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SPECIAL ISSUE

Article invited

Scientific Editors: Maria Besiou and Susana Pereira

DOI: <http://dx.doi/10.12660/joscmv9n1p77-93>

## The Role of Private Stakeholders in Disaster and Humanitarian Operations

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**ABSTRACT:** The role of private stakeholders in disaster operations goes far beyond the delivery of profits to its shareholders. Disasters and humanitarian operations literature acknowledges the importance of private sector in disaster lifecycle; however, it lacks an analysis of the risks and benefits of each different form of their engagement in such operations (contractual relationships, one-off relationships and CSR - Corporate Social Responsibility partnerships). To address this research gap, a literature review was conducted on papers covering the perspective of private stakeholders when engaging in disaster and humanitarian operations with stakeholders from public and social groups. The results revealed that some challenges are specific from one approach and others are common for all of them. Moreover, despite the increasing of reputation capital and organizational learning being used to motivate CSR approach, they are mentioned as benefits in approaches with lower engagement - contractual and one-off relationship approaches. Thus, the benefits and risks of each approach need to be carefully addressed by scholars and field professionals in order to seek better results from the engagement of private organizations.

**Keywords:** Stakeholder theory, corporate social responsibility, humanitarian operations, disaster operations, private sector.

## 1. INTRODUCTION

Disasters are events that cause a disruption that physically affects a system as a whole and threatens its priorities and goals (Van Wassenhove, 2006). Disaster and humanitarian operations involve immediate search and rescue, medical treatment, provision of shelter, basic supplies (i.e. water and food), special supplies (i.e. clothing), reestablishment of the infrastructure and of the manufacturing/commercial activities of essential services, and so forth (Blecken, 2010; Bastos, Campos, & Bandeira, 2014). Due to the amount and variety of activities in these operations, the responsibility is shared among different stakeholders (such as non-governmental organizations - NGOs, donors, aid agencies, government, military, logistics companies, and media) throughout the response and recovery periods, which are preceded from the plans developed in the mitigation and preparation stages (Altay & Green, 2006).

Despite the responsibility for action in disaster and humanitarian operations is traditionally attributed to the public sector - or the government in particular (Mankin & Perry, 2005) - the involvement of stakeholders from private sector has been increasingly recognized as fundamental, in accordance with the attention received by the academia and practice (Van Wassenhove, 2006; Kapucu, 2006; Inauen, Olivares, & Schenker-Wicki, 2010; Caruson & MacManus, 2011; Abidi Leeuw, & Klumpp, 2015; Vega & Roussat, 2015). For instance, private stakeholders represented only 9.8% (140 national organizations) of all organizations that joined forces during the September 11th response in 2001 (Kapucu, 2006) and increased to 27% of all organizations that engaged in the Katrina Hurricane response in 2005 (Koliba, Mills, & Zia, 2011). While India has considered the importance of private sector since the Indian Ocean Tsunami in 2004 (Chatterjee and Shaw, 2015), only recently the involvement of private sector through their corporate social responsibility actions have begun in Africa countries (Van Niekerk, Ndlovu, & Chipangura, 2015). However, public and non-profit institutions report that maintaining an effective partnership with private sector is a challenging issue after a disaster, as investigated by Kapucu (2006). According to Kapucu's study, only 14% of the successful partnerships that continued after the disaster have private organizations involved, versus 53% of non-profit and 33% of public organizations.

Koliba et al. (2011) point out that, while being "victims of and responders to disasters, local business-

es and regional and national corporations had a key role to play in providing supplies and services needed for the response and recovery efforts". Besides that, Tomasini and Van Wassenhove (2009a) reinforce that private stakeholders can be benefited: providing goods and services as a corporate citizen and learning and developing their business in order to act in critical situations, like those faced during disasters, exploring the purchasing needs of humanitarian organizations and other stakeholders. Moreover, it is also possible to attract some media attention to their participating in the disaster and humanitarian operations with a contractual relationship involvement despite any further commitment or effort to coordination during the response to the event (Tomasini & Van Wassenhove, 2009b).

Despite all these benefits, Tomasini (2011) highlights that the literature about the participation of private organizations in disaster and humanitarian operations focuses only on the knowledge which humanitarian organizations can get for working with private companies. Thus, despite the growing number of papers reporting the importance of private sector engagement in disaster and humanitarian operations, the different forms in which such organizations participate in disaster and humanitarian environments are isolated analyzed and not consistently explored in these papers. Considering also that stakeholders constantly play an intermediate role among other stakeholders (Friedman & Miles, 2006), it is even more relevant to analyze these different forms of engagement by not only the dyadic relationship perspective (between two stakeholders), but also the intermediated and other complex relationships (involving not only private sector organizations but other types of organizations).

Considering this research gap, a systematic literature review is proposed in order to analyze risks, challenges, and benefits for private organizations engage in disaster and humanitarian environments. In this regard, systematical reviews increases the chance of finding much of the relevant literature on the subject, reduces the likelihood of a partial review, and increases the reliability of a research (Van Aken, Berends, & Van Der Bij, 2007). Moreover, according to Torraco (2005), this research method can deliver four different results: a taxonomy, a framework, a synthesis, and a research agenda; which the last two are important results for understand the current situation of private organizations engagement in disaster and humanitarian operations and thinking forward.

In this context, the present paper aims firstly to identify and categorize the different forms of engagement in disaster and humanitarian operations based on main concepts of purchasing and Corporate Social Responsibility in the disaster environment and humanitarian logistics (Guidry, Vaughn, Anderson, & Flores, 2015; Ingirige & Wedawatta, 2014; Sarmiento et al., 2015; Tomasini & Van Wassenhove, 2009b). Secondly, though a systematic literature review, analyze the academic literature that reports the engagement of private organizations in such operations. Through this analysis, it is expected that practitioners and academics could understand and address properly the issues that can prevent negative effects and attract a greater number of private organizations to disaster and humanitarian operations.

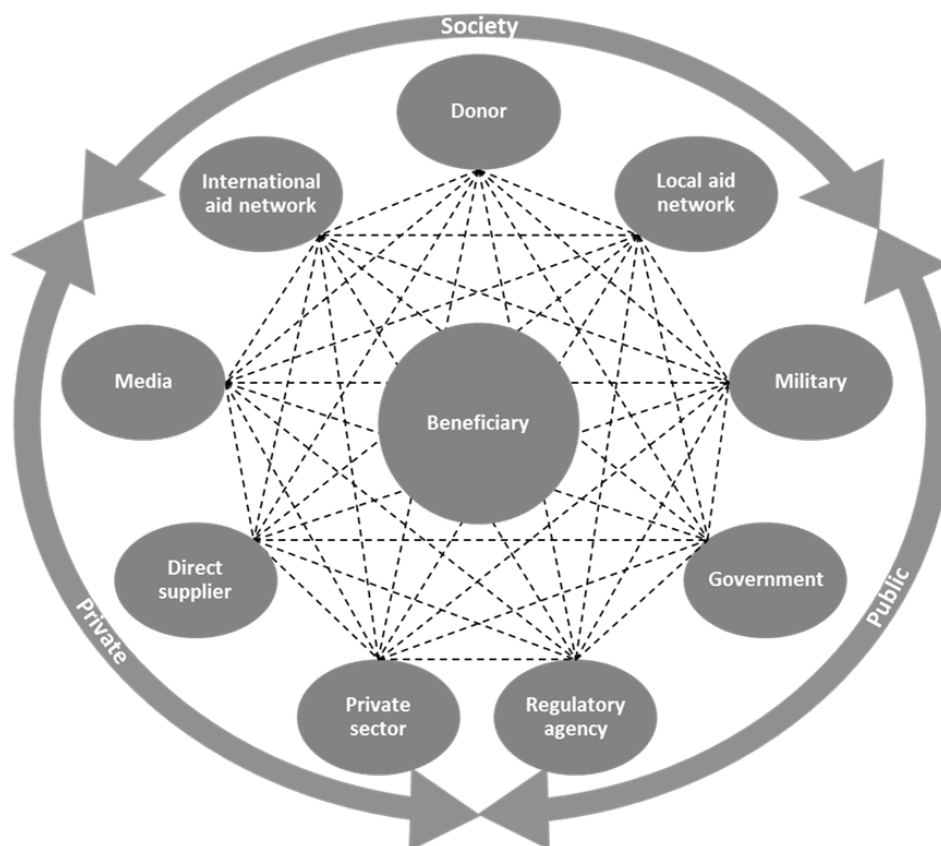
After this introduction, the theoretical foundation is presented in Section 2. The third section covers the research methodology adopted. Section 4 presents the results of the literature review. The fifth section presents a synthesis of the findings and the proposition of a research agenda that need to be addressed by scholars and practitioners who are engaged in di-

saster and humanitarian operations initiatives. The paper ends summarizing the main findings and suggesting future studies.

## 2. THEORETICAL FOUNDATION ON THE ROLE OF PRIVATE STAKEHOLDERS IN DISASTER AND HUMANITARIAN OPERATIONS

Stakeholders are defined as “all groups or individuals that affect or are affected by the business” (Freeman, 1984). Fontainha et al. (2015) developed the Social-Public-Private Partnership (or S3P) stakeholder model for disaster and humanitarian operations presented in the Figure 1. Based on generic models from business and specific models from disaster and humanitarian models (Cozzolino, 2012; Hellingrath, Link, & Widera, 2013; Thomas, 2003), Fontainha et al. (2015) attest that the S3P aims to highlight three important characteristics of stakeholders’ relationship: the central perspective of beneficiaries, the intrinsic fragility of their relationships represented by dashed lines and that there are several connections among all stakeholders, both the dyadic and others complex relationships.

Figure 1. S3P stakeholder model of disaster and humanitarian operations



Source: Adapted from Fontainha et al., 2015



The private stakeholders are detailed as follow based on the definition provided by Fontainha et al. (2015):

- Private sector – this stakeholder contributes in disaster operations through different methods, for example, when an organization donates goods or services from its own manufacturing operations or even when they join efforts with society in the preparation for disaster or to reestablish their own operation after the event (Cozzolino, 2012);
- Direct supplier – this stakeholder stands apart from the Private sector as a different stakeholder in the model due to the relevance in which suppliers of specific products and logistics services play in the disaster lifecycle. These suppliers' efforts to provide aid to the beneficiaries directly lead to reduce the risks, alleviate the suffering, minimize impacts and even save lives (Cozzolino, 2012);
- Media – this stakeholder plays a very important role in humanitarian operations due the increasing speed in which the news is broadcasted by the mass media and online social networks (Fritz Institute 2012).

Caruson and MacManus (2011) and Nirupama and Etkin (2012) emphasize the urgency of formulating a collaborative partnership between the public and private sectors but stressed that not all partnerships are equally effective, since it is difficult to manage different cultures, laws, interests and organizational resources. In this sense, Nirupama and Etkin (2012) observed three different forms in which private sector engaged in emergencies with Canadian emergency management professionals: providing what is needed without ulterior purposes; providing what is needed with an aversion to major commitments; and being the organization responsible for the planning and the information sharing with the community, and with the best long-term care facilities preparations.

Based on this observation and from the companies' main motivation perspective, the private sector engagement in disaster operations rely on three approaches respectively: (a) contractual relationships, (b) one-off relationships (c) CSR - Corporate Social Responsibility partnerships (based on Guidry et al., 2015; Ingirige & Wedawatta, 2014; Sarmiento et al., 2015; Tomasini & Van Wassenhove, 2009b).

The first approach relies on the supply of products and services to disaster and humanitarian operations in a traditional commercial agreement. In

this approach, the private organization complies with contractual obligations to provide goods and services as part of their contractual daily activities. For example, the contract of additional trucks from a transport company for regular water delivery in Ethiopia (OCHA, 2016) and the contract of warehouses for humanitarian assistance in Syria after the conflict has begun (Logistic Cluster, 2014). According to Blecken (2010), the purpose of purchasing in humanitarian operations is to ensure that humanitarian organizations have the resources needed to support the demands in various operations in which they operate. Ertem and Buyurgan (2010) state that the purchasing function is decisive in response operations since the pre-positioned stocks and material donations are not enough to meet all the demand created by a disaster.

Purchasing in the humanitarian chain is performed by International and Local aid networks, and in some cases, by the Government itself (Taupiac, 2001; Balcik, Beamon, Krejci, Muramatsu, & Ramirez, 2010). According to Herlin and Pazirandeh (2012), there are two types of buyers in the humanitarian chain: large buyers, such as international NGOs and developed country governments, and small buyers, such as local NGOs and governments of developing countries. The major buyers are characterized by high volume of purchases, operations in various disasters, global reputation, recognized brands and legitimacy, strong purchasing power, and a relationship of interdependence with global suppliers. On the other hand, small buyers usually deal with a limited number of suppliers in the local markets in which they operate, with a strong dependence on these suppliers and, therefore, have a small purchasing power.

Herlin and Pazirandeh (2012) explain that many humanitarian organizations buyers have conducted strategic processes to identify and develop their core competencies and hence outsource more and more activities, leading to a restructuring of its purchasing areas, which now play a strategic role within these organizations. Furthermore, Fudalinski and Pawlak (2012) point out that the major buyers usually have a well-developed purchasing area, revealing the relevance of this approach for disaster and humanitarian operations.

The last two approaches, one-off relationships and Corporate Social Responsibility partnerships, are based on the Stakeholder Theory (ST) and the Corporate Social Responsibility (CSR). In the Stakeholder Theory an organization is seen as essentially

composed of its relationships with their stakeholders. The central objective of ST is to expand the idea of an organization function, which is regularly seen as only the property of their owners – shareholders in public corporations – with limited liability for their effects upon others (Freeman, Harrison, Wicks, Parmar, & Colle, 2010). In this sense, the theory in general considers the relationships among stakeholders as its primary object of analysis in a direct and dyadic connection, however, some researches has argued that others complex relationship may be assumed among them, such as an intermediary role in the flow of resources (Frooman, 1999), influence (Rowley, 1997), identity (Rowley & Moldoveanu, 2003), and ideas (Friedman & Miles, 2002). Media is an example in which this type of relationship is observed in disaster and humanitarian operations, mostly because its function is generally to provide communication between two or more stakeholders while it still have their own environment, pressures, values, and ambitions (Friedman & Miles, 2006).

From this perspective, Corporate Social Responsibility (CSR) further develops the ST in order to explain that companies should act having in mind the interests of all stakeholders, including more than just the financial aspect (Freeman et al., 2010). One reason to justify the engagement of private stakeholders in social issues is the reputation capital concept, which is defined as a collective creation that describes the combined perceptions of multiple stakeholders regarding a company's performance and it is overall the stakeholder's assessment of a company over time (Petrick & Quinn, 2000). Some authors use the CSR concept as one argument to encourage and justify the private sector involvement in disaster operations and to improve their engagement in the humanitarian supply chain (Van Wassenhove, 2006; Binder & Witte, 2007; Maon, Lindgreen, & Vanhamme, 2009; Maether, 2010; Tomasini, 2011).

However, some companies may act on social issues only in a responsive manner, after being pressured by its stakeholders (Perrini & Russo, 2010). In humanitarian logistics, these companies would engage in single actions, not being committed with the full operation nor with long-term partnerships. For instance, this is the case of small local business, which are the first responders and recognized as essential in the supply of medicine, food, shelter, debris removal, road repair etc. in the aftermath of a disaster (BCLC, 2012). These companies are the ones engaged in the one-off relationship approach that is derived

from the “wait and see” perspective facing the mitigation and preparation, as detailed by Ingirige and Wedawatta (2014). This approach is based solely on answering society pressures concerning the environmental damage, natural resource scarcity, social gaps, and consumer demands (Menz, 2012).

Other companies, unlike, incorporate the CSR concepts in their business strategies and are always engaging in social issues that, in some way, affects one of their stakeholders. In humanitarian operations, these companies are the ones that choose the CSR partnerships approach. This approach is characterized by the achievement of a maturity level in which, through the sustainability ideas private organizations decide, as part of its goals, to develop actions that can improve its image for stakeholders (Wikström, 2010). Furthermore, the motivation for engaging in a CSR associated to disaster operations and humanitarian logistics from small and medium enterprises depends on the perceived exposure of the business location to natural hazards (Herbane, 2015; Yoshida & Dayle, 2005). In this situation, companies are more deeply involved in disaster and humanitarian operations also developing long-term partnerships, such as the partnerships among transportation companies (TNT, Agility, and UPS) and humanitarian organizations (Logistic Cluster, World Food Program, and World Economic Forum) (Gatignon & Van Wassenhove, 2008; Gatignon & Van Wassenhove, 2009; Stadler & Van Wassenhove, 2012a; Stadler & Van Wassenhove, 2012b).

Whereas Tomasini (2001) takes the CSR concept to analyze how companies can improve its commercial operations by learning from/ working with humanitarian organizations, CSR concept has others discussion objects, such as the corporate reputation and the consequently reputational capital, that are relevant to enable others stakeholders to understand different types of rewards that private companies can acquire in return to engage in humanitarian operations.

The corporate reputation is one of the most important intangible assets of businesses today and is defined as “a collective construct that describes aggregate perceptions of multiple stakeholders about a company's performance. It is a stakeholder's overall evaluation of a company over time” (Podnar, Tuškej, & Golob, 2012). This concept can also be called shared value (Crane, Palazzo, Spence, & Matten, 2014). Through this definition, it is possible to realize the connection between the concepts of corporate reputation and corporate social responsibility because, when

the company meets the demands of its stakeholders, the perception they have on the company improves, thereby improving corporate reputation.

Associated to the concept of corporate reputation, there is the concept of reputational capital, which is understood as one type of intangible wealth related to the value of the brand and the identification of stakeholders with the company (Worden, 2003). In this sense, reputational capital is a fragile asset that involves a sense of belonging, takes too long to build, but can be easily damaged. Fombrum et al. (2000) associate this concept to the concept of repu-

tational risk, which is “the range of possible gains and losses in reputational capital for a given firm”. Since reputational capital is based on the value that each stakeholder perceives in the company, each stakeholder is also a source of reputational risk to the firm. The authors also state that being engaged in CSR activities can help manage the reputational risk, besides generating reputational capital and enhancing performance. Table 1 shows how CSR activities can increase the support of the firm’s stakeholders, which leads to a gain in the reputational capital and neutralizes the risks of losses in it.

**Table 1. Stakeholder’s promise of support and neutralized risks due to CSR activities**

Stakeholder	Promise of support	Neutralized risks
Media	Favorable coverage	Threat of exposure
Community	Legitimacy - community protection	Threat of illegitimacy
Regulators	Legal action - Favorable Regulation	Threat of legal action
Customers	Loyalty	Threat of misunderstanding
Partners	Collaboration	Threat of defection
Employees	Commitment	Threat of Rogue behavior
Investors	Value	Threat to value
Activists	Advocacy - seal of approval	Threat of boycott

Source: Adapted from Fombrum et al. (2000)

Thus, the reputation capital is one of the most concrete values perceived by stakeholders from private group in exchange for their engagement in disaster and humanitarian operations, which varies according to the different engagement approaches. As an example on how organizations are trying to obtain such benefit, Vega and Roussat (2015) verified the website of 17 world logistic service providers and identified that: two firms (11.8%) does not make any mention of humanitarian activities; seven firms (41.2%) only include this activity in additional documents and; eight firms (47%) mention their humanitarian logistics activities directly on their web site pages suggesting greater concern. Such example reveals the attempt of logistic companies to bring value for their investors.

Corporate Social Responsibility states that the company has the responsibility to meet the needs of all those who are in some way affected by its operation. Thus, companies must act not only to avoid

the pressures exerted by internal stakeholders, but also to achieve a greater good in society (Russo & Perrini, 2010). Many logistic companies - such as TNT - are considering this motivation to join humanitarian operations (Gatignon & Van Wassenhove, 2009), obtaining good coverage from media and, consequently, becoming recognized as a company concerned with the society needs in disaster response, avoiding the threats from their stakeholders, as indicated by Vega and Roussat (2015) and also in Table 1.

According to Godfrey and Hatch (2007), CSR is a concept that includes different ways of acting. There are different kinds of social involvement, that goes from a merely donation to an incorporation of the CSR way of thinking into the company’s business strategy, turning CSR in “a source of opportunity, innovation, and competitive advantage” (Bosch-Badia, Montllor-Serrats, & Tarrazon, 2013).



### 3. RESEARCH METHODOLOGY

The systematic literature review is conducted based on Seuring and Gold (2012) process, defined on four steps: material collection, descriptive analysis, category selection, and material evaluation, this last is composed of critical analysis and synthesis from the literature review (Torraco, 2005). The material collection considers ISI Web of Science, Science Direct, and Emerald academic databases, which covers journals directly related to disaster and humanitarian issues, such as Disasters, Disaster Risk Reduction, and also the Journal of Humanitarian Logistics and Supply Chain Management. These academic databases also covers journals that recently published special issues in Humanitarian Logistics, such as the Production and Operations Management (POM), International Journal of Production Economics (IJPE), Supply Chain Management: An International Journal (SCMIJ), and other journals of operations and supply chain management.

The research considered four groups of keywords sufficiently broad to “uncover research that has been cast in conceptual frameworks different from their own but which include manipulations or measures relevant to the concepts they have in mind” (Cooper, Hedges, & Valentine, 2009). The structure used to search the academic papers is any of keywords of the each group (OR) concatenated by the boolean operator (AND) among the four groups. In the first group the words: disaster, emergency, crisis, relief and humanitar (humanitarian and variations) are selected in order to restrict the papers on issues related to disaster and humanitarian operations. The others three keywords groups correspond the stakeholders’ groups according to the Social-Public-Private Partnership (S3P) Relationship Stakeholder Model developed by Fontainha et al. (2015) presented in the Figure 1. The keywords identified by them in others stakeholder models and subsequently used in their work are also selected as follows:

#### Social stakeholders’ group:

- International aid network (United Nations, Red Cross, Red Crescent);
- Donor (donor – excluding organ and transplant and its variations)
- Local aid network (aid network, NGO, non-governmental, volunteer).

#### Public stakeholders’ group:

- Military (military);
- Government (public, govern and its variations);
- Regulatory agencies (regulat, i.e. regulatory and its variations – except gene and its variations in order to exclude paper of genetic subject).

#### Private stakeholders’ group:

- Private sector (private, company, firm, enterprise, industry);
- Direct supplier (supply);
- Media (media).

This procedure leads to 259 peer-reviewed papers selected for title and abstract reading. As an exclusion and inclusion criteria for the full reading, we eliminated the duplicated entries and selected only works reporting a direct study of interactions among stakeholders in any stage of a disaster lifecycle (mitigation, preparation, response, and recovery - Altay & Green, 2006), regardless whether natural or man-made and whether sudden onset or slow onset (Van Wassenhove, 2006). In this sense, papers covering financial crisis and others emergences from solely medical perspective were discarded, resulting in 167 papers for full reading.

In order to filter the papers in which the central perspective of stakeholders from private group in disaster and humanitarian operations are discussed, each of the 167 papers were completely read and classified according to the main stakeholder discussed, taking the stakeholders defined by Fontainha et al. (2015) as a reference. Despite the fact that such classification was performed by only one researcher, it was considered that in a great amount of papers the main stakeholder were clearly and easily identified, taking for another reading in the end the cases in which any doubt aroused. This procedure led to the identification of 27 papers centered in the three stakeholders from private group. Such result reinforces the gap on papers addressing complex relationships in disaster and humanitarian environment considering the main perspective of stakeholders from private group.

According to the purpose of this research, a descriptive analysis is briefly presented and discussed in the next section, considering the distribution of all



papers per journal and per stakeholder from private group. Then, each of the 27 papers is also categorized within the three approaches detailed in previous section: one-off relationship, contractual relationship, and CSR partnership.

The material evaluation is based on the presentation of the findings identified on the engagement of stakeholders of private group in disaster and humanitarian operations, evidencing their involvement in such operations together with at least one stakeholder from the public group and one stakeholder from social group. This evaluation is performed according to four analytical dimensions: a) the risks and barriers; b) the benefits for stakeholders from private group; c) the potential negative impacts; and d) the benefits for stakeholders from public and social groups. Then, these findings are critically analyzed in order to present a synthesis on the subject and a

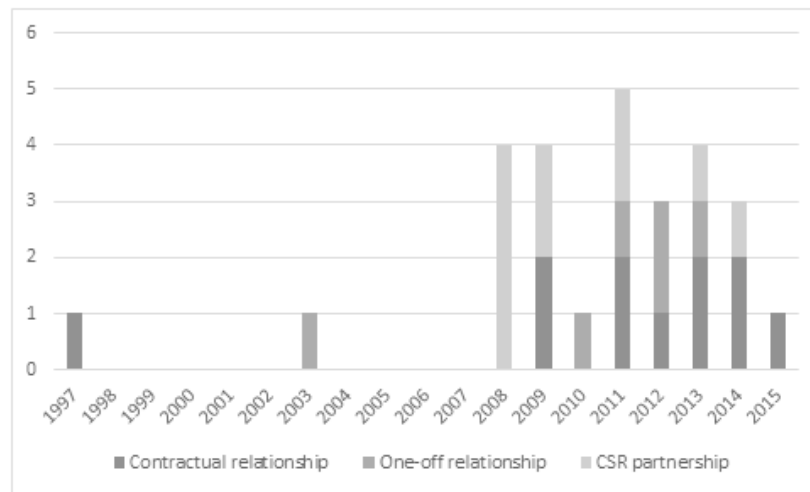
research agenda for the improvement of the engagement of stakeholders from private group in disaster and humanitarian operations.

#### 4. PRIVATE STAKEHOLDER'S ROLE IN DISASTER OPERATIONS

Figure 2 shows an increase of papers addressing issues from the private stakeholder central's perspective in disaster and humanitarian operations together with the involvement of stakeholders from the public and social groups after 2008. Despite that, the two publications before 2008 cover only contractual and one-off relationship approaches, what reflects a rising interest of this complex involvement of stakeholders from private group in disaster and humanitarian operations, especially from a CSR partnership approach in recent publications.

Figure 2. Annual papers distribution per approach of

private stakeholder engagement in disaster/humanitarian operations together with public stakeholders and social stakeholders



The papers selected through the literature review were published mostly in business journals such as *Corporate Governance: The international journal of business in society* (3 papers), *Journal of Management Development* and *World Journal of Entrepreneurship, Management and Sustainable Development* (2 papers each) and others 20 journals with only one paper each, considering the private stakeholder as the main aspect in the analysis of the disaster/humanitarian operations. Yet, two papers

present the Media as the main stakeholder involved in the disaster and humanitarian operations, six papers consider the Direct supplier as the main stakeholder and 19 papers consider the Private sector as the main stakeholder.

The benefits and challenges of each of the three approaches are presented in following subsections, in accordance with the material obtained through the literature review.

#### 4.1. One-off relationship approach

##### *Risk and challenges for the own stakeholders from private group*

Companies orientated towards the one-off relationship approach may rely on receiving external aid or support from different stakeholders in order to participate in the economic recovery of regions in humanitarian conflict or be involved in the disaster response (Clayton, K'nife, & Spencer, 2012; Dethier & Effenberger, 2012; Sardana & Dasanayaka, 2013). Despite that, corruption may arise in the humanitarian and disaster environment and private organizations may face difficult procedures to obtain any aid or/and delay in receiving such aid, as observed after the tsunami that affected Sri Lanka in 2006 (Sardana & Dasanayaka, 2013).

##### *Benefits for the own stakeholders from private group*

The one-off relationship approach because of NGOs and community's pressures may lead companies to the internalization of the sustainability concept, which provides an opportunity to achieve a new level of awareness of their own supply chain (Balkau & Sonnemann, 2010). Moreover, private organizations may act only in specific situations in order to postpone any expenditures or change in the business structure because of International aid networks pressure and others requests from Government and Regulatory agency (Bauner, 2011). For example, the engagement of pharmaceutical companies in providing medicines for diseases in Africa, as reported by Colatrella (2008), but postponing the answer for the International aid networks pressures over the low investment for the development and supply of vaccines for neglected tropical diseases (NTDs).

##### *Potential negative impact for stakeholders from public and social group*

In order to achieve success on answering any pressure from others stakeholders considering their own benefit, even in a one-off relationship approach, Deri (2003) explain that private organizations may act consciously in favor of their own interests, regardless any other stakeholder's interest or pressure. In this sense, Deri (2003) summarizes seven rules that must be observed by any company in order to answer any external pressure: respond consistently as a global brand; be as transparent as possible; do not be forced into a "yes-or-no" public confrontation;

engage multiple partners and perspectives; do not rely solely on industry-wide actions; distinguish between a NGOs' rhetoric and its actual goals; know when to stand your ground.

Clayton et al. (2012) explain that if private organization does not evolve or improve their business structures even after facing a disaster or humanitarian crisis, it leads to such companies to continuously rely on aid received by International and Local aid networks and from Government that could be applied in others actions.

##### *Benefits for stakeholders from public and social group*

The pressures faced by private organizations also represent an opportunity for the development of new products in accordance to the stakeholders' desires (Bauner, 2011). Moreover, any single action from organizations engaging the one-off relationship approach are important to the recovery of the local supply chains based on the population employment (Sardana & Dasanayaka, 2013).

#### 4.2. Contractual relationship approach

##### *Risk and challenges for the own stakeholders from private group*

The contractual relationship approach in disaster and humanitarian operations represents a risk to stakeholders from private group because they face consequences directly related to the event and also external and internal pressures related to the supply chain irregular operation. In this sense, the region affected may have not completely solved the sources of the disaster or humanitarian crisis and companies may suffer by either a new subsequent disaster or crisis or by an unexpected and complex environment's change after the company operations begin. In this case, companies may rely on financial support from International aid networks and protection from Military to operate in disaster and humanitarian scenarios (Bray & Crockett, 2012).

Dependency from International aid network and Government initiatives to contract or finance stakeholders from private group to operate in disaster an humanitarian operations, low credibility from population to pay their debts, lack of employee training to operate in disaster and humanitarian scenarios, and local corruption are also problems faced by stakeholders from private group that operate in such scenarios (Nkamnebe & Idemobi, 2011). More-

over, their capacity to provide supplies in disaster and humanitarian scenarios at a stable cost relies partially in the Government and Regulatory agency involvement to aid the supply chain (Smith, 1997).

#### *Benefits for the own stakeholders from private group*

Private stakeholders that rely on the contractual approach may operate in the disaster response or in the humanitarian environment without any difference, when compared to a regular environment, and still reach benefits as a normal supplier. In this sense, Media organizations increase their consumer basis by providing a global communication structure among International aid networks and potential Donors (Cooley & Jones, 2013) and by the use of social media platforms to share information among stakeholders and make faster decisions during disasters (Yates & Paquette, 2011).

Despite the continuity of its operations, stakeholders from private group can improve their operations through contractual relationship education in disaster and humanitarian environment (Ambituuni, Amezaga, & Emeseh, 2014; Kaiser, 2015). Hinrichs (2013), for example, indicates that corporations from a food supply chain in USA have improved their operations through the delivery of essential supplies to the population in disaster areas, an effect achieved after some local pressure from Local aid networks and from the engagement with Government and Regulatory agencies in order to address some issues related to the supply chain costs, subsidies and regulations.

#### *Potential negative impact for stakeholders from public and social group*

When the engagement of stakeholders from private group is regular and not orientated to any disaster or humanitarian goal, apart from their own market environment goals, the media effect in raising donations may not be enough to meet the need reported by International and Local aid networks as observed during the humanitarian need of Somalia in 2011 (Cooley & Jones, 2013). Despite some benefits acquired by other stakeholders from the use of technological communication, it is observed that such technologies may be provided without any special adaptation for the use in disaster and humanitarian environments nor any commitment to the coordination efforts during the disaster response (Yates & Paquette, 2011). Moreover, stakeholders from private group can engage with decision makers from Gov-

ernment and Regulatory agencies to obtain business advantages in contractual relationship in disaster and humanitarian environments, while damaging social and human rights as consequence of their operations (Spiegel, 2009).

#### *Benefits for stakeholders from public and social group*

Companies can indirectly contribute to the disaster and humanitarian operations from contractual engagements in several manners. In regions in conflict or post disaster, organizations directly contribute to the employment of local affected population and to a consequently economic development, considering the support from International aid network and local Government, if necessary (Bray & Crockett, 2012). Moreover, by providing their products and services to the population, it is possible to enable long-term response and recovery to disaster and humanitarian scenarios (Nkamnebe & Idemobi, 2011; Yates & Paquette, 2011).

Since private stakeholder play an important role in how society is organized, Jain (2015) reinforces that Government and Regulatory agencies need to increase efforts to request a major commitment to the minimization of a disaster risk from infrastructure providers. In this sense, Linnerooth-Bayer et al. (2009) explain that the private sector can provide financial security to the population against the occurrence of sudden-onset disasters and encourage the adoption of risk mitigation measures for vulnerable population through insurance, partially financed by stakeholders from public and social groups.

From another perspective, private organizations are aware of the need to respect the market regulations regarding their own operations (Ambituuni et al., 2014; Kaiser, 2015; Spiegel, 2009). In this sense, companies can take an active position with Regulatory agency in order to improve regulations related to operations in disaster and humanitarian scenarios for achieve better results to the company and the society (Ambituuni et al., 2014; Kaiser, 2015).

### *4.3. CSR partnership approach*

#### *Risk and challenges for the own stakeholders from private group*

Stakeholders from private group need to be aware on the impacts in their operations and supply chain in consequence of a major support in disaster and humanitarian events. Kolady and Lesser (2008) re-

port that a great concern of stakeholders from private is to avoid a consequent profit loss after transfer their own technologies, products or services free of charge to the beneficiaries when joining in partnerships with stakeholders from social group - in some cases it is necessary an intervention from Government and Regulatory agency to regulate and prevent any commercial losses.

Despite the argument of learning through operations in partnership with other stakeholders in disaster and humanitarian operations, Borwankar and Velamuri (2009) report the results of one enterprise initiative that is still helping the community without achieving any organizational learning or development besides the individual learning of their employees who have worked in humanitarian projects.

Although the success of several initiatives, some companies face and need to overcome inadequate financial and human resources, lack of social, economic and health infrastructures, civil unrest and political conflict, and competitive high-priority health issues when joining efforts with stakeholders from public and social groups to delivery aid to the beneficiaries (Colatrella, 2008). Katamba et al. (2014) also explain that professionals in charge of CSR initiatives in private organizations consider the corruption that permeates vulnerable societies as the major barrier to expand the CSR's initiatives to broader human development goals, such as Millennium Development Goals set by UN and objectivized by Governments.

#### *Benefits for the own stakeholders from private group*

In line with the general ST and CSR literature, Nijhof, Bruijn, & Honders (2008) reinforce the benefits of a company's engagement in CSR projects in order to mitigate the effects of the business operations, recognizing their responsibility to solve social imbalance problems and prevent environmental impact. Nijhof et al. (2008) further explain that CSR initiatives can be orientated to prevent company reputation damage or develop commercial opportunities; strength the organizational identity; or reflect on the organization's position in society. Some of these motivations are reinforced by Pedersen (2009), who investigated that the companies develop a CSR partnership in humanitarian development as result

of the own companies' values and their self-interest in responding the International aid network' and Government' requests on the humanitarian development issues.

#### *Potential negative impact for stakeholders from public and social group*

Tencati, Russo, and Quaglia (2008) explain that global companies need to be aware of the CSR's unintended consequences in the supply chain, such as the protectionism - a company's decision to only work with other organizations that also have CSR and/or that respect specific human rights. Martin (2013) also explains that, although organizational issues rely on the engagement of leaders in a top-down perspective, an intention to support human rights and others structural social and humanitarian issues needs to be addressed from a proactive and holistic perspective, including bottom-up engagement and support by other public and social stakeholders. The negative impact generated from such misleading on management can lead to shortage on the supply of deliverables planned for disaster and humanitarian scenarios (Martin, 2013).

#### *Benefits for stakeholders from public and social group*

Some benefits are observed in the disaster literature, such as the provision of financial and material resources to support local aid networks and encourage of their employees and suppliers to be volunteers (Borwankar & Velamuri, 2009; Hansen & Spitzack, 2011; Mele & Mammoser, 2011). As reported by Hansen and Spitzack (2011), CSR partnership initiatives and their social impacts can also be intrinsically measured and managed by Local aid networks, ensuring the benefits for humanitarian organizations.

## 5. DISCUSSION

Stakeholders from private group get involved in disaster and humanitarian operations in different forms, as observed in the three approaches discussed. Table 2 presents the synthesis of their risks, challenges and benefits and also the impact and benefits to others stakeholders from public and social groups, as described in previous sections.



**Table 2. Synthesis of the three approaches of private sector engagement in disaster and humanitarian operations**

	One - off relationship	Contractual relationship	CSR Partnership
<b>Risks and challenges for private sector</b>	<p>Dependency on external aid or support from different stakeholders to participate in the recovery and vulnerability to others problems, such as corruption and delay on receiving aid</p> <p>(Clayton et al., 2012; Dethier &amp; Effenberger, 2012; Sardana &amp; Dasanayaka, 2013)</p>	<p>Unstable and damaged environment, which affect the costs and security of operations, employees and other problems, such as corruption</p> <p>(Bray &amp; Crockett, 2012; Nkamnebe &amp; Idemobi, 2011; Smith, 1997)</p>	<p>Profit loss and/or low efficient operations when compared to private operations, which may lead to frustration feeling. The occurrence of other environmental characteristics such as corruption and inadequate resources and infrastructure</p> <p>(Kolady &amp; Lesser, 2008; Borwankar &amp; Velamuri, 2009; Colatrella, 2008; Katamba et al., 2014)</p>
<b>Benefits for private sector</b>	<p>Possibilities of improvement on the organization's position in the supply chain and, at least, continuity of their business structures</p> <p>(Balkau &amp; Sonnemann, 2010; Bauner, 2011)</p>	<p>Increasing the total of consumers and operations improvement</p> <p>(Cooley &amp; Jones, 2013; Yates &amp; Paquette, 2011; Ambituuni et al., 2014; Kaiser, 2015; Hinrichs, 2013)</p>	<p>Prevention of reputation damage, development of commercial opportunities, empowerment of the organizational identity and of the organization's position in society (Nijhof et al., 2008; Pedersen, 2009)</p>
<b>Potential negative impacts for stakeholders from public and social groups</b>	<p>Organizations' actions that do not consider the interests from other stakeholders. Continuous aid resources draining</p> <p>(Deri, 2003; Clayton et al., 2012)</p>	<p>No special attention for the provision of products/services considering the particularities of the disaster and humanitarian environment.</p> <p>(Cooley &amp; Jones, 2013; Yates &amp; Paquette, 2011; Spiegel, 2009)</p>	<p>The use of a top-down approach regular in private environment over a bottom-up engagement and a holistic perspective</p> <p>(Tencati et al., 2008; Martin, 2013)</p>
<b>Benefits for stakeholders from public and social groups</b>	<p>Development of new products/services that meet others stakeholders interests and specific actions that aid the recovery of the supply chains affected by a disaster</p> <p>(Bauner, 2011; Sardana &amp; Dasanayaka, 2013)</p>	<p>Employment of local affected population and providing financial security to them and the society, also aiding the recovery by the provision of their products/services</p> <p>(Bray &amp; Crockett, 2012; Nkamnebe &amp; Idemobi, 2011; Yates &amp; Paquette, 2011; Jain, 2015; Linnerooth-Bayer et al., 2009; Ambituuni et al., 2014; Kaiser, 2015; Spiegel, 2009).</p>	<p>Provision of financial, human and material resources to support local aid networks</p> <p>(Borwankar &amp; Velamuri, 2009; Hansen &amp; Spitzack, 2011; Mele &amp; Mammoser, 2011)</p>

Some challenges are structural and permeate all these three approaches of the private sector engagement

in disaster and humanitarian operations. Corruption appears as a common and chronic problem in which companies are directly affected in the one-off relationship approach (Sardana & Dasanayaka, 2013). In the same way, Spiegel (2009) reports that companies can treat it as an environmental issue or as a market variable in a contractual approach; and, in the CSR partnership approach, it is observed as a structural characteristic in disaster and humanitarian environment (Katamba et al., 2014). In this sense, Hsieh (2009) indicates that, when compared to the public stakeholders, private corporations have advantages to deal with the humanitarian assistance and they justify this finding based on three factors: (1) employees of private companies are less prone to corruption, (2) companies are more prepared to redirect their resources in crises, and (3) companies have their own knowledge to solve the problem.

As observed in Table 2, the unpredictability of the results from private organization is higher in the one-off relationship than in the contractual relationship. In this sense, it is not possible to identify previously whether or not private organizations actions orientated by the one-off relationship will lead to the improvement of their own operations and/or potential negative effects on others stakeholders from public and social groups. On the other hand, it is considered that private organizations actions orientated by contractual relationship may not consider any special attention for the disaster and humanitarian environmental characteristics. However, at least, their operations do not cause any prior negative effect on stakeholders from public and social groups.

Despite the benefits of mutual learning resulted from an engagement in CSR's initiatives with disaster and humanitarian operations, some private stakeholders do not identify this type of return in their organizational learning (Borwankar & Velamuri, 2009). This argument is difficult to be proven so to convince private stakeholders to change their approach, and, because of an unachieved result in this nature, companies can be frustrated and turn back to a less engaging approach or CSR strategy. This is also a critic point since organizations in contractual relationship approach can achieve some organizational learning (Hinrichs, 2013).

Central differences in characteristics between private and social stakeholders are also causes for the companies' frustration when they engage in such initiatives. Since corporations operate and plan in a long-term timeframe, including their CSR initia-

tives, a sustainable supply chain partnership with stakeholders from social group becomes vulnerable due to the high turnover faced by NGOs and other Local and International aid networks. These challenges are clearly evidenced by the pharmaceutical initiatives shown by Colatrella (2008) and Balaisyte, Besiou, and Wassenhove (2011), but not by other private organizations, such as transportation companies shown by Gatignon and Van Wassenhove (2008), Gatignon and Van Wassenhove (2009), Stadtler and Van Wassenhove (2012a) and Stadtler and Van Wassenhove (2012b). In these transportation examples from TNT, Agility and UPS in partnership with Logistic Cluster, World Food Program and World Economic Forum, a truthful engagement in humanitarian logistics is observed because of the direct relation of their primary service and the need from international aid networks. However, such engagement has begun in 2002 as a truly altruistic initiative from the company TNT, as reported by Gatignon and Van Wassenhove (2009) and later used as an example by the international aid networks to attract more similar partners by Stadtler and Van Wassenhove (2012b).

Despite the increased reputation capital achieved as a result from initiatives in the CSR partnership approach, it is observed that stakeholders from private group that consider the contractual and one-off relationship approaches can also obtain some level of reputation capital benefits with a lower engagement. For this reason, except in situations in which the companies already altruistically engage in CSR, the main challenge to attract attention and get a real engagement is through a clear indication on how companies can internalize knowledge and improve their operations from the experience with stakeholders from social and public groups.

Sharing knowledge/education between business and humanitarian logistics, as stated by Thomas and Kopczak, (2005), Van Wassenhove (2006), Maon et al. (2009) and Tomasini (2011), appears as a vague argument from companies' perspective since it do not necessary is directly converted in benefit for them. As observed in the research, transport companies engagement in disaster and humanitarian operations started the CSR initiatives in a truly altruistic approach, and then was followed by others companies. For this reason, the success in some initiatives and failures in others, this issue need to be further investigated in order to address the risks and challenges presented in Table 2.

## 6. CONCLUSIONS AND FINAL REMARKS

Considering the importance of private stakeholders, the role of these companies goes far beyond the delivery of profits to its shareholders. They need to address social issues, such as the engagement in disaster and humanitarian operations. Professionals in disaster environment's fields have already identified that companies have different levels of engagement in such activities (Kapucu, 2006; Nirupama & Etkin, 2012), but these differences have not been deeply debated yet.

The strategy to be adopted by humanitarian logistics and other professionals in the disaster environment, with companies that address disaster and humanitarian issues directly or indirectly, has to be addressed differently, according to the approach in which these companies adopt in the relationship with their stakeholders (contractual relationships, one-off relationships and CSR - Corporate Social Responsibility partnerships). Contractual relationships comply on traditional commercial agreements to provide goods and services. One-off relationships and CSR - Corporate Social Responsibility partnerships, on the other hand, are based on the Stakeholder Theory and the Corporate Social Responsibility. Whereas the first one considers companies that engage in single actions in a responsive manner, the latter incorporate the CSR concepts in their business strategies through partnerships. Risks, challenges, and benefits for private sector and the potential negative impacts and benefits for stakeholders from public and social groups are the main factors that drive companies to choose a different approach for the relationship.

Thus, the results synthesized in Table 2 represent an important agenda for future research in the subject, indicating not only the risks and the potential negative effects for others stakeholders that need to be addressed but also the benefits that could be exploited by professionals and academics that work with private organizations in different approaches. In this sense, it is suggested further research on the development of policies to minimize the risks of corruption that may arise in all three forms of engagement and policies for private stakeholders including the perspective of other stakeholders' wants and need when engaging in disaster and humanitarian operations - which also permeates the potential negative impact for others stakeholders in all the three forms of engagement. Future research may also consider the perspective other stakeholders in relation to the

stakeholders of the private group. Moreover, as the literature review was limited to academic peer-reviewed papers, future studies may consider practitioner works.

Despite the intuitive impression that private organizations must evolve from one-off to contract relationship and then to CSR partnerships, Stewart, Kolluru, & Smith (2009) explain that 85% of critical infrastructure in USA for recovering from a disaster are owned by private sector. This situation reinforces the importance of humanitarian logistics considers contractual approach as a greater opportunity to develop partnerships with private sector, and not only focusing on CSR partnership approach.

Lastly, scholars and practitioners in disaster and humanitarian field need to be more aware on the complexity that permeates the argument of improvement on the reputation capital and organizational learning, especially for companies that operate in one-off and contractual relationship approaches. For this reason, it is understood that the benefits from the relationship between business and humanitarian logistics still are a prominent path for improvement that must be better justified and investigated.

## ACKNOWLEDGMENTS

The authors acknowledge the support of CNPq (PhD scholarship and Productivity Research -311723/2013-6, 141130/2014-8), CAPES (88887091739/2014-01), and FAPERJ (110149/2014; 210325/2014; 203051/2015; 211207/2015).

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