i>	19	2	119–125
5	Ite, U. E. (2004)	Multinationals and corporate social responsibility in developing countries: A case study of Nigeria	<i>Corporate Social Responsibility and Environmental Management European Management Journal</i>	11	1	1–11
6	Kolk, A. (2005)	Corporate social responsibility in the coffee sector: The dynamics of MNC responses and code development	<i>European Management Journal</i>	23	2	228–236
7	Nwabuzor, A. (2005)	Corruption and development: New initiatives in economic openness and strengthened rule of law	<i>Journal of Business Ethics</i>	59	1	121–138

Appendix A. Continued.

Serial No.	Citation	Title	Source Title	Volume	Issue	Pages
8	Anderson, J., & Billou, N. (2007)	Serving the world's poor: Innovation at the base of the economic pyramid	<i>Journal of Business Strategy</i>	28	2	14-21
9	Kolk, A., & van Tulder, R. (2006)	Poverty alleviation as business strategy? Evaluating commitments of frontrunner Multinational Corporations	<i>World Development</i>	34	5 SPEC. ISS.	789-801
10	Warner, M., Hong, N. S., & Xu, X. J. (2004)	'Late development' experience and the evolution of transnational firms in the People's Republic of China	<i>Asia Pacific Business Review</i>	10	3-Apr	324-345
11	Subrahmanyam, S., & Gomez-Arias, J.T. (2008)	Integrated approach to understanding consumer behavior at bottom of pyramid	<i>Journal of Consumer Marketing</i>	25	7	402-412
12	Benson, P. (2008)	EL Campo: Facility and structural violence in farm labor camps	<i>Cultural Anthropology</i>	23	4	589-629
13	Maertens, M., Colen, L., & Swinnen, J.F.M. (2011)	Globalisation and poverty in Senegal: A worst-case scenario?	<i>European Review of Agricultural Economics</i>	38	1	31-54
14	Wells, L. T., & Ahmed, R. (2007)	Making Foreign Investment Safe: Property Rights and National Sovereignty	<i>Making Foreign Investment Safe: Property Rights and National Sovereignty</i>			1-388
15	Kolk, A., Riverasantos, M., & Rufin, C. (2014)	Reviewing a Decade of Research on the "Base/Bottom of the Pyramid" (BoP) Concept	<i>Business and Society</i>	53	3	338-377

16	Halme, M., Lindeman, S., & Linna, P. (2012)	Innovation for Inclusive Business: Intrapreneurial Bricolage in Multinational Corporations	<i>Journal of Management Studies</i>	49	4	743–784
17	Fahmi, W. S. (2005)	The impact of privatization of solid waste management on the Zabaleen garbage collectors of Cairo	<i>Environment and Urbanization</i>	17	2	155–170
18	Ite, U. E. (2005)	Poverty reduction in resource-rich developing countries: What have multinational corporations got to do with it?	<i>Journal of International Development</i>	17	7	913–929
19	Hall, D., & Lobina, E. (2007)	Profitability and the poor: Corporate strategies, innovation and sustainability	<i>Geoforum</i>	38	5	772–785
20	Tiffen, P. (2002)	A chocolate-coated case for alternative international business models	<i>Development in Practice</i>	12	3-Apr	383–397
21	Dolan, C., & Scott, L. (2009)	Lipstick evangelism: Avon trading circles and gender empowerment in South Africa	<i>Gender and Development</i>	17	2	203–218
22	Sumner, A. (2005)	Is foreign direct investment good for the poor? A review and stock take	<i>Development in Practice</i>	15	3-Apr	269–285
23	Marlier, E., & Atkinson, A. B. (2010)	Indicators of poverty and social exclusion in a global context	<i>Journal of Policy Analysis and Management</i>	29	2	285–304
24	Yamin, M., & Sinkovics, R. R. (2009)	Infrastructure or foreign direct investment? An examination of the implications of MNE strategy for economic development	<i>Journal of World Business</i>	44	2	144–157
25	Schuster, T., & Holtbrügge, D. (2012)	Market entry of multinational companies in markets at the bottom of the pyramid: A learning perspective	<i>International Business Review</i>	21	5	817–830
26	Elaydi, R., & Harrison, C. (2010)	Strategic motivations and choice in subsistence markets	<i>Journal of Business Research</i>	63	6	651–655

Appendix A. Continued.

Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
27	Weatherspoon, D., Cacho, J., & Christy, R. (2001)	Linking globalization, economic growth and poverty: Impacts of agribusiness strategies on sub-Saharan Africa	<i>American Journal of Agricultural Economics</i>	83	3	722–729
28	Garrette, B., & Karnani, A. (2010)	Challenges in marketing socially useful goods to the poor	<i>California Management Review</i>	52	4	29–47
29	Engle, R. L. (2007)	Corporate social responsibility in host countries: A perspective from American managers	<i>Corporate Social Responsibility and Environmental Management Canadian Geographer</i>	14	1	16–27
30	Holden, W. N., & Jacobson, R. D. (2007)	Mining amid armed conflict: Nonferrous metals mining in the Philippines	<i>Canadian Geographer</i>	51	4	475–500
31	Senge, P. M., Dow, M., & Neath, G. (2006)	Learning together: New partnerships for new times	<i>Corporate Governance</i>	6	4	420–430
32	Wendler, D. (2004)	Risk standards for pediatric research: Rethinking the Grimes ruling	<i>Kennedy Institute of Ethics Journal</i>	14	2	187–198
33	Ramia, G. (2003)	Global social policy, INGOs and strategic management: An emerging research agenda	<i>Global Social Policy</i>	3	1	79–101
34	Muthuri, J. N., Moon, J., & Idemudia, U. (2012)	Corporate Innovation and Sustainable Community Development in Developing Countries	<i>Business and Society</i>	51	3	355–381

35	Arocena, R., & Senker, P. (2003)	Technology, inequality, and underdevelopment: The case of Latin America	<i>Science Technology and Human Values</i>	28	1	15–33
36	Day, P. J. (1989)	The new poor in America: Isolationism in an international political economy	<i>Social Work (United States)</i>	34	3	227–233
37	Pawłowski, L. (2012)	Do the liberal capitalism and globalization enable the implementation of sustainable development strategy? [Czyliberalnykapitalizm i globalizacjaumożliwiająogonek} realizacjeogonek} strategiiźrównoważonegorozwoju?]	<i>Problemy Ekorozwoju</i>	7	2	7–13
38	Stein, H. (2010)	Financial liberalisation, institutional transformation and credit allocation in developing countries: The World Bank and the internationalisation of banking	<i>Cambridge Journal of Economics</i>	34	2	257–273
39	Olweny, C. (1994)	Bioethics in developing countries: Ethics of scarcity and sacrifice	<i>Journal of Medical Ethics</i>	20	3	169–174
40	Ramachandraiah, C., & Bawa, V. K. (2000)	Hyderabad in the changing political economy	<i>Journal of Contemporary Asia</i>	30	4	562–574
41	Habibov, N. N. (2011)	Self-perceived social stratification in low-income transitional countries: Examining the multicountry survey in Armenia, Azerbaijan, and Georgia	<i>International Journal of Social Economics</i>	38	1	5–22
42	Kuper, A. (2004)	Harnessing corporate power: Lessons from the UN global compact	<i>Development</i>	47	3	9–19
43	Phang, S.-Y. (1996)	Economic development and the distribution of land rents in Singapore: A georgist implementation	<i>American Journal of Economics and Sociology</i>	55	4	489–501



Appendix A. Continued.

Serial No.	Citation	Title	Source Title	Volume	Issue	Pages
44	Asiedu, E., & Gyimah-Brempong, K. (2008)	The effect of the liberalization of investment policies on employment and investment of multinational corporations in Africa	<i>African Development Review</i>	20	1	49–66
45	Dahlman, C. J. (2007)	China and India emerging technological powers	<i>Issues in Science and Technology</i>	23	3	45–53
46	Bhagwati, J. (2007)	Why multinationals help reduce poverty	<i>World Economy</i>	30	2	211–228
47	Pauw, J., & McMahon, J. (2003)	The politics of underdevelopment: Metered to death-how a water experiment caused riots and a cholera epidemic	<i>International Journal of Health Services</i>	33	4	819–830
48	Hayhurst, L. M. C. (2014)	The ‘Girl Effect’ and martial arts: social entrepreneurship and sport, gender and development in Uganda [El “Efecto Niña” y las artesmarciales: el emprendimiento social y el deporte, el género y el desarrollo en Uganda]	<i>Gender, Place and Culture</i>	21	3	297–315
49	Orogun, P. S. (2010)	Resource control, revenue allocation and petroleum politics in Nigeria: The Niger Delta question	<i>GeoJournal</i>	75	5	459–507
50	Jain, S. C., & Grosse, R. (2009)	Impact of terrorism and security measures on global business transactions: Some international business guidelines	<i>Journal of Transnational Management</i>	14	1	42–73
51	Wettstein, F. (2008)	Let’s talk rights: Messages for the just corporation-transforming the economy through the language of rights	<i>Journal of Business Ethics</i>	78	1-Feb	247–263

52	Kerbo, H. (2005)	Foreign investment and disparities in economic development and poverty reduction: A comparative-historical analysis of the Buddhist countries of Southeast Asia	<i>International Journal of Comparative Sociology Futures</i>	46	5-Jun	425–459
53	Miller, M. (1995)	Where is globalization taking us? Why we need a new 'Bretton Woods'?	<i>World Development</i>	27	2	125–144
54	Sesan, T., Raman, S., Clifford, M., & Forbes, I. (2013)	Corporate-Led Sustainable Development and Energy Poverty Alleviation at the Bottom of the Pyramid: The Case of the CleanCook in Nigeria		45		137–146
55	Shivarajan, S., & Srinivasan, A. (2013)	The poor as suppliers of intellectual property: A social network approach to sustainable poverty alleviation	<i>Business Ethics Quarterly</i>	23	3	381–406
56	Viswanathan, M., Yassine, A., & Clarke, J. (2011)	Sustainable product and market development for subsistence marketplaces: Creating educational initiatives in radically different contexts	<i>Journal of Product Innovation Management</i>	28	4	558–569
57	Goldstein, A., & Prichard, W. (2009)	South African multinationals: Building on a unique legacy	<i>Emerging Multinationals in Emerging Markets</i>			244–279
58	Maerki, H. U. (2008)	The globally integrated enterprise and its role in global governance	<i>Corporate Governance</i>	8	4	368–373
59	Alarcon, D., & McKinley, T. (1992)	Beyond import substitution: The restructuring projects of Brazil and Mexico	<i>Latin American Perspectives</i>	19	2	72–87
60	Poruthiyil, P. V. (2013)	Weaning Business Ethics from Strategic Economism: The Development Ethics Perspective	<i>Journal of Business Ethics</i>	116	4	735–749

Appendix A. Continued.

Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
61	Casanova, L., & Dumas, A. (2010)	Corporate social responsibility and Latin American multinationals: Is poverty a business issue? [Responsibilidad social corporativa y multinacionales latinoamericanas: ¿es la pobreza una cuestión de empresa]	<i>Universia Business Review</i>	25		132–145
62	Paliwoda, S. J., & Slater, S. (2009)	Globalisation through the kaleidoscope	<i>International Marketing Review</i>	26	4	373–383
63	Quentin Grafton, R., Jotzo, F., & Wasson, M. (2004)	Financing sustainable development: Country Undertakings and Rights for Environmental Sustainability CURES	<i>Ecological Economics</i>	51	1-Feb	65–78
64	Fraser, E. D. G., & Mabee, W. (2002)	Summit: Vague answers to well-known problems? Multinational negotiations can work, but not where local people are causing the problem [1]	<i>Nature</i>	418	6900	817
65	Sass, R. (2000)	The dark side of Taiwan's globalization success story	<i>International Journal of Health Services</i>	30	4	699–716
66	Small, D. (1997)	Development education revisited: The New Zealand experience	<i>International Review of Education</i>	43	5-Jun	581–594
67	Rose, D., Vogler, C., Marshall, G., & Newby, H. (1984)	Economic Restructuring: The British Experience	<i>The ANNALS of the American Academy of Political and Social Science</i>	475	1	137–157

68	Mason, K., Chakrabarti, R., & Singh, R. (2013)	What are bottom of the pyramid markets and why do they matter?	<i>Marketing Theory</i>	13	3	401–404
69	El Hadary, Y. A. E., & Obeng-Odoom, F. (2012)	Conventions, changes, and contradictions in land governance in Africa: The story of land grabbing in North Sudan and Ghana	<i>Africa Today</i>	59	2	59–78
70	Zuberi, D. (2011)	Contracting out hospital support jobs: The effects of poverty wages, excessive workload, and job insecurity on work and family life	<i>American Behavioral Scientist</i>	55	7	920–940
71	Herd, R., Toenniessen, G., & O'Toole, J. (2007)	Chapter 50 Plant Biotechnology for Developing Countries	<i>Handbook of Agricultural Economics</i>	3		2641– 2667
72	Karger, H., Iyiani, C., & Shannon, P. (2007)	The challenge of community work in a global economy	<i>Journal of Sociology and Social Welfare</i>	34	2	69–85
73	Vink, N. (2004)	The influence of policy on the roles of agriculture in South Africa	<i>Development Southern Africa</i>	21	1	155–178
74	Danis, M., & Sepinwall, A. (2002)	Regulation of the global marketplace for the sake of health	<i>Journal of Law, Medicine and Ethics</i>	30	4	667–676
75	Wijekoon, A. S. B., Thattai, R. O., & Schensul, S. L. (1995)	First trimester feeding in a rural Sri Lankan population	<i>Social Science and Medicine</i>	40	4	443–449
76	Bonté, P. (1975)	Multinational Companies and National Development: MIFERMA and Mauretania	<i>Review of African Political Economy</i>	2	2	89–109

Appendix A. Continued.

Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
77	Van Tulder, R., Da & Rosa, A. (2012)	The role of cross-sector partnership portfolios in the inclusive business strategies of multinational enterprises	<i>Progress in International Business Research</i>	7		153–180
78	Amadi, B. O., & Abdullah, H. (2012)	Poverty alleviation through corporate social responsibility in Niger Delta, Nigeria	<i>Asian Social Science</i>	8	4	57–67
79	Bratt, L. (2009)	The Brundtland link between poverty and environmental degradation, and other questionable opinions	<i>International Journal of Innovation and Sustainable Development</i>	4	1	74–92
80	Moller, M. (2003)	Grassroots ethics: The case of souths versus news corporation	<i>Remote Control: New Media, New Ethics</i>			216–229
81	Manji, F. (2000)	Social policy and rights in Africa: From social contract to loss of self-determination	<i>IDS Bulletin</i>	31	4	11–20
82	Kaothien, U., & Webster, D. (1999)	The role of the private sector in promoting balanced regional development: The Thailand case	<i>Regional Development Dialogue</i>	20	1	120–142
83	Short, C. (1998)	The meaning of globalization for development policy	<i>Social Policy and Administration</i>	32	5 SUPPL.2	456–463
84	Casagrande, Jr., E. F. (1996)	Sustainable development in the new economic (dis)order: The relationship between free trade, transnational corporations, international financial institutions and ‘economic miracles’	<i>Sustainable Development</i>	4	3	121–129

85	Trisoglio, A., & Ten Tate, K. (1993)	Systemic integration of the environment and trade	<i>Ecodecision</i>	8	23–28
86	Rogerson, C. M., & Tucker, B. A. (1985)	Commercialization and corporate capital in the sorghum beer industry of Central Africa	<i>Geoforum</i>	4	357–368
87	Zaefarian, R., Tasavori, M., & Ghauri, P. N. (2015)	A corporate social entrepreneurship approach to market-based poverty reduction	<i>Emerging Markets Finance and Trade</i>	2	320–334
88	Tasavori, M., Zaefarian, R., & Ghauri, P. N. (2015)	The creation view of opportunities at the base of the pyramid	<i>Entrepreneurship and Regional Development</i>	27	106–126
89	Kolk, A. (2015)	The social responsibility of international business: From ethics and the environment to CSR and sustainable development	<i>Journal of World Business</i>		
90	Eweje, G. (2014)	Introduction: Trends in corporate social responsibility and sustainability in emerging economies	<i>Critical Studies on Corporate Responsibility, Governance and Sustainability</i>	8	3–17
91	Humberg, K., & Braun, B. (2014)	Social business and poverty alleviation: Lessons from grameendhanone and grameenveolia	<i>Social Business: Theory, Practice, and Critical Perspectives</i>		201–223
92	Otto, G., & Ukpere, W. I. (2014)	Foreign direct investments and economic development and growth in Nigeria	<i>Mediterranean Journal of Social Sciences</i>	5	713–720

Appendix A. Continued.

Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
93	Lin, H., Glauben, T., Yang, J., & He, L.-Y. (2012)	Impacts of the US farm bill 2008 on China's agricultural production and rural poverty	<i>Agricultural Economics</i>	58	4	157–164
94	Zanfei, A. (2012)	Playing around an oxymoron: International business with a human face	<i>Critical Perspectives on International Business</i>	8	1	56–73
95	Vemuri, V. K., & Siddiqi, S. (2011)	An estimation of the Latent Bilateral trade between India and Pakistan using panel data methods	<i>Global Economic Review</i>	40	1	45–65
96	Saha, S. (2010)	Economic globalization in India: The role of old and new traditions in the development of socioeconomic values for positive globalization	<i>International Journal of Interdisciplinary Social Sciences</i>	5	2	79–95
97	Brugger, E. A., & Maurer, P. (2010)	Concluding remarks: From alleviating the negative impacts of globalization to transforming markets	<i>The United Nations Global Compact Achievements, Trends and Challenges</i>			386–396
98	Chatterjee, S. R. (2009)	Multinational firm strategy and global poverty alleviation: Frameworks and possibilities for building shared commitment	<i>Journal of Human Values</i>	15	2	133–152
99	Morrison, A. M. (2008)	Musical trafficking: Urban youth and the narcocorrido-hardcore rap nexus	<i>Western Folklore</i>	67	4	379–396

100	Nkiko, C., & Yusuf, F. O. (2008)	Library and information support for new partnership for Africa's Development (NEPAD)	<i>Library Philosophy and Practice</i>	2008	DEC.
101	Rosenbloom, A., & Althaus, R. (2007)	Reducing global poverty: Building the business case	<i>International Journal of Interdisciplinary Social Sciences Struggles Over Difference: Curriculum, Texts, and Pedagogy in The Asia-Pacific</i>	2008	1
102	Nozaki, Y., Openshaw, R., & Luke, A. (2005)	Introduction	<i>Social Sciences Struggles Over Difference: Curriculum, Texts, and Pedagogy in The Asia-Pacific</i>	2008	1-10
103	Marks, L., Jr. (1982)	Multinational Corporations & Third World Poverty	<i>Review of Social Economy</i>	40	3
104	Hilson, G., Hilson, A., & McQuilken, J. (2016)	Ethical minerals: Fairer trade for whom?	<i>Resources Policy</i>	49	232-247
105	Shrestha, S. (2016)	Dollars to dimes: Disparity, uncertainty, and marketing to the poor at US dollar stores	<i>International Journal of Cultural Studies</i>	19	4
106	Kaphahn, L., & Brennan, L. (2016)	Reassessing the risk conditions for political instability in the light of the Arab Spring	<i>Journal of Risk Research</i>	19	1-19
107	Loftsdóttir, K. (2016)	International Development and the Globally Concerned European Subject	<i>Interventions</i>	18	2
108	McQuilken, J. T. (2016)	Ethical gold' in sub-Saharan Africa: A viable empowerment strategy?	<i>International Development Planning Review</i>	38	2



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Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
109	Radojević, N., & Peerally, J. A. (2016)	Reverse innovation and the bottom of the pyramid proposition: New clothes for old garbs?	<i>International Business: Concepts, Methodologies, Tools, and Applications</i>			1143–1164
110	Ollong, K. A. (2016)	The implication of multinational corporations in poverty eradication in Cameroon	<i>International Business: Concepts, Methodologies, Tools, and Applications</i>			1490–1514
111	Naylor, R. L. (2016)	Oil crops, aquaculture, and the rising role of demand: A fresh perspective on food security	<i>Global Food Security</i>	35	5-Jun	390–402
112	Barsoum, G., & Refaat, S. (2015)	“We don’t want school bags”: Discourses on corporate social responsibility in Egypt and the challenges of a new practice in a complex setting	<i>International Journal of Sociology and Social Policy</i>			
113	Orji, K. E., & Awortu, B. (2015)	Historicizing on Corporate Social Responsibility and the Rural Development Project in Nigeria	<i>Mediterranean Journal of Social Sciences</i>	6	1S1	68–74
114	Arlı, D., & Tjiptono, F. (2014)	Does corporate social responsibility matter to consumers in Indonesia?	<i>Social Responsibility Journal</i>	10	3	537–549
115	Garg, R. (2014)	Free solar lanterns to below poverty line girls in India: A step toward achieving millennium development goals	<i>Social Work in Public Health</i>	29	3	189–195

116	Parameswaran, A. Affirmation and disidentification (2014)	<i>Performance Research</i>	19	2	54–62
117	Tsheola, J. (2014) Contemporary international relations and the BRICS geopolitics of state capitalism	<i>Mediterranean Journal of Social Sciences</i>	5	25	238–249
118	Jones, G. (2014) Business history and the impact of MNEs on host economies	<i>Research in Global Strategic Management</i>	16		177–198
119	Yamin, M., & Sinkovics, R. R. (2014) A retrospective on: Infrastructure or foreign direct investment?	<i>Progress in International Business Research</i>	8		231–247
120	Dávila-Aguirre, M. C., Hanley, L. M., Lozano-Fernández, G., & Lyons, T. S. (2014) Leveraging low income farmers' performance through empowerment: Analysis of a sustainable initiative in Mexico	<i>Management and Marketing</i>	9	2	173–190
121	Woodward, D., Rolfe, R., & Ligthelm, A. (2014) Microenterprise, Multinational Business Support, and Poverty Alleviation in South Africa's Informal Economy	<i>Journal of African Business</i>	15	1	25–35
122	Oodith, P. D., Parumasur, S. B. (2014) Being on top of your game at the bottom of the Pyramid	<i>Corporate Ownership and Control</i>	11	3 C	253–272
123	Kuppinger, P. (2014) Crushed? Cairo's Garbage collectors and neoliberal Urban Politics	<i>Journal of Urban Affairs</i>	36	SUPPL.2	621–633
124	Johnson, W. C. (2014) Guerrilla ganja gun girls: Policing black revolutionaries from Notting hill to Laventille	<i>Gender and History</i>	26	3	661–687

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Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
125	Radojević, N., & Peerally, J. A. (2013)	Reverse innovation and the bottom of the pyramid proposition: New clothes for old garbs?	<i>Quality Innovation: Knowledge, Theory, and Practices</i>	11	1 C	32–52
126	Oodith, P. D., & Parumasur, S. B. (2013)	Tapping into the bottom of the pyramid (BoP) market in South Africa: Possible? and how?	<i>Corporate Ownership and Control</i>	65	10	280–294
127	Humberg, K., & Braun, B. (2013)	Poverty reduction through social business - Lessons learnt from Bangladesh [Soziale Geschäftsmodelle zur Überwindung der Armut? Ein Beispiel aus Bangladesh]	<i>Geographische Rundschau</i>	65	10	28–36
128	Zademach, H.-M., & Rodrian, P. (2013)	Financial system development and mobile money in Uganda: Instruments towards a pro-poor growth? [Finanzsystementwicklung und Mobile Money in Uganda: Instrumente für ein armutsminderndes Wachstum?]	<i>Geographische-Rundschau</i>	65	10	12–19
129	Iroge, K. (2013)	Globalization and the World Trade Organization from the perspective of the underdeveloped world	<i>Journal of Social, Political, and Economic Studies</i>	38	2	174–202
130	Pendakur, M. (2013)	Twisting and turning: India's telecommunications and media industries under the neo-liberal regime	<i>International Journal of Media and Cultural Politics</i>	9	2	107–131
131	Porter, N. (2013)	Global health cadres: Avian Flu control and practical statecraft in Vietnam	<i>Sojourn</i>	28	1	64–100

132	Srinivasan, T. N. (2013)	Trends and impacts of real and financial globalization in the People's Republic of China and India since the 1980s	<i>Asian Development Review</i>	30	1	1–30
133	Jorgensen, B., & Gault, J. W. (2012)	Give us this day: The grain meme in environmental and food justice discourse	<i>IEEE International Professional Communication Conference</i>			209–224
134	Nahmad, S. (2012)	The impact of the World Bank policies on indigenous communities	<i>Neoliberalism and Commodity Production in Mexico</i>		6	713–732
135	Cholez, C., Trompette, P., Vinck, D., & Reverdy, T. (2012)	Bridging Access to Electricity Through BoP Markets: Between Economic Equations and Political Configurations	<i>Review of Policy Research</i>	29		
136	Desroches, G. V., & André, T. (2012)	The BipBop Programme: Providing access to reliable, affordable and clean energy with a combined approach of investment, offers and training	<i>Field Actions Science Report</i>	6	1	SPL
137	Desroches, G. V., & André, T. (2012)	The BipBop Programme: Providing access to reliable, affordable and clean energy with a combined approach of investment, offers and training	<i>Field Actions Science Report</i>	7		SPL
138	Rodríguez, E. B. (2012)	Costa Rican agrarian model in the globalization context (1990–2008). Opportunities and challenges to reduce rural poverty [El modelo agrario costarricense en el contexto de la globalización (1990–2008): Oportunidades y desafíos para reducir la pobreza rural]	<i>Ager</i>		12	7–49

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Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
139	Cruse, R. (2012)	Maroons and multinationals in Surinam: Land, resource conflicts and the state	<i>Caribbean Geography</i>	17	1-Feb	25-41
140	Amann, W., & Khan, S. (2012)	Complexity capabilities as prerequisite for organizational innovations and successful responses for universal equilibrium	<i>International Journal of Organization Theory and Behavior</i>	15	4	502-519
141	Soniewicka, M. (2012)	The role of pharmaceutical companies in making accessible and affordable medicines of good quality in developing countries [Rola firm farmaceutycznych w udostępnianiu tanich leków o dobrej jakości w krajach rozwijających się]	<i>Prakseologia</i>		153	315-336
142	Kinuthia, B. K. (2011)	Markets vs. government foreign direct investment and industrialization in Malaysia [Mercados o gobierno: Inversión extranjera directa e industrialización en Malasia]	<i>Economía Mexicana, Nueva Época</i>	20	2	409-443
143	Phillips, W., & Rathert, C. (2011)	Health ethics in a global context	<i>Ethical Models and Applications of Globalization: Cultural, Sociopolitical and Economic Perspectives</i>			100-118

144	Tahi, T., & Tambunan, H. (2011)	Trade liberalisation and SMEs in ASEAN	<i>Trade Liberalisation and SMEs in ASEAN</i>	1-203
145	Dingo, R., & Blake Scott, J. (2011)	The megaheritics of global development	<i>The Megaheritics of Global Development</i>	1-266
146	Pestre, F. (2010)	How can a multinational firm alleviate poverty? Lessons from Danone in Poland [Comment l'entreprisemultinationalepeut-elleluttercontre la pauvreté?: Le cas de Danone en Pologne]	<i>Revue Francaise de Gestion</i>	208-209 9-Oct 137-154
147	Husted, B. W., & Allen, D. B. (2010)	Corporate social strategy: Stakeholder engagement and competitive advantage	<i>Corporate Social Strategy: Stakeholder Engagement and Competitive Advantage</i>	1-348
148	Larkin, B. (2010)	National allegory	<i>The Shumdog Phenomenon: A Critical Anthology</i>	3-8
149	Samli, A. C. (2009)	International entrepreneurship: Innovative solutions for a fragile planet	<i>International Entrepreneurship: Innovative Solutions for a Fragile Planet</i>	1-131

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Serial Citation No.	Title	Source Title	Volume	Issue	Pages
150	Frynas, J. G. (2009) Beyond corporate social responsibility: Oil multinationals and social challenges	<i>Beyond Corporate Social Responsibility: Oil Multinationals and Social Challenges</i>			1-207
151	Ocampo, J. A. (2009) Foreword	<i>Rethinking Foreign Investment for Sustainable Development: Lessons from Latin America</i>	19	33	8-20
152	Valor, C. (2009) Three perspectives regarding how multinational companies may effectively contribute towards attaining MDGs [Tres perspectivas sobre cómo contribuyefectivamente a la consecución de los ODM]	<i>Innovar</i>			131-141
153	Lee, K., Kim, J.-H., & Woo, W. T. (2008) Power and sustainability of the Chinese state	<i>Power and Sustainability of the Chinese State</i>			1-220

154	Thirkell-White, B. Globalization and development (2008)	<i>Issues In International Relations: Second Edition Literature and Development in North Africa: The modernizing mission</i>	136–152
155	Giovannucci, P. (2008)	Literature and development in North Africa: The modernizing mission	1–245
156	Killick, J. (2008)	The relevance of the Marshall Plan for the 21st century	77–96
157	Collins, E. (2007)	Indonesia betrayed	1–265
158	Man, G. (2007)	1975: Movies and conflicting ideologies	135–156
159	Rugendyke, B. (2007)	NGOs as advocates for development in a globalising world	1–260
160	Rogalski, M. (2007)	Latin America: 2006 confirms the turn to the left [Amérique Latine: 2006 confirme le tournant à gauche]	91–98
		<i>Themes and Variations NGOs as Advocates for Development in a Globalising World</i>	350
		<i>Pensee</i>	350



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Serial Citation No.	Citation	Title	Source Title	Volume	Issue	Pages
161	Kolk, A., Van Tulder, R., & Westdijk, B. (2007)	Corrigendum to "Poverty Alleviation as Business Strategy? Evaluating Commitments of Frontrunner Multinational Corporations" [World Development 34 (2006) 789–801] (DOI:10.1016/j.worlddev.2005.10.005)	<i>World Development</i>	35	3	542
162	Weisband, E. (2007)	Tripartite multilateralism: Why corporate social responsibility is not accountability	<i>Global Accountabilities: Participation, Pluralism, and Public Ethics Working Group Reports on ITICSE on Innovation and Technology in Computer Science Education 2006 Global Pipeline Monthly Critical Perspectives on International Business</i>			280–306
163	Young, A., & Muller, L. (2006)	Aluminum foil satellite dishes and a millennium of experience: Sustainability in the high Andes				2
164	Weinberg, B. (2006)	South American pipeline wars: Chavez bloc races with oil cartel to grid the Continent	<i>Global Pipeline Monthly Critical</i>	2	4	
165	Hipsher, S. A. (2006)	Re-evaluation of underlying assumptions and refocusing of objectives in criticisms of international business	<i>Critical Perspectives on International Business</i>	2	2	114–127

166	Oding, N. (2005)	Internationalization of Russian regions: The role of MNCs and outsourcing with respect to domestic and foreign SMEs	<i>Internationalization and Economic Policy Reforms in Transition Countries</i>	1	80	219–246
167	Heyneman, S. P. (2005)	Foreign aid to education: Recent U.S. initiatives - Background, risks, and prospects	<i>Peabody Journal of Education</i>	1	80	107–119
168	Orts, E. W. (2004)	From corporate social responsibility to global citizenship	<i>The INSEAD-Wharton Alliance on Globalizing: Strategies for Building Successful Global Businesses</i>	1	80	331–352
169	Hawley, J. P., & Williams, A. T. (2002)	The role of multinational corporations in economic & social development of poor countries: Leading toward a better world?	<i>Corporate Environmental Strategy</i>	3	9	217–225
170	Kumar, K. J. (1995)	Telecommunications and new information technologies in India: Social and cultural implications	<i>Gazette</i>	3	54	267–277
171	Tiano, A. (1990)	Brazil: clay colossus with feet of bronze [Le Bresil: un colossed'argile aux pieds d'airain]	<i>Mondes en Developpement</i>	70	18	17–27
172	Richardson, E. L. (1977)	Closing the Gap in an Interdependent World	<i>California Management Review</i>	4	19	84–87
173	Ware, H. (1974)	Corporate good citizenship pays off in Central America	<i>Industry Week</i>	4	182	20–21

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