

## **Silence is Not Golden: Golden Agri-Resources, Greenpeace and Sustainable Palm-Oil**

**David Grayson, April 2011**

“Silence is not Golden” covers the campaign by Greenpeace against the Indonesian company Golden Agri Resources (GAR), over allegations that GAR’s palm oil production techniques were contributing to rapid deforestation and increasing CO2 emissions. The case explores the options open to GAR in the face of the Greenpeace campaign; and in the process, examines different views about corporate responsibility and development priorities. It also touches on the legitimacy and impacts of NGO campaigns. The case illustrates a number of important points such as a clash of management cultures; wise decision-making when facing perfect storm of media swarming; and supply chains and reputational risks.