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Corporate Social Responsibility and Strategic Market Positioning for Organizational Success

Carlton Brown and Uzoechi Nwagbara

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Corporate Social Responsibility and Strategic Market Positioning for Organizational Success

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This book is dedicated to those – individuals, organisations and institutions – that are guided by the ideals that incorporating the notion of "best practices" in Corporate Social Responsibility (CSR) in their marketing operations, organisational behaviour and corporate practice leads to responsible business.

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This chapter attempts to comprehend the complexity, nuances, and inherent challenges that exist amongst corporate social responsibility (CSR) and purchasing social responsibility (PSR) in the public and private sectors, within the context of ethnic minority businesses (EMBs) in the UK. As noted by Carter and Jennings and the Institute of Supply Chain Management, there is now a need to discuss ethnic minority businesses in the same context as human rights as there are such inequalities in both fields.

Integrating corporate social responsibility (CSR) activities as part of a higher education institution (HEI) organisational strategies and practices to address economic and social inequality is no longer a new phenomenon. This promotes increased levels of involvement, choice, and diversity, and is aligned with recent initiatives to widen participation improve representation and promote attainment. CSR may also be encapsulated within frameworks through which HEIs may identify and self-reflect on institutional and cultural barriers that impede minority ethnic (ME) staff and students'

Business sustainability is critical for any industry. In the software sector, this is often well practiced by organizations according to their sustainability reports. The work documented in this chapter aims to analyze the sustainability reports of software development firms from India to document the best practices in business sustainability. Ten large-scale software development firms were selected, and the themes such as efficiency enhancement, health and safety, opportunity maximization, productivity enhancement, risk management, value creation, and waste management were explored in the reports. The results are presented in this chapter that integrates the knowledge on the practical implications that software organizations in the rest of the world could adapt for better management of sustainability initiatives.

The business of business during the twentieth century was considered to be only earning and delivering profits to the shareholders. But, the twenty-first century challenges this approach and offers a different business environment characterized by fast digitization, faster disruptive innovations, and fastest shifting consumer expectations. The business community has to awake to the reality and find ways to create sustainability to their businesses by leveraging the networks, capital, people, and technology to create a win-win situation with the social environment. In this process, the scope of corporate social responsibility has become narrow and the trust on corporates in the society has been declining. Hence businesses need to go beyond by defining a social mission to integrate deeply with society and create trust. The economic view of the business is transforming into a wider social view, forcing businesses towards social integration to create shared value.

Foreword

In the wake of what has been described as "false dawn" in business ethics, corporate social responsibility (CSR) and ethical marketing, there is a proliferation of research to better understand these concepts for business ethics, corporate image management and strategic business positioning. These concepts also have a great deal of relationship with organisational success and overall business strategic positioning in contemporary business environment that impact corporate conscience, competitive advantage and long-term goals. While there are some books on the intersection of CSR, marketing and organisational strategies, there is palpable dearth of research that explores the relationship between CSR, (strategic) marketing and sales peak performance. Strategic importance of CSR for commercial and business success is a growing phenomenon, but needs broadening and re-conceptualisation to facilitate a rethinking and reformulation for more strategic gains as well as sustainable relationship between various actors in the value chain. It is also expected that this understanding has the capacity to accelerate more nuanced investigation into CSR-marketing interface. This is the mainstay of this book. It empirically and theoretically explores the relationship amongst CSR, marketing, sustainability, technology, strategy, social media, social integration, diversity engagement and social justice. Central to these interrelated issues is that ethical business premise don responsible CSR-oriented marketing can lead to sustained, inclusive growth and better organisational performance. It also has the potential to defuse wider stakeholders' pressures about business irresponsibility and strategically focused business operation. This is what scholars and writers on the phenomena of CSR, marketing, business ethics and sustainability consider as transition from shareholding to stakeholding, which underscores normative business operation as opposed to the strategic.

The book has significant benefit to organisations that experience challenges about their organisational philosophy, performance, profit, and image. It also offers valuable insight into theoretical, policy-oriented and practical dimensions of CSR and marketing through which organisations can deal with these challenges. The insights and approaches adopted in this volume, as demonstrated by various insightful contributions, signal some novelty in interpreting and understanding CSR-marketing nexus. These insights are crucially important for business success both locally and internationally given the current landscape of corporate practice and ethics in the wake of global business scandals including Enron, Parmalat, WorldCom, and Lehman Brothers saga amongst others. The book targets academics, researchers, universities/colleges, NGOs, governments, policymakers, organisations, mangers and others whose inputs and opinions matter in ethical business decision-making, curricular development, inclusive engagement and profitable venturing.

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Wilson Ozuem *is an Associate Professor of Digital Marketing at Regent's University London (UK). His research interests include the implications of information technology for decision making by marketers and consumers. The results of his research have been published in scholarly journals and international conference papers, including European Journal of Marketing, Social Responsibility Journal, International Journal of Applied Behavioural Economics and Business Law. Dr. Ozuem teaches in a number of UK universities, including University of Gloucestershire, the University of Hertfordshire, the University of West London, GSM, CAPA Education (London). Dr. Wilson holds a visiting professorial fellowship at the faculty of Economy and Agribusiness, Agricultural University of Tirana (Albania). He currently teaches MSc and MBA courses in marketing communications, Internet marketing, research methodology, and marketing management. He is a Fellow of the Chartered Institute of Marketing (FCIM) and has worked as a marketing consultant for several companies and organizations. He received his BA in Business from the University of Portsmouth, MA Marketing from University of West London, MBA from London Metropolitan University, MEd (Educational Leadership and Management) from Open University (UK), Doctorate from Anglia Ruskin University, and Postgraduate Degree in Educational Research from University of Cambridge.*

Preface

CSR entails organisational responsibility to the society, environment and the people beyond what the law says. In the Carrollian perspective, CSR is implicated in advantages derivable when firms are sensitive to how their operations impact on ethics and to add the "triple bottom line" as well as how their operation is perceived by wider stakeholders. Marketing is a strategic tool that organisations can use to position themselves strategically as it is a platform for persuasion, sales enhancement, performance and profitability as well as preaching commitment to ethics. However, given recent global scandals and bad press about corporate behaviour globally, firms are reminded that leveraging on the energies of responsible marketing is correlative of organisational success and better stakeholder management. The relationship between marketing and CSR is not only important for organisational success, it also helps to defuse tension between companies and their wider stakeholders as well as criticism. Thus, incorporating "best practice" procedures and strategies of CSR in marketing models is vital to the success and sustainability of every business and its continual existence. The book brings on board variegated but congruent perspectives to these debates through experienced researchers and contributors. These contributors have explored different approaches to understanding the nexus between business, marketing, technology, education, engagement and sustainability. Conceptual and empirical perspectives have been employed by these contributions. It is hoped that the chapters in this book will be an invaluable resource to our readers and audience.

In Chapter 1, Carlton Brown's research investigates the relationship between CSR and PSR diversity engagement among Ethnic Minority Businesses (EMBs) within the UK. His work helps to unpick how PSR diversity engagement by EMBs can facilitate more responsible business environment and approach. In his "A Liberating Curricula as a Social Responsibility for Promoting Social Justice and Student Success within the UK Higher Education Institution (HEI)", Dave Thomas, argues that a liberating education curricular development can be instrumental in promoting social justice and better student outcome in higher education system. Kaytaz Yigit in his "Understanding Historical Background of Corporate Social Responsibility (CSR) and Realising Social Media as a New Horizon in CSR Communication" investigates the historical development and background to CSR and how social media can be appropriated to realise new frontiers in CSR communication. Salim Sheikh's work brings to the table how and why business community organisations should leverage on social media in demonstrating their commitment to CSR. In extending this approach, Emeka Smart Oruh takes this debate further by investigating the role of Technology Acceptance Model (TAM) in strengthening business positioning in our ever competitive business environment. Similar argument is pursued by Jose Vargas-Hernánde in his "The Role of Corporate Social Responsibility as a Strategy in a Self-service Shop S-mart: A critical analysis", where he maintains that CSR constitutes organisational strategic tool in self-service business. Arunasalam Sambhanthan's chapter equally looks at sustainability strategies for software development organisations. Additionally, Prabhakar Nandamuri in his chapter argues that the business of business is about business via social integration. Finally, Mertcan Tascioglu's contribution explores the notion of green Marketing, which is generally considered as one of the new approaches to more responsible, sustainable CSR and marketing.

Acknowledgment

We want to acknowledge the assistance, professionalism and effort made by certain people at IGI that helped in publishing this book. We wholeheartedly say that without these people, publishing this volume would have been impossible! Special thanks to Marianne Caesar, Assistant Development Editor, for her patience and professionalism while this process lasted; thanks to Jan Travers, Director of Intellectual Property & Contracts, for her able hand; Kayla Wolfe, Managing Editor Acquisition, for her contribution; Mariah Gilbert, Acquisition Assistant, for being there for us; Emily Markovic, Editorial Assistant, for being part of this project; and Melissa Wagner, Assistant Marketing Manager, for her input. We salute and value your sense of *esprit de corps*. We're also grateful to our families that endured the pain of constantly editing, proofreading and engaging in ''academicisation'' of a sort, which robbed them of fun and company.

Chapter 1
CSR and PSR Diversity Engagement Among Ethnic Minority Businesses (EMBs) Within the UK

Carlton Brown
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ABSTRACT

This chapter attempts to comprehend the complexity, nuances, and inherent challenges that exist amongst corporate social responsibility (CSR) and purchasing social responsibility (PSR) in the public and private sectors, within the context of ethnic minority businesses (EMBs) in the UK. As noted by Carter and Jennings and the Institute of Supply Chain Management, there is now a need to discuss ethnic minority businesses in the same context as human rights as there are such inequalities in both fields.

INTRODUCTION

This Chapter will address the challenges posed by corporate social responsibility (CSR) and purchasing social responsibility (PSR) amongst corporate organisations within the UK, contextualised among the ethnic minority business (EMB) community. This continues to be a topic for debate with an increasing emphasis on the need for further research to deal with the broader economic, social and ethical implications of business practice (Gereffi & Lee, 2012). New (1997) contends that researchers have a duty to take a wider view, as it will have greater social, economic and ethical

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ramifications, and that it is therefore imperative and incumbent upon researchers to adopt a broad standpoint when addressing this subject area. Smallbone (2005: p.432) describes EMBs based upon whether the businesses' ethnic minority (EM) owners are 'different' from the rest of the small business (SME) community in terms of their behavioural characteristics and in relation to the type of problems that they encounter.

This conceptual Chapter presents an exploration of the critical issue relating to diversity and supply chain engagement within corporate organisations, which will bring this debate into sharp focus. The Chapter begins with an overview of the construct of Corporate social responsibility (CSR) and Purchasing social responsibility (PSR) within the supply chain. It then proceeds to examine the discourse relating to diversity engagement within EMBs in the UK and to understand what makes this issue different from other SMEs and potentially more problematic than other aspects of CSR.

At the start of 2015, there were 5.4 million businesses in the UK, and 99 per cent of them were categorised as SMEs (National Audit Office, 2016). The clear majority of these were identified as micro-businesses, employing fewer than ten people. The Office for National Statistics estimates that SMEs create around £35 of gross value added to the UK economy for every £100 of turnover, while larger companies create around £24. The European Commission defines an SME as an entity engaged in economic activity that:

1. Employs fewer than 250 people;
2. Has an annual turnover less than or equal to 50 million euros (£39 million);
3. Has a balance sheet total of less than or equal to 43 million euros (£33 million)?

A recent Minority Supplier Development UK report (MSDUK, 2017) indicated that there were over 300,000 ethnic minority-owned businesses in the UK, representing over seven per cent of the total of SMEs within the UK economy. EMB businesses within the UK operate in an eclectic mix of different business sectors and they have been urged to diversify from unfavourable 'low value' niche markets and businesses (Ram & Jones, 1998), to gain greater engagement within the public and private sectors. However, despite the size of this business community a disparity still exists between CSR objectives, PSR performance outcomes and the degree of engagement within the EMB community.

There is still an under-representation in both public and private sector supply chains of EMB engagement. This not only encumbers the wide-ranging PSR supply chain but also inhibits businesses from developing organic economic growth. However, it also deprives purchasing organisations of an alternative supply chain option that may bring new, creative and agile commercial solutions (MSDUK, 2017). This position is consistent with Carter and Jennings (2002) and the Institute of Supply Chain Management who have postulated that there is a need to discuss black minority enterprises in the same context as human rights, because of the inherent inequalities that exist in both (Carter & Jennings, 2004),

The Road to Procurement Report, published by MSDUK (2014), noted that the perception of unequal treatment has continued to infiltrate many organisations, resulting in a reluctance of EMBs to tender for large contracts. This may be on the grounds of size discrimination with assumptions that EMBs are not capable of delivering large contracts. The MSDUK (2012) Impact Assessment found that 36 per cent of corporate members expected EMBs to be slightly behind the standards of their existing suppliers in their ability to deliver large contracts and in the industries, that are represented by the ongoing supply chain.

This assertion is in contrast with Alsop's (2002: p.81) observation which contends that socially responsible behaviour can lead to greater customer loyalty and increased revenues. A survey by the Reputation Institute of over 21,000 consumers suggests that 'almost unanimously, the public assert that they require information about a company's record on social and environmental responsibility to help decide which companies to buy from, invest in, and work for'. This position is consistent with Katz (2011) who maintains that manufacturers who have implemented supplier diversity programmes contend that the payoff has come in the form of stronger relationships with their supply base, new business opportunities, and a more agile supply chain.

The UK government Department for Communities and Local Government (DCLG, 2013) suggests that there are an extraordinary appetite and aspirations for start-up businesses amongst ethnic minority groups within the UK, most notably amongst Black African (35 per cent) and Black Caribbean (28 per cent) groups, contrasted with 10 per cent for White British counterparts. However, the conversion rates to start-ups remain relatively low. Creating a successful business requires ambition, skills and aptitudes. It demands innovation, creativity and a strategy to take the business proposition to market. Ethnic minority businesses are already highly successful and contribute £25 billion to the UK economy (DCLG, 2013), yet some minorities, particularly those from a Black African and Caribbean heritage, are under-represented in this success and the question is: Why is that the case?

It is anticipated that the insights which will be gleaned from this Chapter will be relevant to both the private and public-sector firms, particularly those that engage with EMBs within the context of CSR and PSR frameworks.

In the recent review by Baroness McGregor (2017) titled Race in the Workplace, the Business Minister, Margot James, was quoted as saying that 'It is very wrong that, so many barriers lie in the way of people from ethnic minority backgrounds. Outdated attitudes or lack of awareness about ethnicity in the workplace must be challenged.' She was referring to employees within the workplace, but these same outdated attitudes and lack of awareness prevail within organisational culture, purchasing supply chains and the confines of CSR, both consciously and unconsciously.

Problem Definition

The broad purpose of this Chapter is to tie together the issues relating to the various concerns about CSR, diversity and supply chain management regarding corporate organisations within the UK. It attempts to explore and evaluate the notion of unconscious bias, cultural nuances and idiosyncratic behaviours exhibited by corporate organisations, to unearth whether a dichotomy exists between corporate CSR policies, PSR, and diversity engagement amongst ethnic minority businesses in the UK. According to Shah and Ram (2006) there are a multitude of policy stakeholders in the UK who are converging on the terrain commonly referred to as 'supplier diversity'. This Chapter addresses the following research questions:

1. How does CSR shape diversity supply chain practices?
2. Does a disparity exist between EMBs and Non-EMBs with supply chain engagement?
3. What are the social and economic benefits of EMBs' engagement as part of their CSR/PSR policies?
4. Are CSR, PSR and diversity engagement a corporate philanthropic conceptual misnomer to satisfy stakeholders?

Corporate Social Responsibility (CSR)

Corporate social responsibility (CSR) is a construct that has been described as the corporate pursuits that impact on different social groups (Sethi, 1995). Wood (1991) states that 'the basic idea of corporate social responsibility is that business and society are interwoven rather than distinct entities'. Other studies have often contextualised CSR within the construct of the stakeholder theory (Freeman, 1984). Stakeholders comprise customers and suppliers as well as employees, communities, and investors (Donaldson & Preston, 1995). While there are close links between stakeholder engagement and the dynamic nature of CSR, there is a non-specified or undefined stakeholder, social or environmental engagement process addressed within the CSR paradigm (Pedersen, 2006: p.140). CSR has been described as a nebulous concept cloaked in ambiguity regarding the precise definition of this hypothesis (Okoye, 2010; Scherer & Palazzo, 2007). However, the concept of CSR as a phenomenon contextualised within a contemporary setting has come into force within the last 35 years (Sethi, 1995). Furthermore, while there is an inherent lack of a consistent definition regarding CSR, it neglects to provide a framework or model for the systematic collection or needed analysis for this construct (Clarkson, 1995).

Davis (1973: p.312) defined CSR as 'the firm's consideration of, and response to issues beyond the narrow economic, technical and legal requirements of the firm'. This contrasts with Carroll (1979, 1991) who outlined a framework which asserts that CSR comprises economic, legal and ethical responsibilities, along with voluntary or philanthropic responsibilities which are steered by an organisation's discretion as opposed to legal or more explicit requirements. It is within the confines of social, ethical, economic and legal responsibilities that the level of engagement within purchasing social responsibility amongst EMBs within the context of CSR presents an inherent challenge.

Similarly, Sethi (1975) presents a taxonomy in which social activity includes social obligations as well as more altruistic social responsibility. Other dimensions and activities have been identified within the literature, most notably diversity (Clair et al., 1997), human rights (Jennings & Entine, 1999), environment (Shrivastava, 1995), safety (Wokutch, 1992) and philanthropy (Clarkson, 1995).

When addressing the issue of CSR within the context of economic theory, the return on investment (ROI) becomes an instrumental part of the discourse in relation to how CSR fits into a firm (Scherer & Palazzo, 2007, Margolis & Walsh, 2003). Organisations have a responsibility to stakeholders to maximise their profits and business leaders have a fiduciary responsibilities to the shareholders (Sundaram & Inkpen, 2004). Jensen (2002: p.235) has termed this strategy as 'enlightened value maximisation', which suggests that profit realisation is a prerequisite for CSR participation and is only pertinent if it advances the long-term value of the business (McWilliams & Siegel, 2001). Heal (2005) argues that when corporate and social interests are not aligned, markets do not do such a good job.

According to McWilliams et al. (2006), economists are not opposed to CSR, but they need to understand the economic benefits and the value-creating contribution of CSR.

Friedman (1962) held a juxtaposed economic view regarding the purpose of business, arguing that the management of a business has one sole responsibility and that is the maximisation of profits for its owners or shareholders. He posited that social issues were not a concern for business owners and that social problems should be determined by the unencumbered workings of the free market economy.

It has been argued that CSR is an out-of-date concept and organisations should be characterised as 'corporate responsibility' (Foster Back, 2005). Companies should build cultures of trust, where honesty and integrity are at the nucleus of the business. This view implies that businesses have a responsibility to demonstrate integrity in their purpose, processes and practices. But the idea of 'CSR' expresses more than simply the requirement that business should be conducted ethically. It refers to the notion of responsibility for the impact of corporate activity on the wider body of stakeholders, and it is this attribution of responsibility that underpins the willingness of society to legitimate business (Gray et al., 1996).

Heal (2005) asserts that there are numerous areas attributable to financial benefits derived from CSR policy integration, most notably: (1) Reducing risk, (2) Reduced waste, (3) Improving relations with regulators, (4) Generating brand equity, (5) Improved human relations and employee productivity, and (6) Lower cost of capital.

Reducing Risk

The ability to moderate potential discord between organisations and stakeholders, particularly regarding the management of cash, is perceived to be a potential cause of conflict. Heal (2005) suggests that the avoidance or reduction of conflicts is indeed a major contribution of an effective corporate CSR programme. Within a cost and risk reduction standpoint, Crane et al. (2008) contend that there is an optimal level of social and environmental performance, after which the firm will accumulate costs additional to those required and reduce their level of profitability. McWilliams and Siegel (2001) propose that organisations will only perform to the level of responsibility that is demanded to maximise profitability.

Risk management addresses the issue of analysing potential risks and identifying ways to mitigate or accept those risks as part of doing business. Kytle and Ruggie (2005) present a three-step aggregation of the risk management process:

1. Establish a causal relationship between a risk/threat and an undesired outcome;
2. Identify the business elements that are exposed to the risk;
3. Act to eliminate or reduce the identified risk factor.

In the first instance, businesses as part of their due diligence have a duty of care to mitigate potential risks that may impact upon their brand through transgression via their supply chain. Within the context of PSR there is an inherent risk that organisations will be held liable for the absence of environmental and socially responsible practices by their suppliers.

There are a multitude of examples which underpin this assertion, notably Apple (Xiaoping, 2011). Heal (2005) cites Nike as an example where their market dropped off considerably when low wages that were being paid to their supply chains in developing countries were publicised. In the case of H&M, public perception and brand equity maximisation were negatively affected and could potentially have had a negative fiscal impact (Siegle, 2012).

The adoption and integration of appropriate accreditations, certifications and qualifications are determinant factors that may mitigate financial, environmental and social risks within the supply chain (Beske et al., 2008).

Health and safety accreditations such as safe contractor, construction line, ISO14000 and ISO9000, are the types of accreditations that may aid the mitigation of commercial risk.

Organisations are placed in a dichotomous position. Whilst they can insist that supplier organisations have the appropriate policies and accreditations in place, they cannot determine the validity and robustness of their suppliers' integrity and ensure that they are fully compliant with said policies. Porter and Kramer (2006) suggest that organisations are not capable of solving every issue in the community and broader society, but they can leverage PSR activities that are aligned with their business model.

Reduced Waste

The reduction of waste is a critical component in underpinning CSR policies. The reduction of greenhouse gas emissions, toxic waste and chemicals usage is continually being discussed (ibid.) and is a key issue within the structural context of CSR and protection of the environment.

Regulatory Relations

Organisations' interaction with watchdogs or regulators can create distinct competitive advantages, particularly within heavily regulated sectors. A reputation for being 'green' can be a major benefit to oil and gas companies when negotiating contracts for access to new oil reserves within ecologically problematic areas (ibid.). Requests for exploratory permits are quite often robustly opposed by environmental groups, and this means that organisations that have a track record or are perceived to be environmentally considerate may be able to mitigate the reservations raised.

The perceived wisdom suggests that regulatory decisions will be more favourable towards organisations that exhibit greater socially responsible behaviour, in contrast to those organisations which may flout the law or have a poor track record, and it is in this context that influence amongst regulators will be leveraged (Heal, 2005).

Brand

Prior to addressing the issue of brand equity, a brief synopsis is required to contextualise the concept of branding. Rampersad (2008: p.35) suggests that branding is more 'powerful and sustainable than marketing and sales and is an effective way to eliminate your competitors'. According to Fombrun (1996) and De Chernatony (1999), corporate branding is the intangible asset of a company. A brand is formed by impressions that are based upon observations of what and how organisations do things and by the standards to which they do them. Van Riel and Balmer (1997) define corporate identity as the organisation's ethos, aims and values that create a sense of individuality which differentiates one brand from another brand.

A brand is perceived to be a clear, powerful and compelling public image which conveys and communicates who you are as an organisation and what you specialise in doing. Organisations benefit from developing strong brands in a variety of ways: they offer businesses the opportunity to extend their product or service range; companies can charge a premium for their products or services; they increase their market valuation; they enable the brand to thrive during tough economic times; and they enable the organisation to attract and retain quality stakeholders, both customers and employees (Arruda, 2003).

Brand Equity

The American marketing association (AMA, undated) defines brand equity as 'the value of a brand, from a consumer perspective … brand equity is based on consumer attitudes about positive brand attributes and favourable consequences of brand use'.

A strong brand presents consumers with a consistent and positive message that differentiates one brand from another. The strength of a brand occurs in the minds of consumers, in what they perceive, have learned or experienced during their interaction with the brand. Consumer knowledge is really at the heart of brand equity. It also acts as a stimulus within the consumer's decision-making process. Heal (2005) contends that competition and homogenisation of technology, products and service has diminished any form of competitive advantage from operating within a competitive marketplace. Positive brand image can become the 'tipping-point' within the customer's decision-making process. Brand equity will enable organisations to derive a competitive advantage over their competitors when goods or services alone are no longer enough to retain or attract new clients (Gobe, 2001).

Heal (2005) cites Nike as an example where their market dropped off when the low wages paid to employees in developing countries were publicised. Maloni and Brown (2006) asserted that non-governmental organisations (NGOs) were very critical of apparel companies such as Nike regarding sweatshop labour issues at their overseas suppliers. Nike's initial reaction was negative and combative regarding their social responsibility obligations within their supply chain; however, this entrenched view changed when the weight of public opinion shifted, and they were subjected to consumer pressure (Zadek, 2004). Consequently, the clothing industry in its entirety has adopted a more diligent approach to supply chain engagement, congruent with their CSR policies with attention to supplier labour codes (Emmelhainz & Adams, 1999).

In contrast, SeaWorld's public image was tarnished when CNN's 'Blackfish' documentary brought to light their less-than-desirable habitat for their Orca whales, and the company's stock traded down by 33 per cent (MarketWatch.com). The BP 2010 oil spill significantly harmed the company's reputation, and Shell suffered a loss of sales in Europe at the time of the dispute over its disposal of the Brent Spar oil buoy. Starbucks was pursued by NGOs for not providing fair trade prices to coffee suppliers, and as a result introduced fair trade coffee within their stores (Maloni & Brown, 2006). The brand reputations of Starbucks, Google and Amazon took a severe blow in Britain during 2012 because of criticism over tax avoidance. All three entities have admitted to using extremely favourable European jurisdiction laws to mitigate or avoid tax. Whilst this is not illegal it is perceived as unethical and not in the spirit of the law or in the spirit of their CSR policy.

According to the BBC (2012), Google's UK business paid circa £6m to the Treasury in 2011 on a UK turnover of £395m. Starbucks reportedly paid just £8.6m in corporation tax in the UK over 14 years and Amazon generated sales of more than £3.3bn in the UK last year but paid no corporation tax on any of the profits.

Organisations may unwittingly cause irreparable damage to their brands equity by operating within confines of a CSR framework that harms the citizens that it proffers to serve, through their use of discriminatorily CSR policies which become counter-productive, and may well hinder their competitive advantage.

Improved Human Relations and Employee Productivity

Whilst CSR has been described as a nebulous concept cloaked in ambiguity (Okoye, 2010), the contribution and benefits derived from engaging within a CSR environment are evident and multifaceted. There is a growing body of evidence that suggests that organisations employing CSR policies yield stronger financial performance (Orlitzky, Schmidt & Rynes, 2003). Enhancing their corporate governance in this respect strengthens their reputation and increases their competitive advantage. This assertion contrasts with Maloni and Brown (2006), who contend that the financial success of Starbucks has been constrained as they have found that their customers' appetite for fair trade coffee was relatively subdued and that certified suppliers often lack consistency in volume and quality (Schrage, 2004). This highlighted the fact that although fair trade offerings may help appease adverse public opinion regarding financial impartiality amongst their suppliers, they may not be profitable, in this instance for food companies.

Firms that have been able to demonstrate that they are committed to good employee relations through CSR because of their organisational culture and leadership have found a strong correlation between employees' commitment to their organisation based upon how they rate its social responsibility (Orlitzky, Schmidt & Rynes, 2003). This assertion is underpinned by the Reputation Institute, which found that on average, 75 to 80 per cent of those polled in over twenty-five countries would 'prefer to work for a company that is known for their CSR'.

Smith (2005) affirms that employing CSR practices, relating to equal employment opportunity (EEO) policies and procedures, engenders long-term shareholder value by reducing costs and mitigating risks. He argues that unequivocal EEO declarations are essential to demonstrate an inclusive policy which decreases employee turnover through improved staff morale. This is juxtaposed to the Gallup Employee Engagement Index chapter (2010), which stated that 33 per cent of employees were characterised as being engaged by their companies, 49 per cent were not engaged, and 18 per cent were actively disengaged.

Davis (1973) argues that businesses are not equipped to control social activities. He contends that managers are focused on the financial and operational aspects of the business and do not possess the necessary expertise and social acumen to formulate socially oriented decisions.

Other studies have highlighted that in organisations which have a significant level of corporate social responsible culture it has manifested itself as a motivational driver for employees. This was particularly evident in the USA in contrast to India and South Africa, where employee motivation transpired to be even more prevalent (Mivis, 2012).

McKinsey's Diversity Matters report (2015) analysed data from 366 companies situated throughout the United Kingdom, Canada, Latin America, and the United States. The research was geared towards diversity within leadership teams and within the general workforce. However, this Chapter asserts that the results can be contextualised and extended to the supply chain management, as the employer and the supplier enjoy a symbiotic relationship in the same way as an employee would be perceived to have. The suppliers to the organisations can be perceived as enablers for firms to deliver a competitive advantage and as such offer additional benefits to an organisation.

This postulation is consistent with Christopher (1992) who argues that supply chain management is concerned with achieving a more cost-effective solution for consumer requirements through greater buyer/supplier process integration and engagement. Christopher and Jüttner (2000) suggest that there is a greater level of interdependency amongst stakeholders within the supply chain, and this assimilation has come as a realisation that cooperation and partnership are essential prerequisites for the achievement of long-term mutual business benefits. This repositioning towards a more cooperative and integrated environment within the supply chain will produce considerable competitive advantages, to the extent where the supply chains compete and not companies, and as such offer additional advantage for the firm (ibid.).

Economic Enhancement

Heal (2005) maintains that CSR programmes are imperative, particularly where there are disparities between corporate profit objectives and social goals. He states that where competitive markets are robust and CSR policies are fully engaged, organisations will tend to yield greater fiscal outcomes, and where this is achieved the benefits are equitable for both the organisation and society at large.

McKinsey (2015) published a report that continued the discourse regarding diversity and economics, attempting to understand the relationship between diversity and performance in relation to the levels of profitability. Their research revealed that there was a statistically significant correlation between diversity and financial performance. Companies within the upper quartile of ethnic diversity engagement were 35 per cent more likely to have greater financial yields comparative to their national industry average. This relationship was also present when considering gender. The more ubiquitous and embedded an organisation was in relation to diversity engagement, the greater the level of yield was derived, and this would suggest that higher levels of diversity engagement lead to better financial outcomes. Organisations also benefited from greater BME engagement in other multifaceted ways ranging from the political, social and economic, in addition to the human capital enhancements that were derived because of increased levels of motivation. Augmented performance then led to better staff retention rates whilst optimising their competitive advantage.

Organisation Culture

When considering an organisation's culture, values and desire to be good citizens, complexity arises because there is an inherent dissonance between organisations and their employees' values, which may be incongruous with those of the organisation. Companies will fail to persuade stakeholders that they are serious about CSR unless they can demonstrate that their policies are consistently attained and the desired social, environmental and ethical outcomes are realised (Collier & Esteban, 2007). Diversity has become a business slogan catchphrase in recent times, with numerous C-suite executives viewing it as simply a tick-box exercise, as noted in a recent article by Oliver Pickup in the latest edition of Raconteur (2017).

It could be argued that it is extremely difficult for an organisation to determine the extent to which it has the undivided support from their employees in implementing their CSR agendas and policies. As noted by Mivis (2012), what organisations can do to ensure that their employees are motivated and committed to attaining their objective culture is influenced by their degree of employee engagement.

Collier et al. (2007) contend that compliance and code of conduct activities can potentially stimulate the kind of employee 'buy-in' necessary for companies to deliver their CSR agenda. However, they also argue that employee commitment to CSR is a complex and multifaceted phenomenon that will be influenced both by corporate contextual factors such as organisational culture and by their employees' perceptions. Within the United Kingdom, circa 90 per cent of FTSE 100 organisations and 60 per cent of FTSE 350 companies have adopted codes of conduct, but their importance and use fluctuate from one organisation to another. The Institute of Business Ethics (IBE) survey of 196 major UK companies suggested that having codes of conduct would ethically underpin organisations' CSR. Webley and LeJeune (2005) suggested that since the last survey in 2001 there has been a growth in the use of codes of conduct as a benchmark for employee behaviour. Yet there still appears to be a widening gap between a company's stated values and principles and their bearing on organisational practice, and it is this type of disparity that will continue to be a cause of concern for CSR and PSR diversity engagement.

An organisation's culture or climate permeates throughout the entire organisation, and this determinant may well transcend ethical considerations or legal obligations (Collier & Esteban, 2007.) When considering culture and climate in theoretical terms the difference between the two concepts may be stark, but when they are observed from a pragmatic perspective they both form part of the organisational context, so there will be parallels and commonalities as well as disparities (Trevino et al., 1998).

Within a large proportion of organisations, there is an inherent belief about how things should be conducted, acceptable practices, degrees of formalisations, and how people should be managed (Handy, 1993), which manifest into organisational norms that can be described as culture. Culture is described as homogeneous attributes that distinguish one human group from another, which provides a context in relation to norms and values that underpin how organisations manage relationships (Griffith & Myers, 2005).

The concept of culture is both broad and multifaceted, so it is therefore necessary to define what organisational culture means within this context. Schein (2010: p.18) defines culture as:

A pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which has worked well enough to *be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems.*

This is consistent with Hofstede's (2003) postulation which states that culture is a collective phenomenon shared by people who operate within the same social environment where the culture is learned. This is what he describes as the 'collective programming of the mind' (2003: p.5) which differentiates followers of one group or type from another.

It is this shared pattern of behaviour, norms and nuances which exists within an organisational climate that will shape CSR and PSR practices, and may well have a bearing on EMBs' engagement within the supply chain because of their unconscious nature.

The term 'climate' implies some form of climatic characteristics such as temperature, or it can be categorised as a distinguishing condition that can influence the inherent values and disposition that an organisation might display. The organisational climate may also be responsible for the ubiquitous mindsets that perpetuate within an organisational setting (Collier et al., 2007).

According to Downey (1986: p.7) corporate culture:

… in fact flows from and is the consequence of corporate identity. The fundamental style, quality, character and personality of an organisation, those forces which define, motivate, and embody it. Its unique history, business mix, management style, communication policies and practices, nomenclature, competences, and market and competitive distinction.

Culture is both visible and invisible. An organisation's culture is detectable from their operating norms and values which permeate throughout and remain stable within it (Schein, 2010). It is this permanency of cultural identity within an organisation that gives rise to its longevity within its customs, practices, norms and values. These cultural characteristics may be juxtaposed to those prescribed within CSR policies, with reference to engagement with EMBs.

At a visible level, culture manifests itself through the practices, patterns of behaviour and pervasive methods exhibited by members of an organisation. The norms inherent within an organisation will permeate throughout an organisation, and they will be introduced and taught to new members of the team through shared values, training and practices (Kotter & Heskett, 1992). At this level, culture is easier to change and embed within an organisation.

In contrast to visible culture, invisible culture is concerned with the values and goals that are shared by its members. This value persists over long periods of time and remains stable and intact within an organisation even when the group membership changes (Kotter & Heskett, 1992; Schein, 2010).

Invisible culture is deeply ingrained within the organisational mindset, which implies that it is harder to change. Schein (2010) argues that culture is the deepest and most unconscious part of an organisation, and when something is deep-rooted it offers endurance and immovability. The question that arises relates to unconscious bias and its existence within organisations, and whether this impacts on CSR and PSR relative to EMBs.

Schein (1984: p.10) asserts that:

Culture serves as a function of stabilising the external and internal environment of an organisation, it must be taught to new members as it would not serve its function if every generation of new members could introduce new perceptions, language, thinking patterns and rules of interaction. For culture to serve its function it must be perceived as correct and valid, and if it is perceived that way, it automatically follows that it must be taught to newcomers.

Hatch and Shultz (2001) maintain that to build a strong corporate brand there must be congruency between its strategy, culture and reputation, and where there is alignment between the organisation's values and ethics this will aid the performance of the organisation.

Unconscious Bias

Unconscious bias may possibly be considered as one of those deep-rooted components that exists within the confines of organisation culture, which transcend legal and ethical considerations; it denotes an individual's lack of awareness of the effects of their exploits and the impact on other people, social institutions and organisations. When unconscious bias is contextualised within this environment, it attracts attention of the unintentional behaviours in which one's actions promote racial disparities. The MSDUK (2012) impact assessment stated that 36 per cent of corporate members expected EMBs to be slightly behind the standards of their existing suppliers in their ability to deliver large contracts, based on a perception without any first-hand quantifiable evidence to support this assertion.

Such unconscious bias has been defined in sociological terms as institutional racism (Carmichael & Hamilton, 1967). There is widespread discourse suggesting that unconscious bias is both prevalent and compelling within contemporary societies (Munar, Villesèche & Weidemann, 2016). Researchers have also postulated that an individual may retain one set of conscious attitudes that support racial tolerance and another set of unconscious attitudes that are racially biased (Banaji, 2001; Greenwald et al., 1998) and it is this paradox of incongruity that may manifest itself within the construct of PSR and CSR.

This type of perception ambiguity is prevalent within the confines of the perception literature. Research suggests that people might be influenced by a person's race but might fail to recognise this influence for themselves. Researchers also submit that social stereotypes occupy voids in meaning when the consequences of one's action or an episode are vague, thereby initiating a biased reaction and translating this into a rational objective and justifiable cognitive process (Kunda & Thagard, 1996). According to Dovidio and Gaertner (2004), people have the capacity to hide their true beliefs from themselves and others through intellectual reasoning.

The role of perception was further bolstered by Devine's (1989) study, which employed a computer-based orientated task to 'subliminally prime' participants with words associated with black stereotypes. The task was designed to activate stereotypes beyond the individual's level of conscious awareness. There were various words presented for micro-seconds and then intermittently mixed in between other words. After being exposed to different primed and non-primed words, the participants were required to read a short passage regarding an actor who was engaged in an indistinct activity. The race of the individual was not revealed, nevertheless after being primed with racially biased words the participants' interpretation of the behaviour was perceived as more probable to be hostile, thereby reinforcing the construct of unconscious bias.

Such behaviour highlights how individuals and or organisations can unwittingly become entrenched with inherent bias, to such an extent that they are unaware that they fail to recognise how their implicit and explicit compliance with the accepted social cultural norms unintentionally reinforces existing inequalities. This interpretation of unconscious bias is akin to the unwitting actor portrayed in the theory of symbolic racism (Sears & Kinder, 1971).

Within the construct of social psychology, it has been recognised that human behaviour intellectually tries to rationalise and categorise people like entities, and according to Green (2003) the consequence is that cognitive biases can ensue, thereby propagating an individual's cerebral thinking which in turn engenders an implicit reliance on stereotypes.

According Lee's (2005: p.483) social cognition theory 'stereotypes are a person's prototypes'. These stereotypes then function as innate belief mechanisms that interpret and distil forthcoming data and they also govern how information is retained.

The emergence of stereotypes causes discrimination by influencing how individuals process and recall information about other people (Lawrence, 1987), quite often based on limited or no information. Hence this is why when a recipient has stored information in this manner the memory becomes distorted by stereotype, which is the retained memory, as opposed to the unprocessed incoming communication (Lee, 2005)

Lawrence (1987) argues that once a person has developed stereotypical beliefs, they retain and remember them within their subconscious and retain stereotypically congruent behaviours regardless of the determining event not actually occurring; furthermore, stereotypically incongruous behaviour that has occurred is stored in a more distorted and understated way and consequently has a less profound recall effect on the memory-bank of the decision-maker.

In recognition of social and racial inequalities the UK government launched a toolkit for employers in support of the Equality Act 2010. The toolkit was labelled ‘Know Yourself Unconscious Bias Toolkit’ and offers generic advice on how businesses can be compliant with the Equality Act. The introduction of an ‘unconscious Bias toolkit’ is both recognition and substantiation of the inherent challenges faced by EMBs within private and public sectors in the UK. The introduction of legislation is further confirmation of the inherent inequalities that exist within the supply chain. It was initiated to mitigate the risk of unconscious bias and to prevent long-term structural incongruities.

The literature supports the assertion that unconscious bias exists in the form of an inability for an individual to separate out their own beliefs and values from those of the organisation. CSR and PSR have racial implications for both the organisation and the individual. Blanton and Jaccard (2008) contend that organisations may be subject to the following: (1) the subjectivity of an individual’s own unconscious bias may affect purchasing decisions; (2) institutional racism demonstrates how actors embedded in a culture might fail to see the racial implications of their actions; and (3) a person’s perception reveals how social factors can produce unconscious racially biased behaviour. Lawrence (1987) attests that where most of a group’s members have little or no contact with EMBs, stereotyped perceptions of BME groups manifest in the form of illusory correlations between minority groups which become the ‘triggers’ for negative behavioural events.

Lee (2005) postulates that unconscious bias is an emerging form of discrimination that limits employment opportunities for both women and ethnic minorities. However, this Chapter would argue that unconscious bias not only relates to employment but also extends to the supply chain and is an influencing determinant when making purchasing decisions, which has a negative effect on EMB engagement within the supply chain.

Purchasing Social Responsibility

Within the context of the supply chain, Carter and Jennings (2000) assert that procurement managers within socially responsible organisations are the custodians of the management of that supply chain. This concept is categorised as purchasing social responsibility (PSR), which consists of an eclectic assortment of behaviours that largely fall into the dimensions of environmental management, diversity, ethics, community, safety, human rights and quality of life.

To understand PSR and diversity further within the supply chain, a review of the drivers and barriers will need to be undertaken. CSR has been defined by Carroll (1979) and Wartick and Cochran (1985) as ‘meeting the discretionary responsibilities expected by society’.

This definition has encapsulated various activities relating to (1) diversity, (2) the environment, (3) human rights, (4) philanthropy and community, and (5) safety. The definition is consistent with the PSR conceptualisation and empirical findings of Carter and Jennings (2000, 2004). They coined the term purchasing social responsibility (PSR) as consisting of a multitude of different behaviours which extensively drop into four taxonomies: (1) environmental, (2) management, (3) safety, and (4) diversity.

Within this context, Blowfield and Frynas (2005) have provided a framework to understand the various theories and positions that characterise CSR:

1. Companies have a responsibility for their behaviour toward others with whom they do business;
2. Businesses need to manage their relationships with the wider society;
3. Companies have a responsibility for their impact on society and the natural habitat; this is sometimes beyond the confines of the law, regulations and compliance.

While PSR and CSR can be perceived as separate and standalone entities, they can also be regarded as co-dependent. It is important that supply chain managers are cognisant of CSR, as they are are both the transmitters and the interpreters of organisational CSR policy and stakeholder engagement. They are often perceived as the vanguard intermediaries in relation to external stakeholders, which include suppliers, customers, and regulatory bodies (Carter & Jennings, 2000). This part of the chapterwill examine PSR, ethical considerations, legal responsibility, philanthropic considerations, and responsible business practice.

The research would suggest that purchasing managers who understand supplier relationships well can develop and enhance their knowledge about the drivers, barriers, and outcomes of initiating activities within areas of CSR, such as sourcing from EMB suppliers. Carter and Jennings (2004) postulate there are at least four significant and direct drivers to PSR:

1. People-oriented organisational culture that espouses values such as fairness and the desire to be a good corporate citizen;
2. Organisational policies that promote social responsibility;
3. Individual employee initiatives;
4. Pressures from external customers.

According to Shah (2014), all forms of procurement pursuit, regardless of its level, whether global, national, regional or local, will stimulate some form of economic reaction. It kindles entrepreneurial tendencies, generates innovation, and supports and creates employment opportunities whilst nurturing growth within local, regional and national economies. There is a rudimentary presupposition that any economic benefits which can be derived from procurement activities can only be realised within their entirety when the inherent sourcing processes and practices of all purchasing organisations are inclusive and involve businesses from under-represented and disenfranchised groups such as EMBs.

The Road to Procurement Report, published by MSDUK in 2014, paid reference to the UK government's contracts finder portal which has been highlighted as a forum that affords greater visibility and opportunities for EMBs/SMEs. However, the paradox is that the portal does not collate any data regarding EMBs' diversity engagement, yet under the UK Equality Act 2010, public bodies must consider minorities within their budgets and expenditure.

Pearson et al. (1993) contend that sourcing minority businesses with the required capacity to supply corporations is often perceived as a significant barrier to supplier diversity. Procurement staff who participated within Pearson et al.'s (1993) survey of US corporations stated that it was the unavailability of qualified EMBs which was a major limiting barrier to supplier diversity engagement initiatives. This assertion was relatively consistent with the findings of Shah and Ram (2006), who assert that suppliers have experienced difficulties in locating minority suppliers who are 'willing, able and competent' to do business, and that this is a major challenge for the recipient organisations within their research. Smallbone et al. (2005) further suggest that one of the most distinguishing features of EMBs within the UK is their tendency to congregate and operate within low-value-added enterprises, which are often perceived as poorly skilled and low paid.

This contrasts with previous research that focused on the emergence of new areas of EMB activity, such as in business and professional services, IT, and hospitality and entertainment, often correlated with a transitional shift due to cultural, generational and social changes (Modood et al., 1995). Ethnic minority groups who were born and educated in the UK will have different social and cultural attitudes and experiences in contrast to their parents (Smallbone, 2005), and as such the historical and entrenched perceived views are somewhat outdated, contradictory and debilitating to EMBs which have the capacity and capability to fulfil potential opportunities.

Shah and Ram (2006) state that EMBs have also been perceived as being hindered because of their concentration in a comparatively small number of industries. Consequently, they were perceived to lack the relevant competence, expertise, specialist skills, flexibility, and sufficient capital. This assertion was based on perception and is not underpinned by any empirical data.

EMBs continued to be challenged by additional inhibitors, which further diminished their opportunities to be actively engaged within the corporate supply chain. Initially, EMBs were inhibited by a shifting trend towards supplier streamlining, as corporations continued opting out of working with smaller suppliers and chose to work with a limited number of larger suppliers, who were perceived as being more responsive and more adaptive to their needs.

The size and capacity of suppliers, particularly first-tier suppliers, have tended to increase. Large firms often streamline their operations by seeking larger first-tier suppliers that can deliver high volumes of the right quality at speed, and have substantial capital resources (NMSDC, 2002) to achieve economies of scale. According to Spend Matters (2016), organisations and their procurement teams have a propensity to operate within their comfort zones, as they continue to make purchases from their existing supply chain, which is often perceived as safer and more robust since it is larger. The same source goes on to assert that large organisations continue to operate with 'clumsy or biased selection processes' that make it difficult for new potential suppliers to penetrate.

The literature reveals that higher levels of PSR engagement can lead directly to improved levels of supplier performance, suggesting that PSR activities are more than just aesthetics that can be used for marketing campaigns which emphasise the firm's social responsibility. Instead, direct, tangible benefits result in the form of improved supplier performance (Carter & Jennings, 2000).

Ethical Considerations

Ethical supply chain management procedures consist of dependability and integrity in purchasing, diminishing packaging and waste, sense-checking the supply chain regarding its environmental performance, and developing eco-friendlier products (Walker, Sisto & McBain, 2008). The key consideration in this context lies with the honesty in making purchasing decisions.

Akhtar (2014) states that the ethical supply chain should locate itself at the nucleus of industrial integrity, sustainability and business excellence for long-term growth. Carter and Jennings (2004) posit that CSR has become synonymous with business ethics. They were also able to empirically categorise the CSR supply chain into specific compartments, notably the environment, diversity, human rights, philanthropy, and safety, but they found that ethical concerns relating to procurement represent a separate issue from CSR (Carter and Jennings, 2002a,).

The Institute for Supply Management (2005) has an expressed set of values which underpin its ethical position in the context of socially responsible purchasing behaviour. It has determined that specific areas, such as the use of confidential or proprietary information, impropriety, conflict of interest, power abuse, deception, influence, responsibility to the employer, reciprocity and special treatment, would be regarded as unethical practices. Any contravention or improper abuse of the supply chain process can impede an organisation's supply chain CSR policy and undermine their core values. Carter (2000a), on the other hand, offers up additional areas for consideration of unethical behaviour, such as bribery, gifts, preferential treatment, obscure or unfavourable contract terms, favouritism and retendering past due dates. In contrast, Cooper et al. (1997) observed that unethical issues relating to purchasing extend to exhibiting preference (bias) to one supplier over another, allowing personality bias to influence purchasing decisions, and failure to provide the same degree of responsiveness to one set of suppliers when contrasted with another. Maloni and Brown (2006) assert that other ethical issues should also be considered, such as professional competence, degree of legal compliance within the organisation, and the degree of promotion of disadvantaged and minority suppliers. To confound procurement issues further, Carter (2000b) found significant differences in perceptions of ethical issues between buyers and suppliers.

As noted by Blanton and Jaccard (2008), organisations may be subjected to an individual's own unconscious bias which may obscure purchasing decision and ethical consideration for EMBs and become an organisational limitation. Carroll (1979) asserts that business was designed by society to contribute to the economic system to satisfy its social function. The path and ground rules were set for the introduction of systems, laws and regulations to underpin the economic model by regulatory controls. However, the absence of ethical consideration for EMBs is a key challenge for EMBs within PSR.

Philanthropy

Business philanthropy is a tool designed within the confines of CSR, to enhance corporate legitimacy and standing. Chen et al. (2008: p.131) postulate that 'corporate philanthropy may be a tool of legitimisation'. They further contend that organisations that have undesirable social competency within the context of environmental matters and product safety will exploit philanthropic contributions as a means for building their legitimacy. Kamens (1985) posits that organisations may use philanthropy as a way to bolster their legitimacy through creating trust.

Porter and Kramer (2002: p.59) assert that organisations may well gain a competitive advantage because of the introduction of philanthropic activities, whilst those activities are aligned to causes where there is a 'convergence of interests' between the economic reward and the social benefit. Tokarski (1999: p.34) contends that strategic philanthropy is a process whereby organisations' contributions are directed to serve specific business interests. Whilst also servicing beneficiary businesses, it enables organisations to gain a competitive advantage and as a result enhances their financial position (Seifert et al., 2003). Bruch and Walter (2005) argue that companies will use philanthropy to enhance their competitive advantage through a mixture of external commercial activities and internal competence. Through a market alignment, organisations devise their philanthropic pursuits to meet commercial demands and stakeholder expectations.

Organisations that are able to adopt a competency-based approach for their business and can underpin their philanthropic activities with their core competencies will have a greater capacity to derive competitive advantage. 'In so doing, they avoid distractions from the core business, enhance the efficiency of their charitable activities and assure unique value creation for the beneficiaries' (Bruch and Walter, 2005: p.50). Consequently, firms can improve their competitive advantage through 'improved marketing and selling capabilities, higher attractiveness as an employer or better relationships with governmental and non-governmental organisations' (Bruch & Walter, 2005: p.50).

CONCLUSION

A number of themes have emerged from the analysis of CSR and how it has shaped corporate diversity engagement within the procurement supply chain amongst ethnic minority businesses within the public and private sectors in the UK. We offer up a series of observations and conclusions that can be derived from this Chapter, According to Nwagbara and Reid (2013), in order for organisations to be perceived by other stakeholders as CSR acquiescent, they must habitually continue to revaluate their business models by developing new ways of thinking and learning new methodologies to act in socially responsible ways in congruence with the ever-chainging macro-, micro- and socio-economic environment. CSR can and does play a crucial role in preserving the ethical, legal and political interface between organisations and EMBs, by mitigating this unconcious bias that exists, so that organisations can operate as intended, for the good of the people, profit and the planet.

In addition, it seems evident that a CSR and PSR procedure can enhance the profitable element of corporate strategy, underwriting risk management and preserving relationships that engender long-term economic sustainability.

Economic Performance

This chapter contends that there is a correlation between diversity and the economic performance of corporate organisations that actively engage EMBs in their supply chain. This relationship is likely to gather momentum as businesses continue to operate within a global market economy (Hunt et al., 2015). The chapter also asserts that EMBs are making a significant contribution to the supply chain and for the economic prosperity of corporate and non-corporate entities. However, it is evident that there are inherent barriers and constraints that exist for EMBs. These disparities persist despite corporations upholding their positions regarding CSR policies. McKinsey's (2015) diversity report argued that correlation does not equal causation, contending that greater gender and ethnic diversity in corporate leadership does not automatically translate into more profit. Yet the correlation does indicate that companies that commit themselves to diverse leadership are more successful than those organisations that do not.

Whilst there are no guarantees that having an EMB within the supply chain engenders better performance, explicit data and implicit postulations would support this assertion. McKinsey's report states that organisations that actively engage with EMBs within their supply chain are better equipped to win more business, attract better talent and operate seamlessly within a diverse global economy which has inherently diverse consumers. Operating with a global mindset and with cultural alacrity will offer a degree of competitive advantage for companies that can engage EMBs within their supply chain. Operating with a diverse supply chain and diverse employees makes good economic sense. Creating equality within the supply chain will ensure that procurement teams within both the private and public sectors have access to the best available talent pool, resources, flexibility and commercial terms. The imbedding of PSR behaviour will underpin and be congruent with the organisation's CSR policies.

The formation and integration of EMBs in the supply chain will intensify and underpin CSR policy within organisations and enhance their economic prosperity. In addition, it will address the inherent imbalance that exists, help to develop socially and economically challenged communities, and redress this imbalance and disparity of wealth creation and sustainability. This Chapter contends that the adoption of CSR policies will enhance an organisation's brand reputation. It also suggests that there is a correlation between a positive brand image and competitive advantage, through influencing the customers' decision-making process. Brand equity will also enable organisations to derive a competitive advantage over their competitors in a market where goods or services alone are no longer good enough to retain or attract new clients (Gobe, 2001).

Purchasing Social Responsibility (PSR)

This chapter also contends that procurement departments have an ethical, legal and economic obligation to their organisation to ensure that they adopt best practice in relation to PSR. PSR forms part of the symbiotic relationship with CSR and it is important that supply chain managers are cognisant of their CSR roles and responsibility. They play a critical role in the delivery of CSR policies as they are both the transmitters and the interpreters of organisational CSR policy and stakeholder engagement. They are recognised as the intermediaries in regard to external stakeholders, which include suppliers, customers, and regulatory bodies (Carter & Jennings, 2000). Trust in turn leads to cooperation between buyers and PSR suppliers. Eventually, the cooperation between buyers and their PSR suppliers increases supplier performance. When PSR buyers trust their suppliers' activities, they are more willing to cooperate by providing assistance to these suppliers and jointly solving problems as they arise. The analysis suggests that cooperative strategic relationships with EMBs are a precursor for delivering results that exceed those that the buying organisation might have achieved by acting independently and solely in its own best interests. For procurement managers, these findings imply that closer cooperation with EMB suppliers through PSR initiatives can result in improved performance by these suppliers in such areas as product quality and lead times (Carter & Jennings, 2000).

Unconscious Bias

The analysis and the literature reinforce the assertion that unconscious bias exists within organisations despite their endeavour to present a picture of cultural equity and objectivity underpinned by a legal, structural and CSR environment in which they operate. There is an inherent discord between the individual's own beliefs and values and those of their organisation's CSR and PSR policies.

Unconscious bias is a complex, dynamic, psychological paradox which has racial ramifications that impact both the organisation and the individual's wellbeing. It is not improbable to suggest that individual or collective buyers may not have the mental capacity to separate their own unconscious bias, beliefs and values when considering purchasing decisions and engaging EMBs.

Culture has been described as the 'collective programming of the mind' of norms, beliefs and values that distinguish one entity from another. Where an organisation has demonstrated institutional racism, and where racism is embedded into the culture so acutely, employees may fail to recognise the racial repercussions of their actions. An employee's perception will often be influenced by their social interactions, media, peers, family and friends, and these actors will all contribute to the shaping of unconscious racially biased behaviour. Lawrence (1987) asserts that where many of a group's members have little or no contact with EMBs, stereotyped perceptions of EMBs are formed, and these perceptions manifest in the form of illusory correlations between EMBs, which become the 'triggers' for negative behavioural episodes involving distorted stereotypes. As determined within the literature, a stereotype is a retained distorted memory and stereotypes cause discrimination by influencing how individuals process and recall information about other people and EMBs.

Philanthropic Consideration

Organisations that are able adopt a competency-based approach for their business and can underpin their philanthropic activities with their core competencies will have a greater capacity to derive their competitive advantage. 'In so doing, they avoid distractions from the core business, enhance the efficiency of their charitable activities and assure unique value creation for the beneficiaries' (Bruch & Walter, 2005: p.50).

Marketing and Brand Equity

Organisations that actively engage with EMBs can improve their competitive advantage through 'improved marketing and selling capabilities, enhanced image as an employer, and they are able to build better relationships with governmental and non-governmental organisations'. As a result, they generate greater brand equity which in turn affords them a greater level of competitive advantage (ibid.).

Organisational Culture

Strategy and culture between an organisation's sustainability initiatives and its corporate strategy must be closely interconnected, rather than separate philosophical paradigms that co-exist independently of one another (Shrivastava, 1995a). When an organisation is able to align its organisational culture with its strategic objectives in relation to CSR and PSR, it will become the recipient of enhanced social, economic and ethical equity within a wider society whilst concurrently fulfilling their CSR obligations to work with EMBs. Organisations that embrace CSR and PSR policies and integrate them as part of their organisational culture will derive a greater competitive advantage, increase brand equity and improve their economic prosperity.

Today, a mindset-shift is required as more responsible governance and business practice is necessary to mitigate unconscious bias that exists within both the public and private sectors. This will enable businesses to benefit from greater social equity, which will underpin longer sustainability. Whilst CSR, PSR and diversity engagement are legitimate tools that are designed to act as the social organisation's conscience, to be philanthropic, there is a significant risk that they can become a conceptual hallucination that permeates throughout the organisation subconsciously to satisfy stakeholders and the business's bottom line of profitability

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Chapter 2
A Liberating Curricula as a Social Responsibility for Promoting Social Justice and Student Success Within the UK Higher Education Institution (HEI)

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ABSTRACT

Integrating corporate social responsibility (CSR) activities as part of a higher education institution (HEI) organisational strategies and practices to address economic and social inequality is no longer a new phenomenon. This promotes increased levels of involvement, choice, and diversity, and is aligned with recent initiatives to widen participation improve representation and promote attainment. CSR may also be encapsulated within frameworks through which HEIs may identify and self-reflect on institutional and cultural barriers that impede minority ethnic (ME) staff and students' progression and attainment. This chapter is informed by discussions concerning CSR within higher education in relation to the aims and objectives of education; student progression and attainment as a university's socially responsible business practice and act of due diligence, to improve representation, progression and success for ME students; curriculum vs. education and the function of a liberating curriculum as a vehicle to enhance academic attainment and promote student success.

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INTRODUCTION

The concept of corporate social responsibility (CSR), formerly coined as social responsibility (SR) has a longstanding history, dating as far back as the 1930's (Barnard, 1938; Clark, 1939; McWilliams, Siegel, & Wright, 2006). By virtue of its multidimensional use in a diverse range of settings, primarily among business practitioners and academics, this nebulous concept is viewed as a socially constructed discourse that attracts variances in its definition, dependent upon the lens through which it is viewed.

The Higher Education Funding Council for England (HEFCE) outlines their approach to CSR, which is fueled by an "appreciation to balance organizational priorities against [their] social, environmental and economic responsibilities" (HEFCE, n.d.). Equally, the Department for Trade and Industry declares that CSR "is about the integrity with which a company governs itself, fulfills its mission, lives by its values, engages with its stakeholders, measures its impacts and publicly reports on its activities". Berger and Luckman (1996) underlined the complexities associated with the concept of CSR and highlighted the impossibility of achieving an unbiased definition. According to the ISO Business Standards (International Organisation for Standardisation, 2010), CSR offers guidance to organisations, which governs their delivery of ethical, transparent actions that contributes to the health and welfare of society. Essentially, social responsibility dictates accountability or responsibility towards society. Hence, in the absence of an objective methodology for achieving an unbiased, robust definition of CSR (Van Marrewijk, 2003), a contextual approach to defining CSR is often adopted.

The contemporary higher education institution (HEI) operates within a globalised milieu, populated by citizens from a diverse range of cultural and ethnic backgrounds. This "offers rich potential to develop a sense of global responsibility and citizenship" (Trahar, 2011, v11). HEIs possesses a range of social responsibilities (SR) and endeavours to fulfil these purposes by delivering excellence in teaching and learning, then potentially producing graduates for the global economy, who meet the needs of businesses, the industry, employers and their respective professions (HEFCE, n.d.). It is the expectation, that HEIs conduct their business as social institutions, propagating knowledge that develops human capital, advances the legitimate pursuits of the state/nation, promotes individual learning and maintain political loyalties (Gumport, 2000). Similar to other business organisations, universities strive to achieve sustainability, in order to maintain operation and procure adequate funding for current and future initiatives. Hence, universities "cannot be sustainable without being socially responsible"; this entails making higher education accessible to students of all socio-economic backgrounds (International Organisation for Standardisation, 2010).

Given the diversity of student populations in HEIs, the mileu in which they operate and the impact of the curriculum on the overall intellectual/social development of students, it may be naïve to assume that sustainability within the HE sector can be achieved without incorporating a "liberating curriculum" within its CSR strategies. A liberating curriculum is essential to the realisation of a holistic learning experience, as it may be seen as the main instrument to promote cultural competence, retention and success in HE. A Liberating curriculum represents one that aims to "reverse the effects of structural oppression in society" (Collector, 2007). A liberating/ liberalised curriculum in this context, is defined as one that promotes social justice and enhances the social, moral, political, intellectual, and spiritual faculties of every student by connecting them with knowledge that prepares them for engaging and making decisions that further the social and political world. It is with this in mind, that universities are challenged to liberate their curricula, in realising their SR.

The ISO defined CSR's 7 core tenets, which constitutes 36 potential areas of work by an organisation of SR, namely: labour practices; the environment; fair operating practices; organisational governance; consumer issues; development of the community and society and respect for human rights (International Organisation for Standardisation, 2010). This chapter therefore conceptualizes the notion of CSR beyond the corporate business sector, to the HE sector. It presents an investigation of the concept of CSR, in relation to a liberalised/liberating curriculum and HEI's egalitarian, philanthropic, ethical and legal responsibilities to fulfil these responsibilities to society. Guided by the Critical Race Theory (CRT)[1], as a framework, it will explore faucets of CSR and suggest how a liberating curriculum may be seen as a HEI's responsibility for promoting social justice, and student success.

I proceed in three steps. First, it is deemed necessary to explore the aims, objectives and social ends of higher education, through which effective learning and teaching may positively influence a HEI's practices in order to fulfil elements of their CSR – fair operating practice, human rights, consumer issues and development of the community and society.

It can be argued that a HEI's mandate may encompass the improvement, representation, progression and attainment for all its students. Therefore secondly, I will explore how the progression and attainment of students from underrepresented groups, particularly students from minoritised groups, should be considered as an act of due diligence by HEIs in realising their SR.

Finally, a critical discussion around the function of a liberating curriculum as a vehicle to enhance academic attainment and promote student success in HE will close the chapter, along with a conclusion, which outlines the implications of a liberating curriculum on current practice.

The Aims, Objectives, and Social Ends of Higher Education

Like other organizations, educational institutions have epistemologies. They hold conceptions of what counts as legitimate knowledge and how you know what you claim to know. These theories of knowledge need not be consciously espoused by individuals (although they may be), for they are built into institutional structures and practices. (Schon 1995, p.26).

In the eighteenth century, a liberal thinker and German man, Wilhelm von Humbold asked the question, "what is education good for?" (Mueller-Vollmer, 2016). This provides the impetus for our exploration of the aims, objectives and social ends of higher education. In the perusal of this question, it may be essential, in order to achieve plurality in understanding, not to discredit eclecticism, due to the complexity of previous approaches adopted.

According to the classical Greek pedagogy of *eleutherios paideia*, the aim of liberal education is to "free the pupil from habit so as to become fully human by cultivating an inquiring mind and virtuous character committed to pursuing public good" (Axelrod 2002, pp.11-13). Education historically is seen as a public good that inspires edification, the development of human capital, individual employability, and national technological progress. But which public good is it supposed to serve? Is it that of the citizen, or state?

John Henry Newman provided a positive manifesto in support of a liberal education in stating that education should aim to cultivate the "habit of mind" in the development of a virtuous character (Newman, 2008). This corroborates with Axelrod's thoughts. Sentiments that the inculcation of new generations into pre-existing knowledge of society by educators as a SR proves contentions as an explanation (Arendt, 1954; Williams, 2016). Kant (1798) proposed that universities become allies to national governments and promote the pursuit of empirical truth, which he believed facilitates enlightenment. Still, by Alerod's stance, once could assume that in the presence of habit, a pupil not be classified as "fully human". Or can they?

Lord Robbins and colleagues, in their 1963 Higher Education report (Robbins, 1963), specified four essential objectives to any balanced educational system. Fundamentally, the report stipulated that engagement in higher education should provide

Instruction in skills suitable to playa [sic] part in the general division of labour. What is taught should be taught in such a way as to promote the general powers of the mind, as it facilitates the transmission of a common culture and common standards of citizenship … [in order to] provide in partnership with the family, that background of culture and social habit upon which a healthy society depends.

Furthermore, according to Robbins, engagement in higher education should aim to achieve its aims "by providing [the former] in the atmosphere of the institutions in which the students live and work, influences that in some measure compensate for any inequalities of home background" (p7). From Robbins' report, education may be seen as a vehicle to promote social/vocational mobility, intellectual liberation and the development of culture. This is assuming that "the subject", is devoid of all these attributes, prior to exposure to higher education. Yet Matthew Arnold, a gazetted Inspector of English schools and pre-eminent English cultural theorist of the nineteenth century emphasised that culture is a mechanism that could utilise knowledge to realise the social and moral passion for doing good (Arnold, 2003). Arnold believed that culture had the power to convert the "raw person" from "the rule by which he fashions himself" towards "what is indeed beautiful, graceful and becoming" (pp. 17-18). This corroborates with Robbins' aims to convert and inculcate those who were ill prepared for public life because of their home backgrounds. It also echoes similar sentiments to Axelrod and John Newman in promoting acculturation. Arnold also believed that culture could be socially ameliorative. Most notably here, within the implicit declaration of the university's SR, is the absence of an acknowledgement of the variance in cultural norms for some people, which may have been promoted by migration into Britain of peoples from its ex colonies. Sheila Trahar's opinion that "the Western academy can be seen as a colonising institution, through its treatment of those who do not belong to its dominant culture" (Trahar, 2011, p3) prompts us to approach with caution, when attempting to "free the pupil from habit so as to [make them] become fully human" in order to "cultivate [a healthy] habit of mind".

And so, Professor Robbie Shilliam, in his exploration of the aims and methods of liberal education through the notes of a nineteenth century Pan-Africanist, articulated his views that "modern liberal education wishes to suture and save a public culture that is racially exclusionary [and] complicit in committing epistemic injustice" (Shilliam, 2016). In expounding on this, Professor Shilliam declared, "such an injustice refers to the ways in which some racialized groups are deemed competent to cultivate the public sphere while others are deemed incompetent to do so." According to Steven Schwartz, the goal of higher education is to help build a fairer, more just society. Universities contribute to a just society in two ways: by producing graduates who improve social life and by promoting social mobility (Schwartz, 2016).

Higher education aims to play "a major role in shaping a democratic, civilized, inclusive society" (The National Committee of Inquiry into Higher Education, 1997, p. 72-81). Harvey and Knight (1996) believed "the primary role of higher education is increasingly to transform students by enhancing their knowledge, skills, attitudes and abilities while simultaneously empowering them as lifelong critical, reflective learners". Equally, engagement in higher education should provide a platform for students to promote and celebrate their own identities (McArthur, 2009). It should provoke thought and inspire thought, in contributing to the social, cultural, economic and political enrichment of the entire society. Still, we have no consensus on the purpose of higher education.

Therefore, the aims and objectives of higher education may be aligned with the amelioration of social injustice, promotion of epistemic justice, development of a culture and social habit upon which a healthy society depends, as well as edifying its pupils in the advancement of knowledge. As Professor Edward Du Bois declared, "Education must not simply teach work, it must teach life" (Du Bois, 1903). Perhaps this may be a starting point in unpacking the aims, objectives and social ends of higher education, in relation to their SRs by HEIs to promote social justice.

Socially Responsible Business Practices as an Act of Due Diligence: A HEI's Mandate to Improve Representation, Progression and Success for Students From Underrepresented and Minority Ethnic (BME) Groups

Universities may be seen as repositories and generators of knowledge, dedicated to the learning and development of their members "students", in promoting egalitarianism, social mobility and a just and fairer society. The equality of access and ability of under-represented pupils, primarily those from socio-economically disadvantaged backgrounds, people from specific ethnic groups and people with disabilities to access higher education remains a concern, despite government initiatives within the UK to widening participation. The Higher Education Council for England declared that:

Participation in HE will equip our citizens to operate productively within the global knowledge economy. It also offers social benefits, including better health, lower crime and a more tolerant and inclusive society… Widening and increasing participation must therefore be a permanent goal for the higher education sector. (HEFCE, 2003, p.11).

Broader socio-economic changes within the British society has promoted a drive to widen participation within the HE sector. This has mandated that HEIs act with due diligence in expediting their social responsibilities to promote diversity and access to HE. This poses a challenge to those who promote cultural democracy/integrity and the universalism of the liberal state (Williams, 2016), since the contextualisation of a HEI's social responsibilities can be encapsulated in its operating practices, human rights and consumer issues. According to Steven Schwartz, "If higher education can be made available to students from diverse backgrounds, it can become an instrument for progress toward egalitarian objectives" (Schwartz, 2016). It can be argued that HEI's have egalitarian, philanthropic, ethical and legal responsibilities to ensure that they employ socially responsible business practices in order to improve representation, progression and success for all students, particularly those from underrepresented groups.

Fair Operating Practice

In the current post-Brexit climate, marred by insecurity, risk and fragility, HEIs need to communicate their wider social responsibilities and commitment to engaging with diverse communities of students and staff, as a means of demonstrating fair operating practices.

Within the UK HE sector, there are 14,130 professors, 76.9% of whom are men and 23.1% women; just 75 are black; among this cohort, alarmingly 17 are black female (Equality Challenge Unit, 2016). Equally, data produced by the Equality challenge Unit suggests that across the sector, 70.5% of professors are white men and 21.8% are white women; 6.1% of professors are BME men and 1.6% are Black or Minority Ethnic (BME) women; correspondingly, senior managers in higher education are more likely to be from a white background 67.5%, white male and 28.3% white female, with 3.3 per cent BME male and 0.9% BME female (Equality Challenge Unit, 2016).

Congruently, disparities in student attainment "attainment gap" has been persistent over the last decade. In 2014-15, 21% of the total UK domiciled students in HE was from a BME background (Equality Challenge Unit, 2016). Equally, 50.8% of UK-domiciled black students received a "good degree" in comparison to 77.1% of white British students (a 26.3% attainment gap). When disaggregated by ethnic group, students of black origin fared worse (a 26.3% gap), followed by Pakistani students (a 19.0% gap), then Chinese students (a 9.3% gap), followed by Indian students (an 8.8% gap) (Equality Challenge Unit, 2016). This persisted, even after controlling for entry qualifications.

Since minority ethnic students comprise 20% of the overall student population in the UK, and many graduate level jobs and postgraduate courses require a "good degree"[2] as a prerequisite for entry, this inequality in academic outcomes may prove costly for students and ultimately the society, in light of increases in tuition fees in line with inflationary increases. Additionally, there is evidence to suggest that there is a similar disparity in postgraduate study, as reflected by the variance in first year BME undergraduate students (22.5%) vs first year postgraduate BME students (19.2%). This clearly demonstrates a need to promote fair operating practices within the CSR strategies of HEIs, as a possible means of mitigating these disparities.

Fair operating practices may be reflected by promoting SR within the value chain, and integrating and embedding ethical, social, environmental, racial and gender equality within their recruitment and provision of opportunities for progression. This may alleviate accusations of capitalising on social conditions. A typical example of this is the Teaching Excellence Framework (TEF), which was introduced by the government in 2016, to rebalance the relationship between research and teaching in higher education (House of Commons Business Innovation and Skills Committee, 2016). It is proposed that the TEF will act as a barometer to assess the quality of teaching in universities in England, and be rated against teaching quality, learning environment and student outcomes and learning gain[3]. “Teaching excellence matters – not only for students as taxpayers, but also for social mobility – helping to address inequality by allowing students to fulfil their aspirations and progress onto their chosen careers” (Department for Education, 2016). Hence, institutions who are successful in demonstrating a high quality, will gain a TEF award – gold, silver, bronze. But what exactly does this mean for staff and students in HE, in terms of fair operating practice, considering the current degree attainment gap and disparities in progression intersectionally? While the government has sought to depoliticise the TEF, there is a more fundamental set of political and ethical questions about the purposes and social value of higher education that needs to be at the heart of this debate. This is summarized in by the Office For Fair Access, in their letter:

… any increase in your higher fee income will provide a valuable opportunity to increase your spend on access, student success and progression activity, in order to ensure that widening participation activity and infrastructure are protected from the planned reductions in … student opportunity funding. (OFFA, 2016).

Since higher education is an important driver of social mobility, and an instrument to promote social justice, it necessarily follows that embedding fair operating practices should be at the heart of HEI’s CSR strategies. Equally, since the TEF has been identified as the latest instrument within the sector to assess quality in higher education, it is of paramount importance that the achievement of a TEF award through the quality assessment review process, is seen less as a justification to apply higher tuition fees, but more a call to action for HEIs to fulfill their social responsibilities. But still we are presented with some pertinent questions in relation to the TEF and its implications on curriculum diversification and social justice pedagogy.

Human Rights

An organisation’s SR in relation to Human rights is based on the Universal Declaration of Human Rights (adopted by the UN General Assembly in 1948). This mandates that businesses/organisations respect the human rights of their stakeholders in conducting their operations. Within the context of the HEI, the primary human rights that will be considered within this chapter are equality of opportunity and non-discrimination. Within a HEI setting, inclusive policy making could be attributed to the marginal gains experienced thus far. This is governed by two primary pieces of legislation that amalgamated previous discrimination laws and provided a framework to explore and address discrimination – Race Relations Amendment Act, 2000 and The Equality Act 2010. Equally, two charters – the Race Equality Charter and the Athena Swan Charter – focusses on addressing discrimination and promoting equality and attainment the academy.

The Race Relations Amendment Act 2000 mandates that all institution have a positive duty to proactively take actions to promote race equality ("Race Relations (Amendment) Act 2000," n.d.). The act clearly outlines the social responsibilities to: (1) eliminate unlawful discrimination (2) Promote equality of opportunity (3) Promote good race relations between persons of different racial groups. In addition, HEI's have to fulfil specific duties, which helps them to meet their general duty. For example, implement a race equality policy, monitoring the admission and progress of students; monitoring staff recruitment and career progression by racial group; assess the effect of all institutional policies for their impact on different racial groups; publish the results of monitoring and assessments on race equality, as well as the race equality policy itself (Collector, 2007). Within this context, it is prudent to acknowledge that there may be discrepancies in praxix in relation to these acts and policies.

Additionally, the Equality Act 2010 provides a legal framework to protect the rights of individuals, by advancing equality of opportunity (HMSO, 2010). It outlaws any form of discrimination – direct, indirect, based on association, based on perception – and outlines nine protected characteristics[4]. The act "contains provisions for education providers to take [positive action] to tackle … disadvantage, meet different needs, or address disproportionately low participation of particular student group" (Equality and Human Rights Commission, 2010). This provides justification for current initiatives to "widen participation" in HE.

Equally, the Race Equality Charter (REC) and Athena Swan Charter awards serve to demonstrate a HEI's commitment to valuing equality, diversity, inclusion and gender equality. The REC "provides a framework through which institutions work to identify and self-reflect on institutional and cultural barriers that impede the progression of minority ethnic staff and students. It aims to improve "the representation, progression and success of minority ethnic staff and students within higher education" (ECU, 2017).

Likewise, the Athena Swan Charter recognizes efforts to address gender equality and progression of students/professional services staff into academia, and not just barriers that affect women, in relation to their representation, progression and journey through career milestones. It primarily encourages the advancement of women's careers in science, technology, engineering, maths and medicine (STEMM), as well as work undertaken in arts, humanities, social sciences, business and law (AHSSBL) and professional support roles.

The Race Equality Charter works in a similar way to the Athena Swan Charter, but focuses on race diversity and covers academic, professional and support staff as well as student progression and attainment as well as diversity in the curriculum. This provides justification for promoting student success through a liberating curriculum. This charter also embodies the principles of the Critical Race Theory (CRT), which acknowledges the role that race and racism plays in perpetuating social disparities between marginalised and dominant groups. Demonstrating the efficacy of the REC in making a difference in how HEI's achieve their SR through their CSR strategies may prove difficult. As a result of this, it has taken in excess of ten years to identify progress and impact made by the implementation of the REC. Does this signify an act of due diligence by HEIs? What has become apparent, is that if the implementation of these charters and legislation in support of human rights is tied to funding (as in the case for Athena SWAN Charter) then many universities will be encouraged to apply/implement them. The adoption of the principles of the Race Relations Amendment Act 2000, the Equality Act 2010, REC and Athena Swan Charter as mechanisms to guide HEI's CSR frameworks, may stimulate a departure from the deficit approach to student progression and attainment, diversity of the curriculum and representation among professional and academic staff, towards a more holistic approach to challenging inequality and promoting social justice at a strategic level.

Student Issues

Developing strategies around student issues may enable universities to meet their SR and create an understanding of their role in their respective communities. This may also enable them to gain a competitive advantage, in light of the recent removal of student number controls (Hillman, 2014). This reinforces the Robbins principle[5] and may promote the liberalisation of the English HE. The development of strategies around student issues aims to increase social mobility and increase HEI's income. Issues such as sense of belonging; micro-inequality; and reduced prospects of graduate employment, have been cited as elements that affect the learning, teaching, retention and success of students in HE. Institutional racism and endemic unconscious bias[6] continues to be an issue in HE. Socially responsible business practices may provide a barometer on which to gauge if Individual HEIs act with due diligence in promoting the human rights of their stakeholders, primarily those from minority ethnic groups. In light of this, it is prudent that in upholding their CSRs, HEI refrain from patronizing minority ethnic groups, but enable them to develop as culturally competent, global citezens.

Sense of Belonging

Professor Liz Thomas, in her final report from the What Works? Student Retention & Success Programme found that students identify a range of reasons for contemplating leaving university, chief among them, feelings of isolation and/or not fitting in "Belonging"[7] (Thomas, 2012). The research subsequently found a correlation between sense of belonging and engagement. At this point, it is appropriate to draw on the work[8] of Pierre Bourdieu, whose theories of cultural capital and habitus[9] perchance highlights the possible modus operandi of universities, in maintaining class-related discourses and behaviours (Bourdieu & Passeron, 1977).

According to Professor Liz Thomas:

Students whose habitus is at odds with that of their higher education institution may feel that they do not fit in; that their social and cultural practices are inappropriate and that their tacit knowledge is undervalued; they may be more inclined to withdraw early. (Thomas, 2012).

This is indicative of a sense of "double consciousness", a feeling of two-ness, where students of minority ethnic origin are often at conflict in aligning their culture with that of the institution (DuBois, 1903). This may be symbolic of an intersection between race and property, as articulated by (Ladson-Billings & Tate, 1995) in their exploration of educational inequality. Ladson-Billings and Tate identified "the absolute right to exclude", which sees minority ethnic students harnessing feelings of "an intruder who has been given special permission to be there" (p. 60). This provides a rationale for HEIs to reinforce the development of an inclusive environment within their CSR strategies. The presence of a liberating curriculum may mitigate against a lack of "sense of belonging" and "Double Consciousness" by embedding inclusive learning and teaching practice, as well as diversity in the staff and support services offered by the institution. Could enable all students to develop an increased sense of belonging and cultural competence[10]?

Micro-Inequality

(Harvey & Knight, 1996) believed "the primary role of higher education is increasingly to transform students by *enhancing* their knowledge, skills, attitudes and abilities while simultaneously *empowering* them as lifelong critical, reflective learners". Equally, engagement in higher education should provide a platform for students to promote and celebrate their own identities (McArthur, 2009). Despite this, students still experience acts of micro-inequality that serve as barriers to attainment and progression. This may be motivated by deficit thinking, which reinforces the notion that some students – primarily students from minority ethnic backgrounds – enter university without the normative cultural/academic capital. This capital may be seen as the "x-factor", the ingredient that enables the student to traverse the "swampy lowlands" of higher education. Contrary to this, cultural capital enables the dominant groups in society to maintain power by limiting access to the acquisition of strategies for social mobility. It may be argued that racial disparities are "ordinary, not aberrational – normal science" and "the common everyday experience of most people of colour" (Delgado & Stefanic, 2017, p.8). This corroborates with the second basic tenet of the Critical Race Theory – "interest convergence" (p. 9); racial disparities may ultimately negatively impact on the HE sector and subsequently, the economy, despite its ability to promote advancement for some groups materially and psychically. In light of this, Prime Minister Theresa May has launched an audit of public services (including the education sector) to reveal racial disparities with a view of ending the injustices that people experience across Britain (Gov.uk, n.d.). But is this possible, in the presence of micro-inequalities and unconscious bias, which manifests itself covertly? An appreciation of the inputs of our diverse populations is necessary, when considering the institutional gains that are achieved. It is with this in mind, that a HEIs CRS policies and practices should equitably promote access, attainment and progression for all stakeholders.

Graduate Employment

The equitable provision of the requisite knowledge and skills to enable students to maximize their potential could be seen as the university's social responsibilities to achieve utilitarianism in promoting progression and success for its students. This is aligned with the intended outcomes of education – preparing students for employment, creating intellectuals and developing global citizens (Hager & Holland, 2006). With that said, graduate employment may be considered one of the primary aims of higher education (Mason, Williams, & Cranmer, 2009; Robbins, 1963; Schwartz, 2016). While this may be deemed true, the national picture suggests that

BME graduates are two and a half times more likely to be unemployed than their white counterparts (Runnymede, 2014).

Conversely, BME students who graduate from Russell Group universities tend to have access to good employment opportunities; although they are less likely to gain entry to these universities than their counterparts (Boliver, 2013). However, more people from ethnic minority backgrounds get degrees than their counterparts, despite earning 23% less on assumption of employment (Commission, 2016). This corroborates with the proposition by critical race theorists that the curriculum represents a form of intellectual property, which varies proportionately to the property value of the school (Ladson-Billings & Tate, 1995). It follows that if you are a graduate from a "school"/university with a higher property value, such as a Russell Group university, you would have been equipped with the material resources and status to successfully transition to graduate employment. But what if you are not?

The retention, attainment and progression of BME people who traverse higher education has attracted scrutiny in light of a growing concern around inequality in HE. This has been fueled by research examining the obstacles faced by BME people seeking progression within the labor market. Notably, a review by David Lammy into the treatment of and outcomes for Black, Asian and ethnic minority individuals (Lammy, 2017) and Baroness McGregor-Smith's review examining the progression of black and minority ethnic people within the labour markets (Brown, 2016) may both be seen as catalysts for exploration of inequalities in HE. This has subsequently mandated that universities routinely publish admissions and retention data by gender, ethnic background and socio-economic group.

In 2016, data from the Department for Work and Pensions highlighted a disparity in the annual employment rate between people of BME origin (62.7%) and their counterparts (75.4%) (Department for Business Innovation and Skills, 2016). Equally, the Annual Population Survey, conducted by the Office for National Statistics, highlights the disparity in unemployment rate between black male graduates in London (18%), in comparison to their white counterparts (10%) (OFFA, 2013). This corroborates with the Prime Minister's Disparity Audit (previously mentioned), that aims to tackle racial disparities in public sector outcomes; it highlights that the employment rate for ethnic minorities is 10 percentage points lower than the national average (EHRC, 2016). This suggests that there are generally barriers to progression into employment for people of BME origin, which may render them economically inactive. This provides justification for the pledge by Prime Minister David Cameron in 2015 to increase the employment rate of BME graduates by 20%, as part of his 2020 vision. Subsequently, the Department of Work and Pensions has established a guidance to assist Job Centres and local partners achieve the Prime Minister's vision (EHRC, 2016). But, is this enough? If we assume that Robins' principle holds true, in justifying equity of access to higher education and subsequently promoting graduates who can "playa [sic] part in the general division of labor" (Robbins, 1963), it necessarily follows that all graduates, irrespective of their race, gender, (dis)ability or ethnicity should have an equal opportunity to become economically active. According to the Equality and Human Rights Commission, "...we will not make sustainable progress in reducing the ethnic minority employment gap unless we address the educational attainment gap" (EHRC, 2016, p.12).

Therefore, it is imperative, in promoting the principles of social justice, that HEI's demonstrate socially responsible business practices, as an act of due diligence, in realizing their corporate social responsibilities. These should acknowledge fair operating practices, observe human rights principles and address current student issues that may compromise social justice.

The Function of a Liberating Curricula as a Vehicle to Enhance Academic Attainment and Promote Student Success

The HE landscape has been populated by institutional and government initiatives to sustain, or improve access, attainment and progression among people from disadvantaged and under-represented groups (OFFA, 2017). This would appear to satisfy conditions of a HEI's social responsibility. Inspite of this, there is some scepticism, fuelled by arguments proposing that this provides justification for HE providers to charge higher tuition fees, in light of the TEF matrix (Department for Education, 2016). Is there a dissonance between planned and prospective initiatives? A liberating curriculum is aligned with a university's CSR, and is as a counter hegemonic educational process aimed at creating intellectuals, by offering a transformative educational experience to students and educators in order to prepare them for employment and to achieve global citizenship (Schoorman, 2000).

A liberating curriculum encourages the creation of a HE curricula which aims to provide learners and teachers with the facilities to embrace their cultural situatedness; it motivates "…the process of integrating an international, intercultural or global dimension into the purpose, functions or delivery of post-secondary education" (Knight, 2008, p.2). Despite this, the concept of curriculum diversification, and subsequently a liberating curriculum has attracted a plurality and complexity of understanding by students and academics alike; this may be reflected in the framing of curriculum diversification within the marketization of academia which constructs the HE curriculum around a neo-liberal social imaginary[11] (Taylor, 2004). A liberating curriculum is allied to key performance indicators of the TEF, Race Equality Charter, and Equality Act, 2010 (Department for Business Innovation and Skills, 2016; Equality Challenge Unit, 2016; HMSO, 2010), which mandates attention on the diversification of the curriculum, in order to benefit from the talents of diverse student population. A liberating curriculum is a vehicle to enhance academic attainment and success. It promotes cultural competence, by situating discourses and nuances beyond their parochial boundaries to create processes that can interrogate neo-liberal narratives about the curriculum. A liberating curriculum promotes “a shift from the comfortable spaces of knowing to the uncomfortable places of learning” (Phillips, Harris, Larson, & Higgins, 2009, p. 1455). This is essential, as students have found that engagement with their curriculum has not satisfied their socio-cultural needs, as the curriculum is outdated and associated with an economic agenda; the curriculum seems to resist certain pedagogic discourses and demonstrates a use to perpetuate the Western illusion of improving and civilizing other cultures.

It can be argued that historically, curricula in HE has built their foundations on a model that accommodates the “traditional student”, and Westernised principles, inadvertently delimiting the influences of non-traditional epistemologies. Historically, that saw universities awarding degrees in conventional academic subjects, such as medicine and law, in addition to traditional professional subjects (Anthony, 2016). Lord Robbins, in his Higher Education Report, reiterated this and added,

…the ancient universities of Europe were founded to promote the training of the clergy, doctors and lawyers; and though at times there may have been many who attended for the pursuit of pure knowledge or of pleasure, they must surely have been a minority. (Robbins, 1963).

Furthermore, according to Robbins and colleagues, “the search for truth is an essential function of institutions of higher education. It would be untrue to suggest that the advancement of knowledge has been or ever will be wholly dependent on universities and other institutions of higher education. But the world, not higher education alone, will suffer if ever they cease to regard it as one of their main functions” (p8). Despite this, some teachers maintain the standpoint that the Western pedagogy is ‘traditional’ and does not necessitate change. This provides justification for the imperialistic nature of Western university’s curriculum, to appropriate education as a hegemonic device, in order to colonise other parts of the world. The absence of a liberated, diverse curriculum presents an avenue for education to be misappropriated as a “hegemonic device”, thus stagnating student success. Josef Mestenhauser, in 1998 argued in favour of challenging the paradigms upon which HEI curricula are based, and thought this essentially may promote an inequitable experience and ultimately, occupational deprivation[12] for graduates, particularly those from BME backgrounds, whose social imaginary may not be reflected in the teaching and learning processes and services that support these processes (Taylor, 2004, p.24).

Morey (2000) also reiterates the importance of a liberating curriculum, in stating that "nations can no longer afford to be ignorant of other cultures, societies, and political systems...global and international education can prepare students to have the knowledge, the skills, and the attitudes to function effectively in this interconnected world" (p. 25). It is important at this point to highlight that "… the relationship between teacher and learner … is completely different in higher education from what it is in schools. At the higher education level, the teacher is not there for the sake of the student, both have their justification in the service of scholarship" (von Humboldt, 1810). The curriculum is at the heart of education; it is prudent to note that ultimately, the university experience should provide educational and social gains, in keeping with the holistic development of the student. Graham Gibbs, in expressing his opinions on the importance of educational gains thought that entry standards are a predictor of educational performance, and can be quantified by the increase in competence before and after the student experienced HE (Gibbs, 2010). This depicts a deficit approach, to promoting student success. There seem to be some frailty with the use of entry standards as a predictor of educational performance, as undermines the importance of the holistic student experience in developing global citizens, as well as the CSR of universities to create an environment conducive of this development. Since globalisation now sees university's population becoming ever more diverse, a greater consideration needs to be given to students who enter HE with(out) varying "habits of the mind". Featherstone declared that

One paradoxical consequence of the process of globalisation, the awareness of the finitude and boundedness of the plane of humanity, is not to produce homogeneity but to familiarise us with greater diversity, the extensive range of local cultures. (Featherstone, 1993, p.169).

Globalisation presents scope for HEIs to diversify their curricula in upholding their CSR and promoting social justice, organisational and student success. Diversification of the curriculum for this purpose is aligned with Betty Leask's concept of curriculum internationalisation, which is:

The incorporation of an international and intercultural dimension into the content of the curriculum as well as the teaching and learning processes and support services of a program of study. [This] will engage students with internationally informed research and cultural and linguistic diversity. It will purposefully develop their international and intercultural perspectives as global professionals and citizens. (Leask, 2009, p.209)

Since the formal and informal curriculum are seen as integral ingredients within the teaching and learning process and experiences within the milieu of HE they may be key drivers in enabling students to develop the knowledge and skills to transition into the society, upon completion of their studies, as global citizens. The promotion of a liberalised, diverse curriculum may be a proactive strategy to realise the university's CSR, mitigate the attainment gap in promoting organizational and student success.

CONCLUSION

In light of the aforementioned, I am cognizant of the defensive posture assumed by some custodians of the HE curriculum, who maintain that liberating the curriculum may be seen as a step too far by those interested in 'cultural policing', or 'censoring history, literature, politics and culture'. A step to qualify all knowledge as intellectually competent, at the expense of epistemic purity. But why are some of the gatekeepers of the 'traditional' academy reticent to the idea of the multicultural academy?

Taken in context, the aims, objectives and social ends of the 'traditional' academy may have sufficed previously. Equally, in a monocultural milieu with no commitment to CSR. However, in the contemporary milieu, where HE institutions are governed by legislation, institutional charters, Key Performance Indicators and ethical/moral contracts in support of egalitarianism and social justice, it is fair to say that the paradigms and philisophies may be in need of revision. A liberating curriculum offers a facility to re-curate the current curriculum, while realising the SRs of HEIs; a liberating curriculum provides an opportunity to develop cultural competence, epistemic justice and cultural democracy. Does a re-contextualisation or re-curation of the white curriculum compromise the initial aims, objectives and social ends of higher education?

Universities have been keen to cast their nets of recruitment further and further afield, in search of international students, from whom they can command a higher tuition fees, or the UK domiciled 'non-traditional student' who they invite into the academy through initiatives such as Widening Participation (Moore et al., 2013). Further, in support of this, some HEIs have clearly defined access agreements that outline their plans to facilitate these students (as well as provides justification to charge higher tuition fees). Do these students enter the UK higher education academy 'with pronounced social and cultural deficits gathered from their familial upbringings' (see Shilliam, 2017)? Do HEIs have a responsibility to ensure that in upholding their CSRs, they "cater to the dietary requirements of the patrons they invite to the banquet", or should they continue to assume that all patrons should "partake of the same menu"? Does the indroduction of diverse cultures and epestemologies into the academy offer an opportunity to redefine the paradigms and philosophies of the academy?

In this chapter, I have ensued a discussion relating to how a liberating curriculum may be embedded within a higher education institution's CSR policies, as a medium to promote social justice and student success. The discussion was informed by a dialogue concerning the aims, objectives and social ends of higher education, how HEIs can demonstrate socially responsible business practices as an act of due diligence in realising their CSR and how a liberating curriculum can be used as an instrument to realise optimum outcomes for the student, society and organisation.

I have argued that the realisation of fair operating principles and upholding human rights can be seen as tangible contributions towards the realisation of an organisation's CSR. I have highlighted how student issues, such as sense of belonging, microinequality and graduate employment are seen as a matter of social justice. I have subsequently presented a liberating curriculum as a proactive strategy to realise the aims, objectives and social ends of higher education; "education must not simply teach work, it must teach life" (DuBois, 1903).

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ENDNOTES

1. Critical Race Theory (CRT) offers a framework to explore and challenge the prevalence of racial inequality in society; it posits that social thought and power relations promotes racism and racial inequality, which is maintained through the operation of power structures.
2. Good degree – First Class (I) or upper second class 2(1) degree.
3. Learning gain refers to degree of work-readiness, improvement in knowledge or skills that students gain throughout their time at university.
4. Protected characteristics of the Equality Act 2010 – age, disability, gender reassignment, race, religion or belief, sexual orientation, pregnancy and maternity.
5. “courses of higher education should be available for all those who are qualified by ability and attainment to pursue them and who wish to do so” (Robbins, 1963: p7).
6. Unconscious bias – associations we hold, outside our conscious awareness that influences our behaviours and attitude.

[7] Sense of Belonging – Subjective feelings of connectedness, or relatedness to the social milieu.

[8] Cultural capital incorporates discourses, behaviours and ways of interacting, learnt through engagement with one's social/cultural environment.

[9] Habitus – inclination to act in ways determined by cultural capital.

[10] Cultural competence – ability to communicate, interact effectively and understand people of all cultures.

[11] Social Imaginary – common sense ways in which people see themselves in relation to others.

[12] Occupational deprivation is a state where a person, or group is/are precluded from engaging in what is meaningful to enrich their lives, due to external restrictions beyond their control.

Chapter 3
Understanding Historical Background of Corporate Social Responsibility (CSR) and Realizing Social Media as a New Horizon in CSR Communication

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ABSTRACT

With globalizing world, formal and the dimensional structure of market competition has been changing dramatically. In such a rapidly changing environment, companies should not just meet unlimited consumer needs, but also adopt a certain social responsibility philiosophy towards the society. In that sense, corporate social responsibility is one of the important concepts that play a role in formation of positive perceptions of the target groups. The purpose of this chapter is to understand the changing nature of corporate social responsibility (CSR) over years, and also find the effect of social media on communicating corporate social responsibility. In that sense, firstly the need for CSR is to be discussed in different perspectives. Alternative definitions are provided over years to sense the evolving nature of the concept. Then in the last part, new media and social media's impact on CSR, as of benefits/challenges provided and alternative social media tools to be used in communication, are discussed.

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INTRODUCTION

Globalization and technological advancements have dramatically changed the formal and the dimensional structure of market competition. In such a rapidly changing environment, companies should not just meet unlimited consumer needs, but also consider their impact on the society during their operations. As economy' number one rule, resources are scarce, and to ensure the sustainability of the resources companies need to develop a sense of responsibility towards the nature and the society. In that sense, corporate social responsibility (CSR) is one of the important concepts that companies must consider strategically. With corporate social responsibility activities, companies support society's social, economic, environmental and cultural development, and hence, having that responsibility eventually creates positive associations among target markets and contribute their corporate image. In order to create long-term relationships with customers, companies need to start produce products and services according to social and other norms which result in increased profits.

In other words, while corporate social responsibility provides contribution for the society, it can also enhance the business operations. These investments have long term return, but in the end several positive consequences emerge. Having a clear sense of social responsiblity not only affect the image of the institution, but also has a positive effect on company's financial performance. Today's stakeholders and customers, who are non-business stakeholders, are concerned with the social activities of businesses in their buying decisions. For companies, the key point is first of all having a sustainable and strong CSR attitude and then finding effective and efficient ways to communicate with the society.

The purpose of this chapter is to understand the changing nature of Corporate Social Responsibility (CSR) over years, and also quest the effect of social media on communicating Corporate Social Responsibility. In that sense, firstly CSR's evolutionary progress is to be presented. Subsequently communicating CSR philiosophy and actions are detailed. Then in the last part, new media and social media's impact on CSR, as of benefits/challenges provided and alternative social media tools to be used in communication are discussed.

CONTEMPORARY CORPORATE SOCIAL RESPONSIBILITY: HISTORICAL AND DEFINITIONAL EVOLUTION

For several decades, the concept of corporate social responsibility has been deeply discussed by academic and business professionals. However the history of the corporate social responsibility literaly roots back to 1950's, it can be said that the appearance of corporate philanthropy or contributions in the late of Industrial Revolution were the first developments that supported emerge of the concept of corporate social responsibility (Carroll, 2008).

In Murphy's (1978) work, corporate social responsibility was classified in four periods. The first period is up to 1950's and was called "philanthropic" era which companies donation was just delimited to charities. Second period 1953-1967 was termed as "awareness" era, in which companies started to awaken of overall responsibilities of business and community affairs. The period of 1968-1973 was named as "issue" era; in these years companies began to center specific issues rather than general affairs. Finally the period 1974-1980 was named "responsiveness" in which companies started to take CSR issues in their management and organizational actions ((Carroll, 2008). Over the time with the social and technological developments, the definition and the understanding of the corporate social responsibility has changed as well.

In this part of the chapter, by deep literature review, the history and the definitional evolution of the corporate social responsibility is examined as a whole. Starting with the formal birth in 1950's to up to now, all the historical stages and developments of corporate social responsibility are presented in detail.

CSR: The 1950's

Modern literature of the concept of corporate social responsibility was begun in 1953 with Howard R. Bowen's book named Social Responsibilities of the Businessman. In his book Bowen (1953) stated that largest businesses and their actions are at the core of the power and decision making, which substantially affected the lives of citizens (Carroll, 2008). Bowen (1953) was the first author who defines social responsibility; he interpreted social responsibility, as the obligation of businessmen to pursue those, policies, to make those decisions, or to follow those lines of actions which are desirable in terms of the objectives and values of our society" (Carroll, 2008)

Generally decade of 1950 was lack of corporate social responsibility practices between companies; but especially Bowen's proposal was the iniatiative attempt to change the attitudes over corporate social responsibility. After Bowen (1953), a certain number of authors like Selekman (1959), Heald (1957) and Eels (1956) have made a significant contribution to corporate social responsibility literature (Carroll, 2008).

In sum, Frederick (2006) stated that corporate social responsibility in the 1950's has three main ideas. These were identified as; the idea of corporate managers as public trustees, the idea of balancing competing claims to corporate resources, and the acceptance of philanthropy as a manifestation of business support of good causes (Carroll, 2008).

CSR: The 1960's

The meaning of corporate social responsibility was heavily studied in 1960's by the authors. Kaith Davis was the leading author who deeply touched on the corporate social responsibility in his studies. In his 1960s paper he define social responsibility as:

Businessmen's decisions and actions taken for reasons at least partially beyond the first direct economic or technical interest. (Davis, 1960;70).

Davis stated that corporate social responsibility is still indefinite term, but corporations should embrace it in managerial context. With his definition author asserted that corporate social responsibility actions can be long and complicated but in long run, they can provide important economic gains for the firm. Beside these, he remarked the importance businessmen's role on social responsibility in terms of their social power. He believed that, if businessmen want to gain considerable social power, they should act more socially responsible. Davis's social responsibility definition was become commonly accepted viewpoint among authors by the late 1970s and 1980s.

Another important social responsibility definition was come up by William C. Frederick in 1960. For him:

Social responsibility in the final analysis implies a public posture towards society's economic and human resources and a willingness to see that those resources are utilized for broad social ends and simply for the narrowly circumscribes interests of private persons and firms. (Frederick, 1960:60).

From this point of view, he indicated that economic and human resources of the society should not be used for just specific people and firms' interest, moreover it should be used to utilize interest of the whole society. In other words, when trying to gain business goals and objectives, companies should take society's expectations into consideration and should result the business activities in direct proportion to advancing social economic welfare (Carroll, 2008).

When it came up to 1967, with his book named Corporate Social Responsibility, Clarence C. Walton not only revealed many aspects of corporate social responsibility like the role of firms and business person in modern society but also represents different social responsibility models. In his book Walton(1967) stressed the importance of top managers attitudes of corporate social responsibility against society (Carroll, 2008) as:

Social responsibility recognizes the intimacy of the relationships between corporation and society and realize that such relationship must be kept in mind by top managers as the corporation and the related groups pursue their respective goals. (Walton, 1967:18).

Generally in the decade of 1960, corporate social responsibility activities were just newly launched by companies. With the emergence of corporate social responsibility principles like health and safety, corruption, pollution and discrimination, the awareness and implementation of corporate social responsibility by companies and government significantly increased as of 1950's (Heath and Ni, 2008). The basic corporate social responsibility activities of these years were philanthropy, employee improvements, customer relations and stakeholder relations (Heald, 1970).

CSR: The 1970's

1970's first remarkable study produced by Morrell Heald with the named of his book The Social Responsibilities of Business: Company and Community, 1900-1960. Despite not providing specific social responsibility definition, he discussed his book from the perspective of businessmen and indicated that social responsibility is the construct which is closely related to how businessmen define and experience it. From this point of view, he concluded that businessmen in 1970s period were mainly preoccupied with corporate philanthropy and community relations (Carroll, 2008).

Horald Johnson (1971) was another pioneer of this decade with his book named "Business in Contemporary Society: Framework and Issues". In his book, author examined various definitions of corporate social responsibility and analyzed them (Carroll, 2008). The term "Conventional wisdom" was first used by him with the definition of:

A socially responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for a larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities and the nation. (Johnson, 1971:50).

In his conventional wisdom definition, the term he used "multiplicity of interest" is the first indicator of stakeholder approach. For him, social responsibility is not just about interest of employees and philanthropy-recipients; it includes interest of other specific groups like employees, suppliers, dealers and local communities (Carroll, 2008). Other important points of Johnson view are, profit maximization with implementing social activities and utility maximization that refers businesses' motivation for social responsibility decisions. At the same year, Committee for Economic Development published Social Responsibilities of Business Corporations paper and make major contribution to the topic of corporate social responsibility. The paper defines corporate social responsibility as:

Business functions by public consent and its basic purpose is to serve constructively the needs of society-to the satisfaction of society. (CED, 1971:11).

The committee exhibited interwoven three circles of social responsibility named; inner circle, intermediate circle and outer circle. Inner circle refers to companies' basic responsibilities which provide to exercise economic functions like products, jobs and economic growth. On the other side intermediate circle involves relevant economic functions with consideration of changing social values and priorities. The last circle named outer circle includes emerging business responsibilities which companies deeply involved and act to improve the social environment (Carroll, 2008). Defining these circles, triggered a heightened interest in re-defining relationships between society and businesses.

Along with these outcomes, CED centered new view of corporate social responsibility which consists of business people and educators and their changing social contract with emerging new social responsibilities like environmental conservation, worker safety and expectations of consumers. Improving human rights, became seen as significant responsibility of businesses which at the future induce profit maximization (CED, 1971).

Apart from all these Steiner (1971) emphasized the interpretation and implementation of corporate social responsibility by offering models and criteria. For him, the main goal of businesses is to maintain economic profit but whilst profiting, businesses should also help society to succeed societal goals.

When it came up to 1973, Davis again presented an article and redefine corporate social responsibility in broader sense as:

Corporate social responsibility refers to the firms' consideration of, and response to, issues beyond narrow economic, technical and legal requirements of the firm. (Davis, 1973: 318).

In this decade of 1970s the terms corporate social responsiveness, corporate social performance and corporate social responsibility were mainly used as same manner. In 1975, Sethi separated these terms and revealed "dimensions of corporate social performance" which contains social obligation, social responsibility and social responsiveness. For him social obligation, which is proscriptive in nature, is about economic and legal conditions that refers to corporate behavior against market forces or legal constraints. In other respect, second dimension named social responsibility, which is prescriptive in nature, is about social obligations which promote improving companies corporate behavior level. The third dimension of corporate social performance is social responsiveness. For Sethi social responsiveness refers to company's adaptation of corporate behavior with social needs (Carroll, 2008).

In 1975, the book named Private Management and Public Policy: The Principle of Public Responsibility, Lee Preston and James Post restrained the term of social responsibility and emphasized on the term called public responsibility. The reason why they used term public rather than social is to underline the importance of public policy process. For them, social responsibility is much more about individual opinion and conscience than public responsibility (Carroll, 2008).Then, Eilbert and Parket presented a list of corporate social responsibility activities of the year 1970s and stated the most implemented activities in order of minority hiring, ecology, minority training, contributions of education, and contributions of arts, hard-core hiring, hide core training, urban renewal and civil rights (Carroll, 2008).

Arnold B. Carroll is another significant writer of 1970s with proposing four-part definition of corporate social responsibility which was compounded with corporate social performance (Carroll, 2008). For him the companies which want to implement corporate social performance successfully should consider having three components. First one is, they need to identify basic definition of corporate social responsibility and in second they should discover the social responsibility issues in society an in third they should have know to how to response these issues in other words they need to remark the philosophy (or strategy) to the issues (Carroll, 2008).

Carroll (2008) stressed four components, as economic, legal, ethical discretionary responsibilities, constitutes pyramid of corporate social responsibility corporate social responsibility and defines the concept as:

The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time. (Carroll, 1979;500).

CSR: The 1980's

In 1980s, there was a few study on defining corporate social responsibility but, much more studies have done to create new themes and alternative concepts like corporate social responsiveness, corporate social performance, public policy, business ethics and stakeholder theory.

In early 1980s, Thomas M. Jones (1980) defined corporate social responsibility from the points of corporate obligations to society which has two features. For him, firstly, obligation should be voluntary adopted and secondly it has to be broad that includes customers, employees, suppliers and neighboring communities (Jones, 1980;59). Beside these in his article Jones addressed the importance of corporate social responsibility process and became the first author who handled corporate social responsibility as a process (Carroll, 1999).

In 1981, Frank Tuzzolino and Barry Armandi proposed corporate social responsibility need-hierarchy framework which based on Maslow's need hierarchy. Concededly Carroll's 1979 corporate social responsibility definition, they executed organizational need hierarchy tool to favor operation of corporate social responsibility. Like Maslow, they indicated that organizations had psychological, safety, afflictive, esteem and self actualization criteria they need to be fulfilled (Carroll, 1999).

When it came up to 1987, Edwin M. Epstein constituted an corporate social responsibility definition on the concepts of social responsibility, responsiveness and business ethics and underlined the beneficial effect of corporate social responsibility on corporate stakeholders.

CSR: The 1990's

In 1990s the there were a few studies that contribute phenomenon of corporate social responsibility. Most of the concepts presented in these years were introduced in 1980s, but it was 1990s that they were used in corporate social responsibility literature. The pioneer themes of this decade were corporate social performance, stakeholder theory, business ethics theory and corporate citizenship (Carroll, 2008).

During 1990s, globalization effected company's structure and most of them become global companies which started to pay significant attention on corporate social responsibility and public affairs. On the other side new themes like global social investment, corporate reputation, community partnership, corporate social policy was also became dominant concepts used. 1990s corporate social responsibility activities included education, culture, arts, health and human services, civic and community, international donees, community partners and Non Governmental Organization partners (Carroll, 2008).

The nonprofit organization named Business for Social Responsibility was created in 1992 which aimed to lead companies to act as socially responsible. According to BSP, with implementing socially responsible business policies and practices the companies not only achieve suitable growth but also they can gain competitive advantage (Carroll, 2008).

Contemporary CSR

In 2000s era, corporate social responsibility literature started to focus on empirical researches rather than theoretical researches. Continuing rapid changes in the world will undoubtedly affect the way in which corporate social responsibility is implemented. According to Steger (2008) there are four powerful drivers that will change corporate social responsibility's scope and implementation process. One of them is stated as the emergence of Asian competition. Countries, especially like China, India and Thailand are developing rapidly and become an important force against Western countries. With having power over the world, these countries will need to gain competitive advantage against Western countries and will give importance on topics like human rights, landscape production or biodiversity which is also improve the scope and the form of application corporate social responsibility activities. On the other side according to Steger (2008) three players, financial institutions, governments and customers will negatively affect corporate social responsibility phenomenon. Financial institutions which has strong power on companies started to ignore any kind of long term activities like "sustainable development". They are just started to focus on merger and acquisition projects and short term financial activities as well. In addition, governments and the customers are in the same position. For author, not only the national governments have seen not to interest in improving their national well-being but also customers are seen as becoming insensitive in environmental issues (Steger, 2008).

Contingency theory of corporate social performance was produced by Byran Husted in 2000 and proved that corporate social performance is the fit between social issue and company strategy developed against this issue. Like Husted there were also various studies (Jones and Mureell, 2001, Smith et al, 2001; Backhaus et al, 2002) that empirically investigated the relationship between corporate social responsibility and corporate social performance and proved corporate social performance as a dimension of corporate social responsibility.

By time, corporate social responsibility was associated with many concepts like stakeholder theory, business ethics, sustainability and corporate citizenship. Lantos's article named as "The Ethically of Altrustic Corporate Social Responsibility" (2002), corporate social responsibility was grounded into three categories named altruistic corporate social responsibility, ethical corporate social responsibility, and strategic corporate social responsibility. When ethical social responsibility refers company's ethic or moral responsibilities to prevent social injuries, altruistic corporate social responsibility defined as company's complimentary helping on societal problems. The third one strategic social responsibility was based on using it as a marketing tool and gain financial obligations legally. This thought was supported by Davis

(2005) who argued that corporate social responsibility should be used as business strategy to get competitive advantage.

In 2003 Schwartz and Carroll offered a three-domain approach of corporate social responsibility in a venn diagram. Economic, legal and ethical approaches of corporate social responsibility were presented as a useful implementation of CSR (Carroll, 2008).

In their empirical study on 25 best CSR practices, Philip Kotler and Nancy Lee (2004) categorized six main social initiatives called cause promotion, cause related marketing, corporate social marketing, corporate philanthropy, community volunteering and socially responsible business practices (Kotler and Lee, 2005).

Today's globalizing world expedites communication effectively and enhances responsible behavior of global and local companies (Startk and Kruckeberg, 2005). The expectation of today's society has changing dramatically with the developments of politics, economics and technology. Power and the effect of the civil society groups reshaping conventional stakeholders like consumers, governments and trade unions (Lenssen et al. 2005). In parallel with societal change businesses are also changing in the same manner, to become successful and gain competitive advantage they started to take into account these relevant expectations. Freeman et al. (2006) stated that 21st century is the era of accountability and sustainability, corporate reputation and corporate responsibility at whole. In sum, companies has to engage in social, economic and politic issues to maintain corporate reputation,

Corporate social responsibility has also become global phenomenon, and it penetrated into company's business strategies. Wagner et al. (2009) pointed the positive effect of corporate social responsibility on brand management and purchase intention with consumers. According to Cochran (2007) corporate social responsibility is one of the best way of improving reputation and relationship between stakeholders. In long term it is no doubt that implementing strategic corporate social responsibility creates shareholder value and profit maximization (Falck and Heblich, 2007).

COMMUNICATING CORPORATE SOCIAL RESPONSIBILITY

The development of information age, increasing international competition, interdependence of economic and financial market, diversity, easy accessibility and new channel opportunities have created a new understanding of corporate social responsibility communication. Corporate social responsibility is based upon the communication of inside and outside of the corporation's (Isenmann, 2006).

The need of transparent and proactive communication is one of the key issues of corporate social responsibility (Chaudhri and Wand, 2007). Communication plays a fundamental role in the success of corporate social responsibility activities. In other words, using the right communication strategies both increase success of the works and provide stakeholders exact information about organization and its behavior.

Most commonly, corporate social responsibility communication defined as the communication which designed by corporation itself to spread corporate social responsibility activities (Morsing, 2006). In another definition, corporate social responsibility communication refers to a bridge between social and environmental information and stakeholder interactions. It both executes activities in accordance with the social and environmental statement of stakeholders and also provides the continuity of stakeholder interaction (Podnar, 2008).

Nielsen and Thomsen (2009), in their proposed corporate social responsibility communication model, indicated the significant role of corporate social responsibility communication against corporation's external and internal stakeholders like local communities, employees, Non-governmental organizations (NGOs), traditional and online media, suppliers, customers, investigators and retailers (Coombs and Holladay, 2012).

Generating and raising CSR awareness, can only be achieved through well-prepared communication strategies. In that sense, effective communication of company's social responsibility actions, can help establishing legitimacy (Bebbington et al., 2008), strengthen the company image by communicating the abstract and intangible characteristics of an organization (Schlegelmilch and Pollack, 2005) and nurture a two way communication with stakeholders with web tools (Fieseler et al., 2010). It should also be mentioned that communication in CSR issues, may create negativity in two aspects. Firstly, as Chaudhri and Wang, (2007) stated wrong and mistakable CSR communication can compromise corporate image and brand equity. Both CSR message or action and the channel chosen, might pose a threat for company reputation. Secondly, company may be passive in underlining their responsible attiude to the public. Neglecting usage of various communication channels for disseminating CSR attitude, might be percieved as a careless company image, which might be harmful for public view.

Morising and Schultz (2006) presents three CSR communication strategies based on Grunig and Hunt's (1984) public relation model called stakeholder information strategy, stakeholder response strategy and stakeholder involvement strategy. Stakeholder information strategy is designed by top managements and its communication process build on process of sensegiving which means communication is one-way from organization to stakeholders. In this strategy companies just inform stakeholders about corporate social responsibility decisions and actions. On the other side stakeholders have two options against corporate CSR efforts: support or oppose the company. The other one stakeholder response strategy is based on two way asymmetric communication model which communication flows from public. This communication strategy is also designed by top managers according to considering feedbacks via opinion polls, dialogue, networks and partnerships. At this time the company's communication department started to make market surveys to determine best places that enhance its CSR actions and against, stakeholders respond actions. Unlike stakeholder information strategy, stakeholder response strategy is not limited to just inform stakeholders it also includes demonstrating stakeholders about company's CSR efforts. In the third one stakeholder involvement strategy, CSR communication processes are interactive between stakeholder and company. To determine which CSR effort should company focus is decided by both stakeholder and company's communication department. There is a proactive, frequent and systematic dialogue between them which provides stakeholders to involve corporate CSR efforts (Morising and Shultz, 2006).

Although these three strategies are introduced and explained in depth in the literature with advantages and disadvantages; a few of the today's companies implement stakeholder response strategy and internalize stakeholder's involvement in their CRS communication practices. (Morising and Shultz, 2006). From time to time, companies may act reluctant to communicate CSR activities, not just threat of using CSR for marketing purposes (Van de Ven 2008), but also avoid heightening stakeholders' skepticism towards the company (Schlegelmilch and Pollach, 2005) and losing their trust.

As mentioned earlier, effective CSR communication should evolve plan which not only examines the stakeholders in detail, but also identify the right channel and right message. Before designing CSR communication strategy, managers should search stakeholder's interest and design communication strategy.

The basic model of communication includes six dimensions named source, channel, message, receiver, feedback and noise. To implement effective CSR communication, corporate social responsibility, information should rightly transform to the stakeholders; but at this point, different interests of stakeholders could be problematic as well. Targeted messaging, which effectively meet specific needs of receivers, should be implemented among stakeholders. In addition the factors like target group characteristics, type and the aim of the corporate social responsibility activities determines the channel of corporate social responsibility communication (Coombs and Holladay, 2012). Du et al. (2002) presents a conceptual framework of CSR communication in their study.

Content of the Message

Selecting right CSR message is one of the important things in CSR communication process and also its success. Du et al. (2010) presents a conceptual framework of CSR communication in their study. According to them there are two types of message content: issue and initiative. In other worlds there are two different alternatives of creating CSR messages; one of them is solely address a social issue the other one is constituting CSR message in the direction of social issue that company interested in itself (Du et al.. 2010).

Creating content of the message just about a social issue should be perceived important by society. If not it can cause consumer's doubt on their ulterior motives because of not fitting on their 'schemer schema" (Friestad and Wright, 1994). The issue should be really important to society. To increase credibility of advertising and revive consumer hidden motives, CSR message should focuses on social issue by taking consideration of being logically related to company and its products (Du et al., 2010).

However, nowadays companies mostly use second option in creating CSR message. In this type company selects CSR message according to its initiative and involvement to social issue (Du et al.. 2010). In this case four important factors needed to be considered. One of them is CSR commitment to a social issue. Commitment on social issue can be occur by donating fund, providing other contributions like marketing expertise, human capital or R&D support. Company should select one or several aspects of commitment and intensify all interest over issue. The second one is the strength of CSR impact on social issue. There should provide societal impact or important benefits to supported topic. Beside these factors it should be also focus on CSR motives which means the supported issue should be engage with company itself and adopt consumer motives to not cause stakeholder skepticism. The last important factor is CSR fit which means the perceived fit between social issue and company's business. Using common associations of brand and issue may lead so many advantages like creating or promoting company trust and recognition (Du et al.. 2010).

Selecting the Channel

In addition to, creating right message for stakeholder, selecting proper channel is another crucial factor of CSR communication success. There are various communication channels including press, commercials, magazines, billboards and most importantly internet tools (Du et al.. 2016). While some of the channels can be controlled some of them can not be controlled by company. Controlling mean company has authority on the content of the message and how it used; this can be done by using companies own communication channels like media tools and members of its value chains.

As Coombs and Holladay (2012) mentioned, especially employees should be seen as a CSR communication channel. These internal stakeholders should be well informed about CSR practices in order to better communicate CSR. Their blogs, social media accounts are the most vital tools to can be used as well (Coombs and

Holladay, 2012). Their and their family member's word of mouth activity about CSR efforts can be perceived credible by consumers (Du et al.. 2010). Companies should involve their employees and their family member in CSR activities and should see them as valuable communication channel (Coombs and Holladay, 2012).

In addition to employees the other powerful stakeholder group can be seen as consumers in CSR communication channels. Specially, leader consumer or consumer ambassadors who have great viral power can be used as channel via their social media accounts. Companies should act proactive on their social media channels to engage their CSR communication activities with consumers (Du et al.. 2010).

A NEW HORIZON IN CSR COMMUNICATION: STIMULATING STAKEHOLDER ENGAGEMENT THROUGH SOCIAL MEDIA

For years, companies have been benefiting from various channels, to reflect their CSR attitude. In general the channels can be grouped as traditional (newspaper, magazine, CSR reports) and contemporary (social media, internet based applications, mobile applications) methods. As one of contemporaray channel, social media, refer to platforms or internet-based applications that are possible via Web 2.0 (Kaplan and Haenlein, 2010). Kotler et al. (2010) particularly refer to rise of social media as an important enabler of the new wave technology. Definitely, social media is distruptive in terms of changing not just the existing structure but also the future of business. With almost no investment, companies are getting advantage of gaining insights about the market, especially recent trends and changing consumer profile, and design marketing communications, accordingly. Consumers are no longer isolated from each other, now they are active in creating and disseminating any content, providing useful feedbacks to company, which turns them into potential company ambassadors. It is a beneficial and practical way of facilitating relationship between company and its stakeholders. According to recent figures, it seems that companies realized the power of social media. According to Barnes and Lescaut (2014) 80 percent of Fortune 500 companies have one or several Facebook accounts; over 80 percent use Twitter; and over 30 percent of these companies have blogs. With time, these figures are expected to increase due to wide acceptance (Stohl et al, 2017).

In that section, firstly benefits and challenges stemming from using social media for CSR communication are delineated. Then, most popular social media tools are elaborated by indicating their importance and effect in terms of CSR communication.

Benefits and Challenges of Using Social Media for CSR Communication

Rapid growth of digital technology, especially Web 2.0, opened a new dimension in the online channel as two way communication between consumers and companies. Now consumers, not only embrace a wide range of information from various resources, but also share their opinions and experiences to a greater community, freely. Social media is considered as a set of online technology tools that facilitate communication between people by sharing text, video, audio, images and any combination of these (Coombs and Holladay, 2012 ; Safko and Brake,2009). Hence, social media technology opens up a new horizon for information sharing and relationship building practices (Lee et al,2013). In that sense, companies, that are continously seeking alternative ways to reach target audience, preferably at lower cost, are mesmerized with what social media can offer to them. In Kim et al's study (2011) components of interactivity in social media are listed as gathering consumer feedback and opinions, providing live chat platform, engaging in participation via uploading photos, videos etc., and attracting public's attention, celebrating special days/seasons and forming personalized messages about consumers. With accelerating popularity of social media, now consumers are in charge of both messages and media due to convenience in accessing information and media platforms (Kesevan et al,2013). This enhanced two-way communication enabled consumer-to-consumer interaction as in the form of electronic word of mouth (eWOM). According to Hennig-Thureau et al., 2004) consumers are fueled by social interaction, economical incentives, concern for others and potential to improve their social image. By replacing coventional Word of Mouth with Electronic Word of Mouth (eWOM), consumers demonstrate or recommend products, promote specific ethical behaviours or condemn irresponsible acts. In that sense, consumers today continously search for information about corporate philanthropy, to increase their awareness and moreover share this with the community. Hence, this highly effective tool leads companies to revisit their strategies in communicating CSR Programs. Argenti (2009) defends that technology has dramatically changed how corporations engage with stakeholders in two-way conversations about corporate social responsibility. Now it is imperative for companies to integrate social media to their existing communication strategy (Lee et al.,2013).

It is beneficial to mention benefits of social media as a medium for communicating CSR activities. First of all, social media enables companies to listen target audience and trace which specific CSR issues are important for diverse stakeholders. Moreover, company may control the effectiveness of previous CSR initiatives, by assuring if stakeholders are aware and/or knowledgeable of these activites. Secondly, companies can increase the credibility of CSR actions by letting these events to be spread by social media. There is a growing belief about consumer skepticisim about CSR activities announced via company channels (Du et al.,2010). There are specific evidences, showing that consumers react more favorably to CSR activites when they acquire information from a netural source rather than company source (Yoon et al,2006 ; Simmons and Becker-Olsen,2006). Thirdly, stakeholder reactions to specific CSR activities can be measured either by engaging in one to one conversation or following the social media accounts of different parties. In that perspective, social media offers a valuable direct channel for end users, whereby any query or feedback is to be effectively processed. Pressley (2006) summarizes the benefits of CSR communication through social media as inexpensive investment, efficiency, real time communication, public relations and option of online archives

Besides, numerous benefits, social media for CSR communication has some challenges, as well. Unfortunately, such a valuable channel can easily be violated by not following rules of etiquette. As Coombs and Holladay (2012) highlight, social media is a means of allowing people to find out necessary information, not forcing unrequested information onto stakeholders. It is apparent that companies must integrate new social channels in their marketing communication mix to leverage the effect. One other challenge is stated as, companies having little or not control over CSR information disseminated via social media (Schnedier et al,2007). As Friedman (2006) points out, the information flow is multi sourced, interconnected, and nearly impossible to forecast. Especially negative facts can easily be shared for such a convenient channel. Companies need to employ a sustainable and ongoing communication from these social media platforms to measure and detect public opinion which require excessive amount of effort and time to be devoted in that area (Bittner and Leimeister,2011; Etter and Fieseler, 2010). In other words, high reactivity and interconnectivity in social media, necessitate companies to be ready for taking action against any sign of misinformation or manipulation (Lee et al,2013). Also the tone of social media need to be carefully planned, not to be so formal but not reckless as well, to reflect proper corporate image (Etter and Fieseler,2010).

ALTERNATIVE SOCIAL MEDIA TOOLS FOR CSR COMMUNICATION

Traditionally a company used to communicate its CSR efforts through announcement of social reports, advertisements or web sites (Du et al., 2010). Now, thanks to Web 2.0, interactive online conversations are possible via a wide range of alternatives like blogs and microblogs, content communities, social networking sites and social bookmarking or aggregators (Coombs and Holladay, 2012). It is vital to mention each type of these social media tools in the next sections.

Blogs and Microblogs

Blogs and micro blogs are acting as a means of reflecting people's ideas, opinions and experiences which are to be shared with other through links and reposting (Coombs and Holladay,2012). Blogs provide larger area for expression of individuals self interest or favorable/unfavorable experiences, and ofter accompanied with discussion board sor forums. As the name implies micro blogs involve shorter messages like Twitter, whereby message limit is 140 characters (Coombs and Holladay,2012). Launched by 2006, Twitter surely has a unique position within social media platforms where participants write and share up to 140-character messages (Lee et al,2013). In terms of effectiveness, while the impact of traditional media is measured by the number in circulation, the influence of users are usually estimated by the number of followers (Kwak et al. 2010). Also, the number of retweets and mentions represent an enhanced form of indicating actual influence (Cha et al,2010 ; Kwak et al,2010). Namely, as Uzunoglu et al (2017) state, Twitter is extremely influential, facilitating dialogue between stakeholders and organizations in that sense, it is percieved as a valuable platform to communicate CSR-related messages and activities (Uzunoglu et al,2017 ; Colleoni, 2013; Etter, 2013; Lee et al, 2013). Parmelee and Bichard (2012) attribute success of Twitter as its distinct characteristics of being real-time, fast, direct, and concise.

Content Communities

Content communities are born when people come together around some specific issues ar area of interest by providing videos and/or images. Youtube and Flickr can be counted as the most popular content communities. Companies have been devoting considerable amount of budgets to identify and reach "specific target consumers" to convey their CSR perspective and activities. So these platforms are extremely practical in reaching to people under a specific category, such as environmental concern or animal safety, in terms of impact and cost.

Social Networking Sites

Social networking sites are web based services that let people to construct profiles whereby sharing any content (photo, video, news) of your own or viewing others is possible (Coombs and Holladay,2012; Boyd and Ellison,2007). Most popular social networking sites are Facebook, MySpace and LinkedIn (Coombs and Holladay,2012; Safko and Brake,2009). Surely, Facebook is more widely accepted and used with respect to other social networking sites. According to a Facebook brand community study, it was found that engaging in (writing or reading messages) Facebook page of a company positively influences relationships (Gummerus et al,2012). According to survey by KRC Research (2011), Facebook was named as the most valuable tool for getting in contact with the consumers (%67 of people claimed it), it was followed by blogs (%60), LinkedIn (%58), Twitter (%46) and Foursquare (%44) (Kesevan et al,2013). Brengman and Karimov (2012) claim that companies may show signs of integrity by just offering access to a social media tool through company web site.

Social Bookmarking or Aggregators

Social bookmarking or aggregators are websites whereby, a collection of customer evaluations and feedback. People, place tags or bookmarks on internet content (videos, photos) and all of these tags have certain keywords, and eventually these tags are compiled under these social bookmarking sites. By sharing these same themed tags people gain knowledge about specidic issues. Usually, these sites are used to evoke a sense of awaranesson company's CSR efforts and their reactions to CSR activities (Coombs and Holladay,2012).

HOW TO USE SOCIAL MEDIA WISELY FOR CSR COMMUNICATION?

Recently, it is evident that responsible companies should somehow get in contact with their stakeholders regularly to deliver their CSR attitude or actions (Crane et al, 2016 ; Du et al,2010). In that sense, increased penetration of internet and wide acceptance of social media globally, had given companies an excellent tool to convey their message, withal chance to hear more than what they present from the consumers. According to a research (Imran Ali et al,2015) conducted in Pakistan on employees, customers and investors, majority of the respondents acknowledged that social media is very important to CSR communication. Yet, the same sample believe that social media is a more trustworthy tool, with respect to traditional methods, and positively influence the buying intention of consumers. Also, the individuals are enthusiastic about working for corporations which are successful in communicating their CSR activities through social media.

Companies which use social media as a means of showing how they contribute to a greater community as in the Pepsi Refresh Project, IBM's Smarter Planet, Timberland Earthkeeping, Unilever's Onslaughter (against palm oil deforestation), On the other hand, Non-governmental organizations (NGO) also appreciated the immense effect of social media spread news. Recently, Greenpeace tended to use social media assaults for unethical initiatives of some companies (Nestle, Bp, HSBC, Burger King) especially for palm oil sourcing. Most of the companies immediately changed their ingredients or suppliers to avoid negative public reaction, which is regarded as a success attributed to social media. Nestle changed their ideas on palm oil with respect to 1,5 million views of a Youtube campaign by GreenPeace. Also, BP experiences a crisis about Gulf oil disaster and was subject to many protests from twitter and Facebook, and eventually it is stated that BP lost over 50% of its share price in two months.

In that sense, for transparency and ethics the fundamentals of social media and social responsibility have so much in common. If a business wants to involve in an issue, it sure needs to use social media wisely to leverage the effect. The logic of social media usage in CSR communication is simple and yet effective. First of all, the company needs to have the philiosophy that embrace in reflecting their ethical approach not just boosting sales. So in that sense, it is advised to have clear ojectives and share the news by presenting honesty in their manner. Secondly, it is a must that company must engage in a reciprocal communication with the individuals, since it does not just start a relationship but also establish strong ties with individuals and turn them into company advocates. For long, companies have been using social media for information sharing; however what consumers seek is to engage in a genuine dialogue with the company. There are several stuides confirming companies lack of interest on interactivity (Waters and Willaims, 2011; Etter,2013), but the paradigm is changing to catch the wind to take the advantage of social media. Thirdly, as a crucial part of reciprocity, corporations ahould actively listen public and also ask questions to be a part of the issue that they involve in. Fourthly, negative or unpleasent reactions are unavoidable, but instead of eliminating these reactions, companies should respond to comments and start a persuasion process of turning that negativity to positivity.

CONCLUSION

Since 1980s rapid and radical change in the world had significant effects on business life. Especially increasing globalization and new communication technologies create new business designs within the context of competition. A new global competition brought novel insights; the price focused competition left its place to customer oriented competition that brings customer value to the agenda. These developments lead to emerge of new concepts; new and changing customer expectations make companies to take into consideration of executing social responsibility activities.

On the other side, businesses are involved in an interaction of its environment; this interaction makes necessary of meet some obligations which both benefit society and company. They are the part of an environmental system, and to survive they should accommodate to changing come out. In this adaptation process the best tools that business can benefit is corporate social responsibility.

In recent years corporate social responsibility, dated to 1950's, has become as an important business strategy. In the past, whereas making profit was a sufficient measure of corporate social responsibility; today the responsibilities of companies extend over to benefit of whole society. Corporate social responsibility activities provide coherent stakeholder behavior, deepen their relationship with company and strengthen company's image as well. To achieve all kinds of profitable CSR efforts, companies need to pay attention to corporate social responsibility communication. Effective communication with external and internal stakeholders is the main issue in CSR communication success. Choosing right message content and right communication channel is the most important points to revive stakeholders and consumers extinct motives and also to decrease their skepticism over CSR activity.

Jahdi and Acikdilli (2009) claimed that even the method chosen for CSR communication is important in terms of building company's socially responsible and easily accessible image. In that sense, as new technologies entail companies to involve in continuous learning, CSR modes of communiciation diversified, too. By 2005 only 10 percent of companies are stated as having social media budgets, but by 2010, it reached to almost 30 percent (Kesevan et al,2013). So enlighted by these information, companies need to see social media engagement as a prerequisite for developing and nurturing relationship with stakeholders. Hence, a definite integration with other marketing communication mix is strongly recommended. According to a study, social media users believe that social media is an effective platform to explore companies CSR activities (Cone,2010). However, due to lack of control over messages, negative events can also be easily disseminated. According to same study, fifty-eight percent of people are willing to share their unpleasent experiences through social media (Cone,2010). As Kesevan et al. (2013) indicate, organizations are just on the edge of realizing the tremendous effect and power of social media in terms of earning and ensuring a competitive advantage. So it is not just opening up accounts in Twitter or Facebook, but systematically passing and renewing information to these channels to keep users updated. Hence, companies must definitely be proactive in using social media to reflect their CSR vision and activities.

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Chapter 4
Why Should the Business Community and Organizations Leverage Social Media to Demonstrate Their Corporate Social Responsibility (CSR) Commitment?

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ABSTRACT

Social media is a great asset for developing a sustainable brand strategy that goes hand-in-hand with CSR. The role of social media cannot be ignored; we live in a customer-centric and highly connected world where consumers vote with their wallets, supporting companies that demonstrate concern for employee welfare, community development, environmental sustainability, and human rights. As the adage goes, "There's power in numbers," and social media provides companies—who actively engage—with an influential, built-in network of passionate consumers that become followers of a brand when interested in what it's doing. By way of example, real-life case studies are presented that demonstrate the role social media platforms may play to showcase the strides that a company has made for a cause, whether this means funds donated, awareness raised, consumers reached, beneficiaries helped, communities improved, etc.

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INTRODUCTION

We live in an age of increasing digitalization which places a growing dependence on mobile and digital social media communications to exchange news, ideas and share information. Many organizations are actively incorporating social media into their strategies relating to communications, sales and marketing to get closer to their target market, increase brand awareness and interact with an audience in fluid and dialogic communication that helps build reciprocal relationships.

Yet, in the field of Corporate Social Responsibility (CSR) and sustainability, social media is not yet widely accepted as a useful or trusted platform. While the delivery of CSR messages relies on mainly traditional channels such as the annual CSR report, social media provides a great platform for discussing social, economic and sustainability issues – with internal and external stakeholders.

In terms of CSR, directors and managers of organizations must run their businesses profitably yet also be accountable for the impact of their actions. The key challenge is to find sustainable solutions that address their organization's 'Triple Bottom Line (TBL)', i.e. economic, environmental, and social aspects of performance based on dialogue with internal and external stakeholders. More importantly, the public expects companies to enact good, fair business practices – supported by social media and digitalization.

Feedback through social media is immediate, permanent, and extremely public. When the public feels strongly about the performance on social or environmental issues of a company, a single unfavorable voice can quickly become viral making it difficult for even the most sheltered executive to ignore. In this sense, social platforms like Facebook and Twitter, in which the viral marketing and the word-of-mouth effect can instantly lead a company to success or failure, become essential channels in today's world of business. For this reason, today, social media is mandatory in the CSR agenda of many organizations.

Within any organization, social media should belong to everyone. Every department in a company has reasons to use social media to achieve their business goals:

- The sales team should use it to network with new prospects.
- The customer service team should use it to answer questions, immediately respond to issues and generally build loyalty.
- The product team should use it for research and informal focus groups.
- The marketing team should use it for customer acquisition.
- The advertising team should use it for market research and crowdsourcing.
- The PR team should use it for reputation management and brand awareness, and to manage an issue before it becomes a crisis.

- The finance team should use it to scope out pricing and early indications of commoditization and bearish economic market.
- The executive team should use it for thought leadership and credibility.

In each case, a multi-faceted strategy and owner - acting as an advocate, champion and sponsor - is needed to co-ordinate all activities and totally integrate social media with their business strategies in support of CSR for internal and external audiences.

In this light, the underlying objective of this research is to outline how a company should develop such a strategy to advance the business case for CSR using social media – with a few example case studies.

BACKGROUND

For decades, corporate business models have been assumed to be harmful to certain communities and public resources. Many organizations across various industry sectors are quickly realizing they must address issues about the broader effects and footprint of their operations. Thus far, the approach taken was typically reactive and included (at best) a short-term focus on mitigating or reversing any intrinsic damage by investing in giving back more than they were taking – a practice more akin to corporate philanthropy with the exclusion of any transparency pertaining to internal business practices relating to sustainability or environmental concerns.

Today, there is a shift in the way society views and promotes Corporate Social Responsibility (CSR). However, this shift has manifested through a series evolutions (Source: Binda, Joel (2017)) monitored doggedly by fierce critics and skeptics.

CSR Evolution: CSR 1.0

The early years of CSR were marketing and public relations oriented. It relied heavily on *philanthropy* to improve the organization's image. Most often it was managed by the marketing department on an advertising budget. This was soon criticized for a shallow approach to 'social responsibility'.

CSR Evolution: CSR 1.5

CSR evolved by establishing 'strategic partnerships' with charities to whom funds were "donated". CSR was taken outside of the marketing department with a CSR manager, CSR Report, etc. As the environment became a priority, every firm became the same shade of green. Criticisms remained that CSR was still a defensive risk management tactic.

CSR Evolution: CSR 2.0 and CSR 3.0

CSR 2.0 and by some accounts 3.0 was supposed to fix these shortcomings. The new buzzwords were *integration* and *value creation*. CSR was no longer a separate department but instead became integrated into all functions of an organization. No longer a tool to reduce risk, CSR was positioned as a strategy that 'creates and protects value for the company and society'. Critics claimed value creation is what a business is supposed to do anyway with benefits to society and external stakeholders.

Creating Shared Value (CSV)

Professor Michael Porter recognized that the concept of CSR has failed, either to solve problems or to appease the critics of capitalism. Porter created CSV as a replacement saying companies should *create shared value* by "creating economic value in a way that also creates value for society". Critics claim that businesses do this by default, and hence, CSV is a more vague and invisible form of CSR.

Before we proceed, let's first define what we mean by Corporate Social Responsibility (CSR).

CSR is concerned about an organization's ability to operate ethically over the long term in a sustainable way or otherwise give back to the community through financial and non-financial (including social and environmental) means which deliver value that is increasingly Clean, Conscious, Inclusive, Responsible, Regenerative and Sustainable for all people. In today's highly connected world of savvy online consumers, organizations should establish an integrated communications strategy that leverages social media – but only with the right approach and a socially responsible attitude.

With this definition in mind, we posit that CSR turns an organization into a social agent that engages with its environment and is socially responsible for its actions within this environment.

Social media serves as the ideal platform for an organization's communication strategy for CSR. If you're wondering why social media, note these statistics demonstrating the ubiquity of the medium:

- Social networks like Facebook, Twitter, Pinterest & Google Plus are getting more traffic compared any other marketing channel. Not only it's bringing the world together but it's heavily influencing the way people make their buying decision. Social mentions, likes & shares are also influencing search engine rankings and its impact is going to get bigger in near future.

- With over 1.1 Billion users worldwide, Facebook is the #1 social media network in the world.
- Google+, a recent newcomer, is a rapidly growing social media platform with over 500 million users and expanding.
- Twitter is a unique type of micro-blogging social channel which has over 200 million users.
- One of the latest addition to the social media network is Pinterest, essentially a Visual Social Network, heavily focused on sharing through Images.
- The highest share of revenue generated by social media is contributed by Pinterest and Facebook.
- 90% of the enterprises say that they respond to customer's service inquiries on social media.
- Almost 80% of time spent on social media platforms happens on mobile.
- Tweets that have images, received more clicks and favorites and 150% more retweets.
- When a brand is followed on Twitter, 72% of the followers are likely to make a future purchase from that brand. (Source: Statistics selected from Clark, Daniel (2016), and Lister, Mary (2017))

More companies are taking to Twitter, Facebook, YouTube and blogs to talk about CSR than ever before. Not all of them are getting it right, in fact there have been some spectacular fails. However, the rewards are great if you do get it right. A social approach to telling CSR stories can deliver engaged audiences, innovative ideas and active dialogue with even the hardest to reach stakeholder.

Stakeholders are no longer simple homogeneous groups but rather they are a heterogeneous collection of

1. Organizational stakeholders (e.g. employees),
2. Economic stakeholders (e.g. customers), and
3. Societal stakeholders (e.g. online communities).

In 2010, the International Organization for Standardization released ISO 26000, a set of *voluntary standards* meant to help companies implement corporate social responsibility. These standards should be encouraged, but at the same time, continually questioned and re-assessed.

As organizations become more acclimated to social media, they are discovering innovative ways to amplify green projects and socially responsible initiatives that their typical consumer might not know about. Departments that may have been previously siloed and relying on press releases now have a voice.

With an effective communication strategy in place, organizations now have a way getting the good word out.

PROBLEM DEFINITION

The demand from internal and external stakeholders to demonstrate social, environmental and economic values for the benefit of society increases daily. Much of the literature related to marketing and Public Relations (PR) still lack depth regarding CSR communication and few best practices exist.

Before we proceed, it is important we reflect on the relationship between the most popular social media platforms and demographics, lifestyle and location of the audience; the diversity of content forms available; and their reach.

In this section, the problem statement is addressed by the following question

- What social media communication strategies should be used to demonstrate an organization’s CSR policies? And how?
- Furthermore, how does an organization demonstrate it is not “green washing”?
- What strategies should be employed to sustain trust? i.e. avoiding a “social media screw-up”

Example case studies are presented to demonstrate the answer to the first question (namely, “how”).

Case studies will include the following well-known and reputable companies

- Dove (“The Campaign for Real Beauty”)
- Persil (“Persil Laundry Purrfection”)
- Tata Steel (“Values Stronger than Steel” or VSTS)

Social Media Communication Strategies

The Rule of Subtlety

The most important thing to remember when showcasing your CSR efforts on social media is the function of subtlety in your strategy. Bragging about your socially responsible efforts can come across as self-promotional and insincere, which can drive more people away than you end up attracting. There’s nothing wrong with making an announcement here, but the subtler you are in your approach, the more respect you’re liable to earn from your community.

The Case for Dove

Dove provides an array of beauty products that seek to help (predominantly) women address body image issues (Refocus on Dove: Real Women, Real Beauty) through campaigns fueled by social media that

- Establish a "self-esteem" *fund* that is SEPARATE from Dove *products*
- Keep real people and customers involved via separate websites for "product" versus "fund" and generate interest by leveraging social media platforms
- Connect women to specific products "How does Dove make you beautiful?"

According to research commissioned by Dove, 8 out of 10 women encounter negative comments on social media that critique women's looks (#SpeakBeautiful and #RealBeauty campaigns). Dove's approach to CSR is based on making beauty a source of confidence for the current and future generations.

Social media platforms, specifically Twitter, YouTube and Facebook, Pinterest are used with lots of imagery of "real women" to capitalize on the "online buzz" generated by switching focus to Dove products and how they help women achieve beauty – in a natural, tangible and authentic way.

The Case for Persil

Persil is a brand of laundry detergent made by Henkel; but which is now also licensed for manufacture, distribution, and marketing in several countries by Unilever. Henkel and Unilever both manufacture their own formulations. They actively exploit several social media platforms including Twitter, Facebook and YouTube to deliver very successful marketing campaigns underpinned by social and economic principles.

Persil ProClean laundry detergent launched a digital and social media campaign, #Purrsil, celebrating cats and laundry. The campaign is powered by a simple idea: cats and laundry are a "purrfect match". While it is no surprise that cats are flooding the internet – running circles around other furry friends – there's just something about fresh laundry that felines can't resist.

Our goal was to create an attention-grabbing digital activation that encourages viral sharing among consumers while giving back to our furry friends in need. One of the most-searched keywords on the internet is 'cats,' with videos receiving more views-per-video than any other pet category on YouTube. When you pair that with their innate propensity to nuzzle up in fresh laundry, and the play on our brand name, Persil, this was a no brainer. (Janell Holas, Persil, United States, VP of Marketing)

The campaign also included a teaser video showing cute kittens falling asleep among piles of clean laundry. It includes a call-to-action for consumers to join in the brand's charitable effort to support animal shelters across the country by registering barcodes from purchased bottles of Persil on their PersilDonates.com Web site. For every bottle registered, the brand will donate a bottle of detergent to the shelters to ensure clean fresh bedding for the shelter cats.

Rounding out the 360-degree marketing campaign, additional #Purrsil elements included:

- "The Pickiest Cats Pick Persil®" 30 second Teaser: https://www.youtube.com/watch?v=HtoO9MT8jj4
- Direct mailer to targeted high-profile social media cat-fluencers encouraging cat owners to participate
- Collaboration with cat-loving lifestyle influencers to ramp up consumer participation
- The Search for the Persil Spokescat Contest (launched on November 10th, 2016)

Case for Tata Steel

Tata Steel Group (Tata Steel) is among the top-ten global steel companies whose name is synonymous with values — trust, transparency and total community care —launched a corporate campaign 'Values stronger than steel' (VSTS) in June 2011. The campaign goals included reaching out to Indian citizens to reinforcing the image of the company as a cutting-edge, global steel major which is dedicated towards social and economic sustainability, green technology and community empowerment.

Tata Steel's CSR values seek to inspire social and environmental consciousness, action and excellence through "Valuabled.com" – a digital platform that leverages social media channels, (i.e. Facebook and Twitter), through polls and discussion forums that serve as touchpoints for internal and external stakeholders to make themselves and their opinions heard.

Underpinning this vision is a performance culture committed to aspiration targets, safety and social responsibility, continuous improvement, openness and transparency.

The portal includes several sections such as

- "Watchables" (video gallery to share and exchange ideas),
- "Talk the Talk" (interviews),
- "LaunchPad" (imaginative and innovation based projects), and
- "Shareables" (sharing, exchanging and collaborating on ideas visually).

The two things that stand out in the Facebook page is its *engagement* and the *objective-driven* approach. Twitter is not far behind considering that the medium is made for sharing articles and connecting with people.

This case study is by far the most notable with a digital platform that genuinely enables discussing and sharing of socio-economic values encapsulated by the 'Values Stronger than Steel' message.

The Case for CSR in SMEs

Some of the business case considerations for CSR may carry less weight with SMEs, at least in terms of their own operations. For example, while reputation is important for any business, there are typically greater reputational risks for large companies. Similarly, license to operate, in the broad sense of corporate legitimacy, is also more of a concern for a larger corporate than an SME. Consider the Rana Plaza tragedy in Bangladesh (April 2013), where over 1,100 workers died in the collapsed factory building.

What keeps the CEO of a large branded apparel company awake is the possibility of the brand being exposed as having sourced from a factory with unsafe labor conditions—with its labels found amongst the ruins of the factory (as happened to many major brands in this instance). The reputational pressures are less for an SME. However, pressures on the larger corporates will inevitably translate into pressures on their suppliers, including SMEs.

SMEs might also be less able to bring to scale the efficiency gains that can come from attention to CSR or exploit the business opportunities that might come through innovation in the form of new, more sustainable products. However, these business case considerations for CSR remain present. Indeed, new start-ups are being established right now exploiting green-tech opportunities. In sum, while size matters, not least in what gets done, SMEs have many of the same reasons for engaging in CSR that large companies have, both in avoiding downside risk and in exploiting upside opportunities. In many cases, they may also be more intrinsically, if not better motivated, to give CSR attention.

Making Corporate Responsibility Truly Social

The importance of the social media in shaping the perception of the corporate enterprise cannot be over-emphasized; for not only is the social media a platform which brings the corporate organization together with its publics, it also serves as a forum for the discussion of corporate conduct and performance. And given that corporate responsibility and the social media are both evolving and emergent phenomenon, with great public interest and investment, there is a need for organizations to become more active participants in discussions which shapes the role of corporate organizations in society as well as and expectation arising therefrom.

Strategies for Effectiveness

By considering the approach taken in the selected case studies, how can you show off your CSR efforts through social media without coming off as arrogant or self-centered as a brand?

The following strategies serve as a guide

Syndicate Press Releases

Press releases remain one of the best ways to spread the word about your company, and they hold additional advantages when used for CSR promotions. The idea is to write up an article with some newsworthy update about your business, then deliver that section to hundreds of press outlets, who may or may not publish it on their respective platforms. You'll get links, visibility, and most importantly for the CSR game—third-party verification. You aren't the one bragging about your efforts; instead, these news outlets are. When you share these press releases, you're just promoting what others are saying about you (even if you're the one who did the actual writing).

Work With Other Organizations

Another way to get credit for your efforts without bragging is to work with another company or organization. For example, you could partner with a charity to raise awareness for a given issue, then post updates about that issue (along with an explanation of your partnership). Since you'll be using social media in a constructive and impactful way here, you can't be criticized for being self-promotional. Plus, you'll get third-party validation by working with another organization.

Encourage Individual Employees to Volunteer and Post

Another wonderful way to showcase your efforts is to get your employees to do some of the postings for you. Have your staff volunteer for a charitable event, and post about their experiences, or encourage them to share their journeys while working for your company. Individual social media posts come with more credibility than branded ones, so you'll easily start off on the right foot with your audience.

Rely on Images and Video of the Action

Talking about your efforts is good, but showing your efforts is much better. Instead of making written updates about what you're doing as a company, give people a visual demonstration. If you can, take pictures of your employees and leaders getting involved, hands-on. If you can't, consider creating infographics or video graphics that demonstrate the impact your company has had in each area, such as a graph of how much you've reduced your carbon emissions.

Show Live Feeds

In the same vein, consider implementing more live feeds of your work—this is particularly useful if you're co-hosting an event with a charitable organization, or if your employees are volunteering. Live feeds to make your followers feel like they're a part of the action, and allow them to witness your efforts firsthand, rather than reading your description of them.

These strategies should help you create better synergy between your CSR and social media strategy. With them, you'll be able to attract more followers and cultivate a better reputation for your brand at the same time. Depending on your demographics, you may need to adjust these strategies to serve their interests and values better—and of course, your choice in CSR strategies plays a massive role as well. Pay attention to how your audiences respond, and adjust accordingly.

Green Washing, Corporate Spin, and CSR

The business case for CSR appears to be getting easier. However, there are many who are on opposing ends of a wide spectrum regarding pursuing a CSR in an ethical and morally responsible manner.

At one end of the spectrum, we see many entrepreneurs consider profit and social-environmental benefit to be inseparable. For example, few tech and digital startups (e.g. FinTech) pitch their ideas without including ways in which they plan to give back to the world – which may at times appear as indulgent. Social media platforms believe they will facilitate democracy and the free exchange of information; renewable energy companies believe they will make money by selling sustainable solutions; sharing economy apps believe they will cut down on the waste and inefficiency of a post-war economy myopically geared toward the individual consumer.

At the opposite end, there are organizations who feign interest in corporate responsibility and carry out "greenwashing" while engaging in morally questionable or inherently unsustainable conduct in damaging ways or may simply be unwilling to make a meaningful commitment to green initiatives. A few cynical executives will inevitably try to portray themselves as responsible when they are decidedly not. They collaborate with repressive regimes, employ costly PR campaigns and "window-dressing" activities that include energy reduction or pollution reduction efforts, and rebranding of consumer products and advertising materials. For example, many energy companies - some of the world's biggest carbon emitters - have attempted rebrand themselves as environmentally friendly without any debate or challenge from leaders or CSR representatives in their industry.

Additionally, some think corporate social responsibility is an oxymoron. Others see corporate social responsibility as a distraction from lawful pursuit of profits. To them, a corporation's sole responsibility is to generate returns for its shareholders, not to try to save the world or to fret over its own impact. Some counter that this concern is misplaced, since responsible initiatives can increase brand loyalty and therefore profits.

Regardless of the which end you choose to support, organizations need to find a way to avoid using CSR to cover up negative impacts of their brand and reputation by saturating the media with positive images.

The debate concerning CSR comes down to whether the corporate power of an organization can be challenged or whether we should content ourselves with trying to win the smaller victories on the micro level, and whether the two efforts are mutually exclusive.

CSR is of limited use in creating social change as organizations cannot act in any wider interest than the interest of their shareholders to make profit. As CSR is also a tool to thwart attempts to control corporate power and to gain access to markets, it is a problem rather than a solution.

To prevent your organization from "green washing" its products, the following strategies may be employed

Focused Marketing

Marketing campaigns need to be carefully planned and executed if you want to advertise an environmentally preferable product.

- **Language:** Care must be taken regarding language used in all marketing collateral – both online and print.

Terms such as "organic" now have legal definitions. You must meet this definition or you will be considered misleading consumers and greenwashing products.

Words you should carefully consider before using could be:

- Green
- Carbon neutral
- Low impact
- Energy efficient
- Organic
- Low carbon
- Environmentally friendly

BP's strategy of appropriating the language of environmentalists and positioning itself as a socially responsible company on the issue of climate change by buying up a solar company (for a fraction of the amount it spends on oil acquisitions) is a clear example of a company attempting to take leadership of an issue where it finds itself criticized.

- **Images:** If you are going to use images make sure they are relevant to your product. Do not mislead customers.

Understand Environment Impacts

Investigate all potential environmental impacts and issues of the product being advertised. Most businesses are greenwashing products because they do not understand every environmental factor in their product.

Focus on ALL Features of Your Products

Do not promote a product as green if only one aspect of it is. You may find that the product you wish to advertise is not green when you look at the bigger picture. If this is the case then you will need to change the product or re-design it to be green.

Green products will have undergone a full life-cycle analysis. This reduces the impact of sourcing, manufacture, distribution and disposal. These products are much easier to market than those with just one green feature. They are the ones you should be marketing to prevent you greenwashing products.

Toyota, the world's second largest automotive manufacturer, hangs its corporate environmentalist image on its Prius hybrid which emits less greenhouse gases than the standard car. Its fuel guzzling SUV models, however, are amongst the company's biggest sellers and massively outnumber sales of hybrids.

Scientific Evidence

A good indicator that a business is greenwashing products is when they do not provide scientific evidence for their 'green' claims. Marketing that you are reducing emissions must be backed up with facts and figures.

The recent VW "emissions scandal" is a recent well publicized case. Volkswagen's market value dropped by 23 percent in September 2015, after admitting diesel emissions cheat. The company's sales in the U.S. declined almost 25 percent in November 2015 alone. The estimated total cost of the scandal is projected to exceed $8 billion. Much more difficult to estimate are the invisible and long-term damages to the company, such as the negative impact on brand trust and reputation, customer satisfaction, employee morale and loyalty, and investor confidence. It is yet to be seen if Volkswagen can salvage itself from the scandal. (Source: Du, S and Merrill-Sands, D (2016)).

Third-Party Certification

When marketing your green product, make sure you are endorsed by reputable third-party organizations whose endorsement will provide legitimacy that your product is green.

In 1995, Shell stood accused of complicity in the execution of several activists in Nigeria, as well as being hounded by Greenpeace over the decision to sink the Brent Spar oil platform.

Shell temporarily lost the confidence of investors and the public. A strategy to convince the public that corporations played an important and meaningful role in society was essential.

Step forward CSR. Shell became the first major company to publish a Corporate Social Responsibility report in 1998. The involvement in the report of environmental consultancy "SustainAbility", who had previously been critical of Shell, was key to the re-brand. The £20 million strategy was successful in rebuilding the company's reputation amongst key opinion formers and decision makers.

Preventing Social Media Screw-Ups

Corporate experience of social media is not even a decade old but, as the many instances of screw-ups and mistakes make clear, communicating successfully in this new online landscape requires a sea change in the way companies operate. That is especially true when it comes to CSR related communications. If companies adhere to the jointly held values of authenticity, transparency, collaboration and community, social media should hold no fear.

Companies are petrified of screwing-up, and that fear is magnified when their social responsibility is put under the microscope.

Often within a company, a decision will be made that social media is the necessary next step, and that responsibility will be given to a team who have no experience or knowledge in that area, which may lead to objection and fear of the unknown. If there isn't a savvy social media expert within your business, invest in training, experiment with participation, and be prepared to listen to your audience and engage with them. There is no textbook with all the answers, but you will learn how to interact successfully with your audience rapidly.

Data collection and analytics are hugely important for measuring how well your social media initiatives are performing, and should always play a part in decision making when it comes to new strategies. However, it is also important to find a balance between looking at the numbers and acting according to them, while still allowing creativity to flow in both your proactive and reactive interactions with your audiences. For example, keywords are crucially important when it comes to blogging, but integrating copious amounts of keywords into your content to the detriment of communicating the message you are trying to convey, is a common mistake. Don't dilute your message just for the sake of a few extra hits – keep your brand integrity intact!

Another challenge, is ownership of social media within a company. Who should have responsibility and the final say, and ultimately, accountability? All too often the core messages can be lost by too many cooks wanting to contribute and ultimately diluting any brand message as different departments are pulling in different directions due to competing values and objectives. It's vital to work as a team in these cases – goals must be established straight away so everyone knows what the targets and aims are. The most important thing in this case is to prevent conflicting representations of your company and brand, every department contributing needs to be 'on message'.

In our experience, it has always been a challenge to be the face of a brand, whilst at the same time retaining approachability to a customer or client. When issuing a blog on behalf of your brand, or responding on Twitter, you will most likely find a lot more interaction if you present yourself as an individual representing a company, than you will if you communicate solely as the brand itself (which can appear as impersonal and unapproachable). This "personal touch", whilst still retaining a professional presence, is the right balance for interacting with customer, consumers and often even other businesses. Ultimately you will be communicating with another individual whatever way you interact with them via social media, so present yourself as such – with a clear association to the brand.

The bottom line - if you make a mistake, own it and move quickly to fix it.

When your company commits a social media blunder, a lot of people may notice and talk about it. Fortunately, there are a few simple things that will reduce the risk.

- Having policies in place to prevent and repair social media damage essential.
- Knee-jerk reactions can make an unpleasant situation worse.
- Companies should provide training to all employees (including interim or contingent workers) to fully appreciate the collaborative and viral power of social media.
- Ensure Marketing, PR, crisis and sustainability teams communicate with one another before communicating to the public. Establish a "command and control" function with accountability.
- Do not use "old-school" marketing tricks and messages to control conversations.

Below are a series of advices to consider in the event of a social media "screw-up".

The most effective ways to repair brand reputation

Regardless of the individual circumstances, for a reputation-repair case here are some steps to consider:

Assess the Damage

Is this a case of hurt feelings or actual reputation damage? When we assess perception in key markets, we may find that the comments are viewed as mere gossip and ill will, and have not actually impacted a company's credibility or business value.

In cases of online reputation attacks that do damage credibility, the measurement and assessment of that damage has to occur in the correct context. If the company initiated a volatile discussion, and online audiences reacted negatively, we must evaluate the cost of that negative feedback in terms of the perception of my client as a provocative thought leader.

The three main things you can do are (1) respond to the review professionally in a way that takes some of the teeth out of it; (2) undertake a combination of strategies to elicit more positive reviews to dilute the negative one(s); and (3) use SEO to displace the negative review web pages so they're not so prominent for people seeking information about you and, more importantly, your company.

Calculate Your Level of Control

It's important to understand what we have control over and what we must leave alone. Online, we see many instances of "mob mentality," where one person sparks fury and others pile on quickly and recklessly.

Most crisis-communications professionals advise clients to not engage in online battles – due to the numerous unknowns and variables. That strategy must be weighed against doing nothing and being perceived as complacent and weak. In evaluating a response, we need to assess what we can control: our own actions and behavior, but not the actions of others. If an opportunity presents itself to share the company's side of an incident, we should respond in a controlled way, via a press conference, a website post, or a letter to an editor, rather than a Facebook post.

Think 'Big Picture'

If the damage is significant and the options to control and redirect the attention seem slim, evaluating long-term outcomes becomes necessary. In extreme circumstances, calculated and deliberate brand re-building may make more sense, personally and professionally to rebuild credibility and trust of key stakeholders.

Without this type of strategy, a company would be in danger of consistently running into resistance from those whose perspective and judgement is based entirely on the news.

In the end, reputation repair is not for the faint of heart -- it requires a serious and thoughtful strategy. A reputation is based on perception, behavior and values. While there are online solutions, PR remedies and networking tactics to deploy, the real work of rebuilding trust and credibility starts, and ends, with the personal and professional brand.

The Right Way to Prepare – Listen – Respond

When it comes down to it, many customers don't even bother to complain. They simply leave and buy from your competitors. Customer satisfaction is no longer enough. Businesses nowadays need to positively delight customers if they want to earn their loyalty.

It may seem counter-intuitive, but a business owner's ability to effectively deal with customer complaints provides a fantastic opportunity to turn dissatisfied customers into active promoters of the business.

Below are some tips worth considering:

Listen carefully to what the customer has to say, and let them finish. Don't get defensive. The customer is not attacking you personally; he or she has a problem and is upset. Repeat back what you are hearing to show that you have listened.

Ask questions in a caring and concerned manner. The more information you can get from the customer, the better you will understand his or her perspective. I've learned it's easier to ask questions than to jump to conclusions.

Put yourself in their shoes. As a business owner, your goal is to solve the problem, not argue. The customer needs to feel like you're on his or her side and that you empathize with the situation.

Apologize without blaming. When customers sense that you are sincerely sorry, it usually diffuses the situation. Don't blame another person or department. Just say, "I'm sorry about that."

Ask the customer, "What would be an acceptable solution to you?" Whether or not the customer knows what a satisfactory solution would be, it's best to propose one or more solutions to alleviate his or her pain. Become a partner with the customer in solving the problem.

Solve the problem, or find someone who can solve it— quickly! Research indicates that customers prefer the person they are speaking with to instantly solve their problem. When complaints are moved up the chain of command, they become more expensive to handle and only add to the customer's frustration.

There is no getting around customer complaints, regardless of your industry. However, by employing these steps and taking the time to review the issue with the customer, you can turn challenges into something constructive.

Additionally, there are "social listening" and "monitoring" tools that allow you to "watch" feedback, questions, conversations or comments to discover opportunities or curate interesting content for those audiences.

Your social media strategy should guide you to a solution that is right for your business. In a nutshell,

Monitoring sees trees; listening sees the forest.

How to Preserve and Protect Your Brand

Participation in digital forums is no longer optional for many businesses that want to grow. But managing the risk exposure of your brand can be a full-time job and a large majority of companies are unable to staff accordingly.

Below are some recommendations for ways to protect a company's brand on social media.

Implement a Social Media Usage Policy for Staff AND Audiences

Anyone can create a brand profile online. A common case study, especially for small to medium-sized businesses, is that a well-intentioned member of your marketing team might think that they are helping spread the word about a company by launching a branded Twitter account. But there are a few inherent issues with this approach if accounts aren't part of a broader social media strategy or provided oversight for brand consistency.

By creating a social media policy, you establish a set of processes and protocols for your brand channels. Most importantly, you protect your brand from malicious behavior and ask all employees to be accountable.

Similarly, it is important to have guidelines for the audience or community you are allowing to share content on your accounts and pages. For example, having a link to an acceptable content use policy on your company's Facebook page should be required and allows your brand to be clear about content that can and can't be shared.

Educate and Train All Employees

What good is a social media policy if nobody knows it exists? Policies should be made available and visible to EVERY employee (including interim and contingent workers). Typically, this is incorporated into HR "new joiner" processes and an active part of on-boarding routines.

When it comes to handling customer issues online, it's important for company employees to be well trained and diplomatic with their responses to effectively protect the brand. Deleting customer complaints and replying with robotic responses that aren't addressing the issue can do more harm to your company than good.

Social media awareness training should include the following:

- Best practices and appropriate use of social networks
- The company's social media policy
- The security risks involved with using social media
- How to avoid bad tactics and mitigate risk

The most effective social media policies include a clear chain of management and escalation, for when front-line marketing or customer service staff don't understand what to do.

Set Up an Approval System for Social Posts

You should have a clear system hierarchy in place so nothing goes out the door without the appropriate approval.

This will help address questions such as "Who 'owns' what goes up on your social media channels?" and "Who approves your content to make sure that it reflects your brand?".

A company should have a signing off process to ensure that nothing is published without the approval of a senior person (typically a marketing executive). There should also be a website policy that clarifies processes for adding and maintaining content.

All social media and communications policies should be reviewed and updated annually.

Stop Hashtag Hijacking Before It Starts

Creating your own hashtag for use on social media is a great way to connect discussions about a specific marketing campaign, product, or event. But, they're also the perfect target for those looking to push their own agenda or simply cause you grief. "Hashtag hijacking" is when someone takes a hashtag you've intended for one purpose and turns it to their own. One recent example is the mid-election #HillaryBecause, intended to help users espouse the virtues of the candidate.

The best way to combat hashtag hijacking is to make sure that your hashtags aren't vague or self-serving, and that they focus on benefit to the customer (not to your company).

Additional advices follow below:

- Link the hashtag with a competition, enticing tweets about the positives of your products/services. By using the hashtag to offer a prize there is likely to be less encouragement to hijack the hashtag for negative purposes;
- Be mindful when creating a hashtag that it is not perceived as self-congratulatory or showing off. These types of hashtags (e.g. #ILove.....) are so enticing to potential hijackers as they can be used sarcastically to highlight bad service;
- Think outside the hashtag and try to time your hashtags with positive moments in your organizations. By aligning hashtags with good news campaigns, you can hopefully tempt more positive tweets;
- Look at it from a customer's perspective and try to think of all the ways the hashtag could potentially be hijacked; and
- Avoid branding the hashtag. Personalized hashtags are easier to hijack for negative use against your organization.

Continually Monitor Social Activity

The way to make social media truly work for your company is by monitoring audience behavior and seeing what they say about you, your products and services, and even your competitors.

When you have the proper data in front of you, you can analyze the information to make decisions about how you promote on social media to achieve maximum engagement, which, in turn, can increase sales.

Several monitoring solutions exist which typically provide the following capabilities:

All Your Media Mentions in One Place

Keep your finger on the pulse and know what people are saying about you. Track campaigns across all media types including news websites, blogs, social sites, newspapers, magazines, trade and industry publications, television and radio.

Stay on Top of the Coverage That Matters to You

Comprehensive coverage tracking means that you will never miss a word that is being said about your brand, competitors and industry.

Bring All Your PR Activities Together in One Platform

Save time and money by bringing together all the elements of a successful social media based communications strategy in a single easy-to-use solution.

Have a Contingency Plan

Even the best-laid campaigns can hit a bump in the road. That's why you should always build a social media contingency plan into your strategy. The way you deal with escalating issues can make or break your brand image.

Start by devising a set of possible negative outcomes and/or scenarios. For each of those scenarios detail the following:

- Brand messaging procedure
- Roles and responsibilities
- Key points of contact
- Protect your social media brand

By making brand protection a priority for your business, you can stop harmful behavior before it becomes a problem. Tools exist that help to automatically assess risky posts and protect brands.

How You Deal With an Issue Determines How It'll Impact Your Brand

The real value of social media initiatives is in developing and strengthening a relationship between a brand and its consumers. When things go wrong, how you respond to an issue or a crisis, is a true reflection of your brand.

Cardinal sins which every company should seek to avoid

- **Ignore:** If you pretend the criticism isn't there, the critic(s) will likely grow angrier, and become louder with their attempts to get your attention. This will also make you look bad to your other followers, suggesting you don't care about the opinions of your followers.
- **Debate:** It's fine if your follower's criticism is inaccurate; you can refute the central point. But don't engage in a flat-out debate with a social media follower. Debates are petty, and unlikely to go anywhere. Instead, you'll look unprofessional and your critic(s) will be unhappier.
- **Agitate:** Humor is good, but don't abuse it! Keep your jokes appropriate, and don't intentionally rile up your critic(s) – even if they may deserve it.

A few last words of advice: All businesses need both proactive and reactive policies.

1. Prevent miscommunications from occurring in the first place. Employees should be trained about what's good and bad social media form. Interestingly, denial and arbitrary targeted monitoring of employee social media use is discouraged. Social media burps are inevitable though.
2. Have a sound and reasoned response and remediation policy. You don't want to make an already awkward situation worse.

No matter what type of criticism you receive, do take a moment to truly listen to what people are saying – this is a learning experience, and an opportunity to make other customers and followers happier.

FUTURE RESEARCH DIRECTIONS

It is our contention that a lot of changes in social media between now and 2020 won't be revolutionary - they'll be a continuation and acceleration of what we've seen already. However, there are several notable areas that present opportunities worthy of future research that could amplify the potential benefits of CSR.

The list below has been compiled through extensive online reading about what we may expect in the future from the continuing evolution of Social Media platforms.

Searchable Content

Social media platforms will make all content, including individual posts, searchable via Google.

Cloud content will increase as people become comfortable with the concept and begin to release their psychological attachment to ownership. This will further enable sharing.

(Secure) Online Shopping and Consumerism (Anytime, Anywhere)

Shopping will become more common on social media channels. This presents an opportunity for companies to monetize consumer experiences and use revenues/ profits to "give back" in a meaningful way that support CSR priorities.

Security and management of data (personal & corporate) will become a "social norm".

Wearable Technology

Creating and sharing media will become increasingly easy as wearable technology becomes mainstream.

The form that wearable technology will take in the future is up for debate. We can to see assorted products emerge which extend existing technologies such as "smart buttons" - that could be pressed to change the color of your clothes or even print modern designs (using 3D printing).

Mobile Everything

Everything will be mobile. Responsive and able to work on any device will be the norm. Pinching and swiping to try to read content will disappear as a concept. Social will be at the heart of this as it reaches 100 per cent mobile usage.

People will use social media more to partake in crowd-based activities with individuals that they don't know but do have things in common with. Crowdfunding and peer-to-peer lending opportunities will grow. The world will increasingly become one community.

Social at Work

BYOD ("Bring Your Own Device") policies coupled with "social at work" will revolutionize ways in which employees connect with social tools in the work place.

Part of this trend is based on the rise of collaboration tools (e.g. Slack) that help co-workers share information and whatever else they need to as part of project delivery and operational duties.

Facebook has recently launched "Facebook for Work", enabling us to sign in once and be connected to a work-facing Facebook and a personal Facebook at the same time, without mixing them. Facebook for Work is extremely new, so how widespread it will become remains to be seen. Make no mistake, though, this will be the year the workplace truly begins to harness the power of social for internal purposes.

Video

Video Streaming platforms are making "live video" interaction an everyday possibility. Again, Facebook's entry into the live-streaming video revolution ensures that "regular" people - consumers, non-marketers, people who aren't first adopters - will start using it.

Virtual and Augmented Reality

Mark Zuckerberg (Facebook) has called virtual reality 'the platform of tomorrow' with the chance to 'change the way we work, play and communicate'. It has left a lot of us wondering what in the world a Social-Media-Alternate-Universe looks like.

The Internet of Things (IoT)

The advent of "Internet of Things" (IoT) underpinned by Machine Learning and AI (Artificial Intelligence) is fast gaining support across all communities – all over the globe.

IoT is the intelligent connection of people, processes, data, and things. As each one comes online, the connection possibilities and opportunities grow exponentially. The true impact of IoT will be measured not by the number of connections, but by the extent they are harnessed to benefit humanity – hopefully, with CSR in mind, creating unprecedented opportunities for social good.

CONCLUSION

Social media is sewn into the fabric of our lives and what makes this so revolutionary is the enlarged capacity to interact. The primary advantage of new media over traditional media is that it gets stakeholders involved in discussions that can ultimately frame solutions. The key to using social media for the promotion of CSR or as a persuasive tool for change, involves being transparent and genuine.

Everything from the social media marketing strategy to the allocation of budget is being determined to ensure maximum benefits of a company's CSR strategy.

In summary, the following practices should be noted

- **Compare the Benefits Over Spend:** The first thing you should know is how important social media is going to be in the achievement of your CSR goals and whether it is going to provide any social value for the amount that you'll be spending. While all the social media platforms and other components entailed with a CSR communications strategy might not provide the same benefits, it is a good practice to check out the options and their justification for the budget that is allotted to it.
- **Think Beyond Facebook And Twitter:** In previous years, most of the social media budget had been allotted to Facebook and Twitter. However, with the popularity achieved by other social networking platforms like Pinterest and Instagram, there are a whole lot of social media marketing opportunities for brands. It is important to think ahead and invest money on varied channels to know which one is effective. Furthermore, specific social media channels and platforms may be more appropriate and suited to certain types of CSR communications.
- **Invest in Sharable Content:** Is your brand producing valuable content? If you are not getting the desired amount of engagement on social media, the odds are that you are not having a collection of great content on hand. The truth also lies in the fact that it is very hard to create content that people are looking to share naturally.

CSR from a business point of view should look to help a community in the best way possible. Marketing teams are given funding and allowed to deliver their rendition of traditional CSR. The promises made do not motivate staff to deliver real tangible benefits to Charities or communities they presume to represent. The few successes that are delivered are only possible because a few individuals who feel compelled to "do good". We need to think again about the best way to incentivize and motivate (Andy Le Seelluer).

Social media can be very powerful if an organization is willing to embrace all channels to engage in real conversations with influencers, clients and consumers. It's not just simply about publishing news (like conventional press release (PR) campaigns) but rather it's about listening, answering questions, and conversing. For example, some companies are organizing great CSR chats on Twitter over the course of a couple of hours or using a specific hashtag. Examples of this include Dove (e.g. Real Beauty Sketches), Persil (Free the Kids – Dirt is Good) and Tata Steel ("Values Stronger than Steel").

We conclude with a 10-point plan for inclusion aimed at supporting a companies' CSR mission.

CSR Ownership (Own, Manage and Evangelize)

Establish a dedicated owner for CSR charged with managing communications (which should include social media channels to augment traditional PR mechanisms), stakeholder management and handling "social media screw-ups".

Regular Communication

Publish regular updates via social media channels to support internal employees and external consumers. Use social media for interactive dialogue and relationship management.

CSR is a wonderfully uncompetitive and sharing community, so ask for help. Twitter especially is a wonderful place for research and to network with hashtags like #csr, #sustainability, #susty, #socent (social enterprise), #green and #ecomonday, etc.

Being completely transparent may not feel comfortable in a competitive world but it will add tangible value. People buy from those they trust, not because they're sold to.

Businesses can feel wary of shouting about the CSR successes they have. Greenwash needs to be avoided, but be proud and bold!

Uphold Complaints

Demonstrate a real commitment to uphold complaints (and to offer compensation if appropriate).

Refresh HR Policies (Incorporate CSR Goals)

Update HR policies to ensure all internal stakeholders (including new joiners and temporary workers) are trained on agreed minimum competences and use of social media platform in support the company's CSR objectives.

Add a "CSR conscience clause" to all employee and interim worker contracts.

CSR Budgets and Funding Mechanisms

Set aside appropriate funding to support all CSR related programmes and projects. This should not be restricted to "marketing budgets" but instead extend to across all lines and functions of a company. Today, social media presents an opportunity to have individual discussions with them about things that matter to online consumers, social communities and the public.

Incentivize and Reward Employees

Develop programmes and campaigns to incentivise and reward employees who partake in CSR related initiatives. This may include investing time to develop social media platforms as well as support many of the items presented in the "FUTURE RESEARCH DIRECTIONS" section (see above).

Keep people energized throughout campaigns. Create mini-campaigns within the larger one to keep participants active. PayPal did this with their "Regift The Fruitcake" campaign, and gave away extra cash to charities that raised the most money on "Charity Tuesdays" via Twitter. Because they could motivate supporters throughout the life of the campaign, PayPal raised well over $70,000 for charity.

Career Development

Commitment to the development of some form of transparent career structure that reflects interest in CSR related initiatives. This might be extended or supported by Information Security initiatives.

CSR Training

Mid-career skills updating and specialist in-service training to keep all internal employees (including Executive stakeholders) up-to-speed on legislation and social developments relating to CSR.

Introduce an "innovation lab" or "R&D" function to incentivize employees to engage in development of smartphone applications or online surveys that serves as a channel to demonstrate how your company's core businesses values helps a social or environmental issue.

Transparent CSR Commitment

A commitment to CSR objectives throughout the workforce.

Additional tips include

1. **Clear Strategy:** Have clear objectives and a robust plan like any other investment decision.
2. **Start Internally:** Work with your keenest audience first, your employees. Make sure they understand your CSR vision before you aim for the rest of the world.
3. **Share Don't Sell:** CSR communications are best used to build brand trust, not to sell. Aim to be an educator or a facilitator. What have you learned on your CSR journey that may benefit others?
4. **Listen:** Both social media and CSR are about ongoing dialogues not monologues. You will learn something.
5. **Engage:** CSR is an agenda full of passion stirring topics. Authentically tap into these with good intentions and you're on to a winner. Aim to inspire.

Non-Compliance Measures

Tough action on non-compliance or malpractice that affects or undermines CSR strategies – which negatively impacts on the brand reputation and online persona of a company (in relation to CSR).

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KEY TERMS AND DEFINITIONS

Greenwashing: Greenwashing is when a company or organization (e.g., a government or other groups) spends more time and money claiming to be "green" through advertising and marketing but actually operates in a way that is damaging to the environment or in an opposite manner to the goal of the announced initiatives. This can also include misleading customers about the environmental benefits of a product through misleading advertising and unsubstantiated claims.

Chapter 5
The Role of Technology Acceptance Model in Strengthening Business Positioning

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ABSTRACT

Technology acceptance model (TAM)—new media—has been widely viewed as a veritable medium for innovating businesses, specifically business positioning. However, organizations are hardly adopting it due to fear of losing control of information flow and cyber-attack, which has intensified and taken mutative dimensions recently. Although numerous studies have explored TAM, they have largely focused on users' perception of the system's usefulness, ease of use, intention to use, and the actual use, while leaving out the strategic implications of such business practice. Thus, relying on thematic textual analysis of interview data drawn from 41 respondents, this chapter empirically investigates how selected ICT firms in Nigeria are behaving towards TAM- new social media. Consequently, the study proposes that rather than dwell on avoidance model, following associated risks, TAM can be securely and effectively integrated to help stimulate business positioning: market positioning, market leadership, customer intimacy-relationship, and competitive advantage for organizational success.

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INTRODUCTION

Using the empirical lens of selected firms in Nigeria's ICT sector, this chapter brings to bear the imperative of technology acceptance model (TAM) – new media – in strengthening organisational business positioning: market positioning, market leadership/dominance, customer intimacy-relationship and overall competitive advantage. TAM has become a prominent framework for understanding user's behaviour toward technological innovation (Davies 1989; Legris et al., 2003, King and He, 2006; Sharp, 2007). The concept has been largely defined along two key variables: the process of interrogating the 'ease of use' and 'usefulness' of technology – as perceived by users (Davies, 1989), in relationship with the complex environmental factors, which determine users' 'intention to use' and the 'actual usage' of such technology (Davies and Venkatesh, 2004; Chutter, 2009; Turner et al., 2010). The role of technology acceptance in enhancing operational efficiency and effectiveness has been widely captured in the extant literature across politics (Park, 2013), journalism, scientific communication (McCuliff, 2011) and education (Farahat, 2012) as well as in particular economics, business management (Khang et al. 2012), electronic commerce and marketing (Wirtz et al. 2013). However, as Marangunic and Granic (2015) noted, while the development and integration of information technology into the private and professional life of users has grown over the years; questions still linger regarding its user's perception and level of acceptance (or rejection) – at both traditional and new media levels, to impact organisational strategy and "*broader*" economic prospect in an "*increasingly digitalised business world*" (Marangunic and Granic (2014: 97).

Based on the extant literature, there remains high acceptance level of the traditional media (such as TV, radio, news channels, newspapers and magazines etc) due to its perceived promise of better security and ease of use (Sumak et al., 2011). In contrast, the new media technology (such as Twitter, My Space Facebook etc) – which is radically changing how people relate, communicate, socialise, share knowledge and ideas as well as engage in business - tend to be experiencing lower acceptance rate (Khang et al. 2012; Martin, et al., 2015). This often manifest in the form of systemic avoidance or what Selvaganapathi and Raja (2012:22) described as "technophobic" – largely driven by some contextual factors (Mordini, 2007; Kim and Kankanhalli, 2009: 567; Liang and Xue, 2009). These factors of (technology) avoidance/resistance are often associated with fear of losing control of information flow (Berna-Martinez and Macia-Perez,2012: 148; Rivard and Lapointe, 2012; Newhouse, 2012) and in particular cyber-related attacks (Liang and Xue, 2009), which has intensified and taken mutative dimensions in recent time (Watkins, 2014; Wheatley et al., 2016; Ovelgonne et al., 2017; Rightmier, 2017). As Ovelgonne et al. (2017) and Rightmier (2017) remarked, these contextual factors can be effectively confronted and engaged, in order to make case for enhanced technology – new media acceptance, which can help decentralise information flow, amplify information accessibility, optimise operational efficiency and sustain organisational business management and positioning (Johnson et al, 2012).

Against the foregoing backdrop, this study (chapter) proposes that- rather than dwell *on avoidance/resistance mode*, attention should be focus more on establishing how TAM can be effectively employed in the use of innovative information system – new social media technology (Rivard & Lapointe, 2012; Khalil, 2013) to enhance organisational *market positioning, market leadership/dominance, customer intimacy/ relationship* and *overall competitive advantage*. To achieve this, empirical data will be gathered via semi-structured face-to-face interviews with (41) managerial and non-managerial workers across five firms in the Nigerian ICT sector, which will be qualitatively analysed using thematic textual analytical (TTA) tool, to address the study's overall aim. TTA is chosen here for data analysis, to identify and analyse patterns in data set. Specifically, this analytical tool examines meaning, content and text structure in relationship with the type of text or discourse employed (Clarke and Braun, 2014) as well as the orientation of the correspondent (textual or discourse provider), to relay value and belief systems, which are critical in understanding social context that are inhered in data set (Bryman and Bell, 2015). More details on TTA will feature in the methodology. The remainder of this chapter is structured as follow. First, the traditional media is presented, followed by new social media; technology avoidance, technology acceptance model (TAM); studies on TAM; relationship between TAM and business positioning, Nigeria's context; conceptual framework; methodology; findings and conclusion.

The Traditional Media

The old media – which is commonly referred to as traditional media has been predominantly used for many years in marketing and advertising products and services across the globe (Althaus and Tewksbury, 2000; Jenkins, 2006). In marketing and other strategic objectives, the traditional media may include but not limited to the use of TV, radio, billboards, newspapers, magazines, direct mails and door-to-door canvassing, which are the forms of steadfast mechanics of engagement, via which business to customers and business to businesses have been occurring in the past decades (Meraz, S., 2009; Schultz, Utz and Goritz, 2011). The above mechanics are considered 'push strategy', because the businesses control the messages that are being put out in the public domain, hence traditional media is viewed as a slow and one-way communication or engagement system, which according to Meraz (2009) and Schultz et al. (2011) centralises information. Broadly, Bruhn, Schoenmueller and Schafer (2012) highlighted that traditional media are largely paid platforms and often viewed to be slow, opaque and involves closed, controlled and top-down strategy, which drives passive stakeholder involvement, pre-produced schedules, polished content and poor analysis amongst other drawbacks. Although these methods have been effectively used over the decades and are currently still in use, stakeholder's (consumers') needs and expectations have continued to evolve and thereby forcing rapid change in market dynamic, which has led to the rise of alternative, faster, cheaper and more efficient communication/engagement innovation - such as new social media (Jenkins, 2006; Meraz, 2009; Schultz et al., 2011; Bruhn et al., 2012). New social media is the focus of the following section.

New Social Media Technology

In contrast to traditional media which centralises information, Jenkins (2006) and Schultz et al. (2011) emphasized that new social media technology (such as Twitter, My Space Facebook, YouTube and LinkedIn etc) has emerged - to provide alternative, decentralised and more inclusive ways of engaging stakeholder (customers, businesses), which traditional approach does not facilitate. Apart from being a free and affordable platform, new social media facilitates speedy, two-ways or multiple information-communication dynamic, open system and transparency that are critical in business relationship. It also drives one-on-one marketing, authentic content, unstructured communication, real time creation, bottom up strategy, user's interactivity, active involvement of stakeholder and in-depth analysis of social momentum and related scenario, which gives new media significant edge over traditional media (Meraz, 2009; Bruhn et al., 2012). Essentially, being considered innovative model of information communication technology, new social media has not only captured the minds and hearts of internet users (Clarke and Braun, 2014); it is radically changing how people relate, communicate, socialise, share knowledge and ideas as well as engage in business and marketing (Khang et al. 2012; Martin, et al., 2015). Thus, new social media provides specific utility purposes for individuals, which according to Kaplan & Haenlein (2010) presents practical consumer trends that contemporary organizations can exploit, to achieve business positioning and overall competitive advantage.

Despite the above benefits, new social media technology tends to be experiencing lower acceptance rate at corporate utility level (Kim and Kankanhalli, 2009; Khang et al. 2012), which Liang and Xue (2009), Rivard and Lapointe (2012) and Selvaganapathi and Raja (2012) addressed from the context of systemic avoidance that are largely driven by certain contextual factors. The contextual factors of new media avoidance are the focus of the following section.

New Social Media (Technology) Avoidance/Resistance

While traditional media is still widely embraced and utilised in the contemporary business and marketing environment – due to its perceived assurance of better security (Althaus and Tewksbury, 2000; Jenkins, 2006); the reverse appears to be the case with new social media technology. Most organisations have largely remained sceptical in fully integrating the functionalities of new social media (Kim and Kankanhalli, 2009), which is considered enabler of information decentralisation and expanded communication-engagement between businesses and stakeholder (customers, clients) (Clark, 2012; Newhouse, 2012). According to Rivard and Lapointe (2012), the potential reasons for this scepticism which Selvaganapathi and Raja (2012) described as technology avoidance (or resistance) behaviours are often associated with fear of losing control of information flow and cyber-related attacks (Liang and Xue, 2009), which has intensified in a mutative fashion recently (Watkins, 2014; Wheatley et al., 2016; Ovelgonne et al., 2017; Rightmier, 2017).

According to Ovelgonne et al. (2017) and Rightmier (2017) however, rather that dwell on avoidance mode as a consequence cyber-risks, these contextual factors can be effectively dealt with, through best safety management practices including education, training and development, effective use of cyber protection systems and engagement of all and sundry across organisational value chain (Watkins, 2014; Wheatley et al., 2016). The above will enable better understanding of TAM (Pantano and Di Pietro, 2012; Priyanka and Kumar, 2013) and help make case for enhanced acceptance of new media (Rivard & Lapointe, 2012), which can help engender decentralising information that are crucial in achieving organisational business positioning and strategic management (Khalil, 2013; Andrew and Lyn, 2013). It is necessary at this point to understand the concept of TAM in more details, which the following section brings to perspective.

Understanding Technology Acceptance Model (TAM)

Rooted in psychological theory of reasonable action (TRA) and theory of planned behaviour (TPB) (Fishbein and Ajzen, 2010), TAM concept is underpinned by two key variables: interrogating the ‘ease of use’ and ‘usefulness’ of technology – as perceived by users (Davies, 1989) relative to the complex external environmental factors, which drive their intention to use and actual usage of such technology (Chutter, 2009; Turner et al., 2010). While the TRA explores behavioural intentions as the key predictors of behaviour (Ajzen and Fishbein, 1980); the TPB included how individual’s intention to display certain behaviour can be driven by their perceived behavioural control (Ajzen, 1985). The only difference between TRA and TPB is the ‘perceived behavioural control’, which TPB included as a factor of intents and behaviours (Fishbein and Ajzen, 2010). According to Ajzen and Fishbein (1980), the 'intent' is driven by attitudes to engage in certain behaviour and by 'subjective norms' about behaving in certain way and also 'perceptions' regarding individuals' ability to (or not to) behave in the targeted way. Citing Ajzen (1985), Priyanka and Kumar (2013) noted that attitudes are largely driven by individuals' beliefs, normative beliefs and motivation to behave in a targeted manner as well as the perceived behavioural control, which is informed by individuals' perception regarding their ability and resources to display such behaviour.

Essentially, as Pantano and Di Pietro (2012) related, it was TRA's disregard of perceived (user's) behavioural control that lead to the development of TPB, which not only critiqued perceived behavioural control; but also explores human rationality and decision-making dynamics that are driven by information availability (Fishbein and Ajzen, 2010). In recent, both TRA and TPB have been found to be limited by their disregard of the 'conscious and unconscious motives', 'personality' and 'demographic' factors that are implicated in driving individuals' determination to display certain behaviour (Priyanka and Kumar (2013); they have remained the basis of Davies' (1986, 1989) user predictability of TAM (Rivard & Lapointe, 2012; Pantano and Di Pietro, 2012).

In an attempt to upgrade TAM's user predictability – which is constrained by its predominant focus on users' perception of 'ease of use' and 'usefulness' – to the extent that other problems surrounding technology utility are being ignored (Selim, 2003), the concept has undergone phases of development. In particular, as Selim's (2003), Sharp's (2007) and Chutter's (2009) studies provided, TAM 2 and TAM 3 (Venkatesh and Bala, 2008) were developed to address the external/environmental factors that drive users' attitudes and intentions to use technology as well as the actual usage. This led to other studies that have explored about four major categories of modification to the model, to address external determinants shaping individuals' perception of 'ease of use' and perceived 'usefulness. Under category one, they include technology anxiety (Saade and Kira, 2006), prior usage and experience (Oh et al., 2003; Burton-Jones and Hubona, 2006), self-efficiency (Davis and Venkatesh, 1996) and confidence in technology (Amoako-Gyampah and Salam, 2004). Category two incorporates factors of other theories for driving TAM's predictive validity such as subjective norm (Hardgrave and Davis, 2003), expectations (Venkatesh et al., 2003), user participation (Amoako-Gyampah, 2007), risk (Featherman and Pavlou, 2003) and trust (Gefen, 2004; Gefen et al., 2003). Category three explores contextual factors including the effects of gender, cultural diversity and technology characteristic (Plouffe, 2001). The fourth category of TAM extension addresses the mechanics for addressing actual usage – in the context of 'attitudes towards technology' (Davis et al., 1989), perception of usage (Horton et al., 2001, Moon and Kim, 2001) and the actual usage (Davies and Venkatesh, 2004). Recent studies on TAM are presented next.

Studies on TAM

TAM is increasingly attracting broader scholarly attention – as more studies are starting to approach the concept from multidisciplinary realm, which includes Pai and Huang' s (2011) "*introduction of healthcare information systems*", Lee and Lehto's (2013) "*user acceptance of YouTube procedural learning*" and Nasri and Charfeddine,' (2012) application of TAM in "*internet banking*". Other studies have also applied TAM across teaching and learning discipline to enhance acquiring and transferring knowledge (Gong et al., 2004; Park et al., 2008; Zhang et al., 2008; Farahat, 2012). Venkatesh and Bala (2008) conducted a study on "*technology acceptance model 3 and research agenda on intervention*" using both literature review and empirical research strategy, to establish how informed managerial decisions can help bring about strategic interventions, which can help drive greater acceptance and utility of technology. In "*technology acceptance model: a literature review from 1986 to 2013*", Marangunic and Granic (2015) identified four ways in which TAM concept can be advanced for greater acceptance. They include incorporating more variables to the concept and interrogating the actual utility relative to the measures of the objective outcome.

Similarly, in "*technology acceptance model* (TAM) *and social media usage: an empirical study on Facebook*", Rauniar, Rawski, Yang, and Johnson (2014) conducted an empirical investigation of 395 Facebook users, to examine "*individual adoption behaviour*" of new media. The study found link between users' perception of ease of use (EU), perceived usefulness (PU) critical mass (CM), perceive playfulness (PP), trustworthiness (TW) and new media acceptance level. Duodolu (2016) adopted a qualitative and content analytical technique to explore "*technology acceptance model as a predictor of using information system – to acquire information literacy skill*". According to the author, (avoidance of or) resistance to information systems can be attributed to the "failure of adoption of the new technology" in enhancing efficiency in literacy (Duodolu, 2016). In moving this debate further, this study proposes that rather than avoid or resist TAM due to contextual issues, these factors can be confronted and dealt with, in order to help validate case for greater acceptance and informed utility of technology – new social media, which can be instrumental in enhancing organisational business positioning and long-term success, as shall be demonstrated in the following section.

Relationship Between TAM - New Media and Business Positioning

As many studies have provided, technology acceptance is increasingly being viewed as the key to achieving organisational success in the contemporary business environment (Davies 1989; Pantano and Di Pietro, 2012). The above contention is not in isolation of the increasingly complex nature of consumers' wants, needs and choice, which organisations and service providers must keep abreast with, to be successful in the long run (Rivard & Lapointe, 2012). As a consequence, the global market environment is increasingly becoming competitive and ever demanding of the need to serve customers better than ever, through the adoption of aggressive design of products and services that can capture the hearts and minds of discerning stakeholders (customers, consumers). Achieving this requires the interactive and engaging instrumentality of technology acceptance model – new media acceptance (Berna-Martinez and Macia-Perez, 2012; Andrew and Lyn, 2013). Essentially, capturing the attention of consumers entail understanding what drives their (consumer) behaviours and how they react to or choose amongst contending products and services, to meet their needs and wants, which in simple terms can be referred to as business positioning (Johnson, Martin, and Saini, 2012) or *politics of* business platform (Gillespie, 2010). Business positioning is a management concept which is preoccupied with how organisations can bring their products and services to the door step of their existing and potential customers (Zott et al., 2011; Reeves and Deimler, 2011). This process can materialise through effective and interactive engagement of customers, which technology acceptance culture and the use of new media technology can help materialise (Aral et al., 2013). In this direction, this current study is of the view that there is a link between the adoption of TAM – new media technology and organisational positioning, which is captured here from the realm of market positioning, market leadership/dominance, customer intimacy/relationship and overall competitive advantage.

Market Positioning

Within the parameter of business positioning, market positioning is considered crucial in establishing how products and services should be made aware and available to potential and existing customers (Matear et al., 2004; Day, et al., 2002). The concept of positioning allows marketers to create appropriate image of the products and services based on the understanding and behaviours of the intended or targeted users (Spurgeon, 2007). In market positioning, marketers use different mechanisms such as the 7 Ps market mix, which involve promotion, price, place, product, people, process and physical evidence (Khan, 2014) - to facilitate delivery of products and services to consumers, which can be more effective where technology acceptance culture and use of new media technology is encouraged (Chan and Guillet, 2011).

Market Leadership/Dominance

Arising from market poisoning which explains the process of winning the hearts and minds of broader customers, organisations can achieve market leadership and dominance (Johnson et al., 2012), which Etro (2011) and Fang, et al. (2017) described as a process of harnessing increased level of sales revenue and profit maximization. Market leadership and dominance can be experienced, when organisations effectively engage and communicate existing and potential customers, through effective integration of new media technology (Clarke and Braun, 2014), which is possible when technology acceptance culture is being embraced (Baker et al., 2005; Aral et al., 2013).

Customer Intimacy-Relationship

In Ponder et al.'s (2016) study, market leadership/dominance was analysed as the product or result of effective customer intimacy and relationship. Similarly, Alvandi, Fazlian and Amiri (2014) added that organisations must create effective and enabling communication and engagement platforms between them and customers, in order for such desired customer-corporate intimacy/relationship to exist. The important of customer intimacy is that it amplifies stakeholder's interactivity across all areas of organisational value chain, which can enhance their trust, satisfaction and loyalty to the organisations' products and services (Lee and Kwon, 2011; Kai-Uwe and Yu, 2012). However, customer intimacy is a function of enhanced engagement and communication, which new media technology can help amplify (Greenwood and Long, 2011; Alvandi et l., 2014), for organisational business positioning and success.

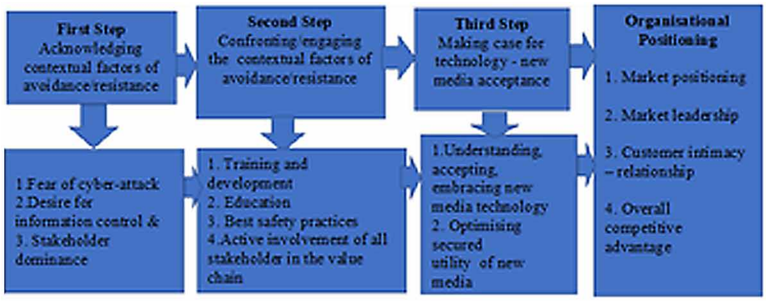
Overall Competitive Advantage

According to Porter (2008), a competitive advantage is crucial for the survival of any organisation, hence it forms a central component of organisational business positioning (Gillespie, 2010; Zott et al, 2011), which from the context of this study encompasses market positioning (Khan, 2014), market leadership (Etro, 2011) and customer intimacy-relationship (Ponder et al., 2016), which have been touched on in the preceding sections. Thus, competitive advantage means that organisations are able to successfully compete with other contenders in the market environment – via the adoption of business positioning (Reeves and Deimler, 2011), which the instrumentality of new social media can facilitate- especially where TAM is securely and effectively embraced (Aral et al., 2013). As can be gleaned from the foregoing, there is a strong relationship between TAM – new media acceptance and organisational business positioning, which informs the conceptual framework of this study.

Conceptual Framework

As explained in preceding sections, numerous business and management studies have extended and applied the concept of technology acceptance model (TAM), to establish users' perception of the "usefulness" and "ease of use" of specific technology (Davies, 1989) and the "subjective norms" (including attitudes, intentions to use and other external environmental factors), which determines their acceptance and actual usage of such technology (Davies and Venkatesh, 2004; Selim, 2003). Studies have also indicated that there is both high acceptance in traditional media and low acceptance in new media technology utility, however, as noted earlier, this study emphasise on the avoidance or resistance scenarios that underpins low user acceptance of technology, which some commentators have largely linked to contextual factors (fear of cyber-threats and need for information control/dominance) (Selvaganapathi and Raja, 2012). In building on this, this study proposes that rather than dwell on avoidance or resistance mode as a consequence of fear and risks, these contextual factors can be confronted and better understood - through training, education and adoption of best safety management procedures. The above will help make informed case for a secured and optimised adoption of TAM – new social media (Khalil, 2013), for organisational business positioning (BP). Hence, technology acceptance model -for business poisoning (TAM-BP) is being conceptualised for the purpose of this study. In this direction, TAM-BP encompasses market positioning (Khan2014), market leadership/dominance (Etro, 2011), customer intimacy-relationship (Alvandi et al., 2014) and overall competitive advantage (Reeves and Deimler, 20110). Figure 1 provides insight into the working of TAM-BP.

Figure 1. TAM for business positioning (TAM-BP)



Based on the graphical illustration, TAM-BP framework involves three key steps: the first entails 'acknowledging the contextual factors (fear of cyber-attack and desire for information control) that drive resistance/avoidance of technology – new social media (Selvaganapathi and Raja, 2012). This leads to the second step, which compels that these contextual factors are confronted and engaged through inclusive engagement, education, training, development and employment of cyber security experts amongst other best safety practices (Khalil, 2013). Essentially, this will facilitate making case for improved acceptance, secured and optimised utility of new media technology – which is the third of the three key steps utilised in this framework, to enable actualising organisational business poisoning – market positioning, market leadership/dominance and customer intimacy that are central to achieving organisational competitive edge (Khan2014). Thus, TAM-BP framework can be resourceful in addressing technology – new media acceptance and utility, for organisational business positioning across Nigeria's ICT sector, which is the context of this study.

Nigeria's Context

Nigeria is considered the most populous African nation with over 180 million population and a good number of operating industries including the information and telecommunications (ICT) sector, which is the mainstay of this study. The ICT activities penetrated Nigeria since her independence in 1960. The sector has been making some progress following years of protracted state of under-development and inefficiency (Ndukwe, 2003 NCC, 2012). Based on the 2013 estimate of 56.1% and 51% in 2015, the sector has remained (potentially) the biggest employer of employees in Nigeria as well as a profitable source of revenue for foreign investors (CIA World Factbook, 2016). As competition intensifies in the industry, it becomes imperative that operators improve their operational efficiency and customer relationship/intimacy, which the integration of innovative information technology - such as new social media can help materialise, for strategic business positioning in Nigeria (Nosirir et al., 2015). In general, however, while there is dearth of critical studies in Nigeria's extant literature - to drive forward the debate on this phenomenon; few studies have made considerable attempt to engage discourse on organisational acceptance and utility of technology.

For instance, Ituma and Simpson's (2006:48) qualitative study of the "*work biography of information technology workers in Nigeria*" addressed utility and acceptance, but ignores systemic avoidance. Similarly, Dauda and Akinbgade's (2011) study explored "*technological change and employee performance in selected Nigerian firms*" - via a quantitative research methodology. Also, Nwagwu and Akeem (2013:229) adopted a quantitative survey approach, to establish "*Nigeria's contexts* *of utilization of ICT by medical practitioners"* and how technological utility could help healthcare providers to reach a series of desired outcomes. In the same vein, Oni (2013) adopted a quantitative survey approach to explore the issues of "*IT utility and digital divide* "and the challenges this poses to "*the real estate practice in Nigeria*". As can be gleaned from the foregoing, these studies were largely preoccupied with users' (employees') acceptance concern and have not addressed potential systematic avoidance/ resistance of technology – new social media due to contextual factors highlighted in preceding sections and the need to embrace TAM, for organisational strategic positioning.

In responding to the foregoing concerns, Duodolu (2016) observed that technology avoidance or resistance in Nigeria can be attributed to the "failure of adoption of the new technology" in enhancing efficiency in literacy, which is consistent with Kim and Kankanhalli's (2009) logic of systemic avoidance or what Selvaganapathi and Raja (2012:22) described as "technophobic" that is driven by culture of fear, control and dominance amongst other contextual factors (Mordini, 2007; Kim and Kankanhalli, 2009: 567; Liang and Xue, 2009). Nigeria has a high-power distance (PD) culture, which endorses unequal power and information distribution between the subordinates and superiors (Umar and Hassan, 2014). Hence, new media technology (which decentralises and equalises information accessibility) is systematically resisted/avoided – due (largely) to its perceived contrast to Nigeria's cultural norms of inequality (Umar and Hassan, 2013). Furthermore, Duodolu (2016) added that Nigeria is relatively under-developed in terms technology security, which subtly explains organisational scepticism for TAM, however, he recommended that appropriate and adequate supervision, training and development should be made available on technology utility and application in real life. This current study thus builds on the above, in proposing that the contextual factors of avoidance should be apprehended, tackled and better understood, in order for TAM-new media technology to be embraced, integrated and effectively utilised securely by firms in the Nigerian ICT industry, to enhance business positioning. Methodology is the focus next.

METHODOLOGY

In this section, the methodological wavelength adopted in this study is explained – including the method, data source and critical analytical tool used in analysing the empirical data. Method is the focus of the subsequent sub-section.

Method

Qualitative research method is adopted in this study, which Lupa and Sandu (2017) described as a process of using words to represent and analyse data, through moving from data to theory, in order to achieve intended research objectives. This study thus relies on Saunders, Lewis and Thornhill's (2012) research onion model (ROM), which utilises 6 key layers namely - philosophy, approach, strategy, choice, time horizon and technique/procedure, to give validity to research findings and conclusions. As opposed to positivist approach which relies on scientific procedure (Silverman, 2013), the study adopts interpretive philosophy along epistemology of social constructionism and subjective ontology, which stipulates that our reality is socially constructed by actors in the social and corporate environment. Hence, these actors should be empirically/qualitatively engaged by researchers of social-organisational reality, in order to establish why and how this reality is constructed. In this direction, the study adopts a semi-structured face-to-face interview strategy, which underpins interpretive philosophy (Saunders et al, 2009, 2012) as well as considered ''a very practical side to qualitative" study that employs open-ended question, to draw real time responses that are crucial in solving research problems (Patton, 2012: 89). According to Bryman (2012), a semi-structured interview can facilitate useful discursive space between two individuals, which can be instrumental in drawing rich data that are potentially crucial to the research enquiry. Essentially, this approach allows the researcher to prompt further questions – relative to participants' responses.

In line with the above methodological mould, inductive (or top-down) approach which according to Creswell (2013) goes from specific to general is adopted in this study and thus, as opposed to deductive (or bottom-up) approach that goes from general to specific, the study does not test theory but (gathers and) analyses data, to link to theory. This resonates with the qualitative strategy and choice of semi-structured interview adopted to gather and analyse rich data – using critical analytical tool, for more nuanced understanding of the phenomenon of inquiry (Lupa and Sandu, 2017). The research is value-laden, which means the researcher is not separated from the research and the deontological position is ethics, which stipulates that the end via which the study is conducted justifies the means (Saunders et al, 2009, 2012).

Data Source

There are about nine major companies currently operating in the Nigerian ICT sector, which include but not limited to - Globacom, Starcomms, MTN, Airtel, Etisalat, Multilink, Mtel, ZoomBile and Visafone (Wills and Daniels, 2005; Ogunlesi and Busari, 2012). From the above list, five organisations were selected for this study, in which 41 managerial and non-managerial workers were engaged via semi-structured and face-to-face interview, to help gather information relating to the research questions. The interviews lasted between 20 and 30 minutes and were digitally recorded for transcription and analysis. Participants' consents were formally obtained and they were adequately informed about the purpose of the research and the need for their honest and independent responses. They were also assured of their confidentiality, respect, privacy, anonymity and freedom to withdraw their participation – if they no longer feel fit or safe to continue. In line with the above confidentiality concerns, Table 1 provides the coded details of participants' demographic characteristics.

Table 1. Interview brief

No.	Code	Work Roles	Male/Female	Educational Background	Yrs. of Work Experience
First ICT Company (FIC)					
1	FIC01	Senior Office Manager	M	MBA HND	8
2	FIC 02	Line Manager	M	MSc MBA	7
3	FIC 03	General Sales Manager	F	MSc MBA	7
4	FIC 04	Ordinary worker (OW)	F	OND	4
5	FIC 05	OW	M	BCs	6
6	FIC 06	OW	F	HND	N/A
7	FIC 07	OW	M	N/A	4
8	FIC 08	OW	M	MSc	5
		Total FIC participants = 8			
Second ICT Company (SIC)					
9	SIC11	Senior Supervisor	F	BSc	6
10	SIC 12	Middle Line Manager	M	MSc	N/A
11	SIC 13	Assistant Sale Manager	M	MBA	7 plus
12	SIC 14	Ordinary worker (OW)	F	MBA	6
13	SIC 15	OW	F	BSc	6
14	SIC 16	OW	F	HND	5
15	SIC 17	OW	M	MSc	4
16	SIC 18	OW	M	OND	5
		Total SIC participants = 8			
Third ICT Company (TIC)					
17	TIC22	Brand Manager	M	MBA	6 plus
18	TIC 23	Marketing Manager	M	MBA	5 plus
19	TIC 24	Ordinary worker (OW)	F	HND	6

continued on following page

Table 1. Continued

No.	Code	Work Roles	Male/Female	Educational Background	Yrs. of Work Experience
20	TIC 25	OW	M	MSc	5
21	TIC 26	OW	F	MSc	5
22	TIC27	OW	F	BSc	4 plus
23	TIC28	OW	M	BSc	5
		Total TIC participants = 7			
Fourth ICT Company (FIC)					
24	FIC31	HR Manager	M		7
25	FIC32	Sales manager	F		5
26	FIC33	Brand Manager	F		7
27	FIC34	Operational manager	M		7
28	FIC35	Ordinary worker (OW)	F		4
29	FIC36	OW	F		4
30	FIC37	OW	M		4
31	FIC38	OW	M		5
32	FIC39	OW	M		5
		Total FIC participants = 9			
Fifth ICT Company (FFIC)					
33	FFIC41	Marketing Manager	M		6 plus
34	FFIC42	Promotion manager	F		6
35	FFIC43	Senior Supervisor	M		7
36	FFIC44	Ordinary worker (OW)	M		5
37	FFIC45	OW	F		4
38	FFIC46	OW	F		5
39	FFIC47	OW	M		5 plus
40	FFIC48	OW	M		4
41	FFIC49	OW	F		N/A
		Total FFIC participants = 9			
Total:41		**Total Managers: 15** **Total Ordinary workers (OW) s: 26**	**M = 23** **F = 18**		**Min. yrs.:4** **Max Yrs. 8**

Key Guides:

- First ICT Company (FIC): managerial and non-managerial workers = (FIC01 - FIC08).
- Second ICT Company (FIC): managerial and non-managerial workers = (SIC11 – SIC18).
- Third ICT Company (FIC): managerial and non-managerial workers = (TIC22 – TIC28).
- Fourth ICT Company (FIC): managerial and non-managerial workers = (FIC31- FIC39).
- Fifth ICT Company (FFIC): managerial and non-managerial workers = (FFIC41 - FFIC49).

The table demonstrates how participants' details were coded with pseudonyms to protect their anonymity, and importantly, they were selected based on certain eligibility criteria that includes minimum academic qualification (of BSc and OND) and minimum of 4 years work experience in the sector, which makes them knowledgeable in the discourse of this study, hence the importance of their opinions (Saunders et al., 2012; Creswell, 2013). The analytical tool used in analysing data is the focus of the following sub-section.

Analytical Framework

After data were collated and manually transcribed, thematic textual analysis (TTA) was employed to analyse the data, in order to gain more nuanced understanding of how technology avoidance factors can be overcome, to help engender informed understanding and more acceptance of technology – new social media, for organisational business positioning and long-term success. TTA strategy enables data analysis (researcher) to identify and report themes or patterns that are inhered in a given data set, to make informed meaning of responses sought in the data (Braun and Clarke, 2006; 2014). According to Bryman and Bell (2015), central to TTA is the identification of themes within text corpuses, which resonates with "*thematic*" way of "*thinking*", whereby the meaning, context and text structure are given thorough examination. This process can help identify the type of textual properties that are employed by communicators/interviewees, which essentially relay their beliefs, value system and other orientations that relate to the social factors prevalent in such environment (Braun and Clarke, 2014), all of which can help provide informed meaning to the subject of inquiry and validity of findings in a qualitative study (Creswell, 2013).

The study triangulated interview data with literature on technology acceptance model (TAM), traditional media, new media technology and business positioning from both global and Nigeria's perspectives, which enabled the study to effortlessly draw themes from data texts - as opposed to adopting determined themes (Silverman, 2006), in order to avoid analytical discrepancies including data and thematic "doctoring" (Cowton, 1998). Data was gathered through digital recording and manually transcribed, which involved reading 'to' and 'fro' the texts corpuses in the interview data and the literature (theories), to find the links. The above lead to the process of annotating key themes and closely investigating the texts - as they relate to emergent themes and the objectives/questions of the study (Saunders et al, 2012). This allowed the researchers to read and openly code texts simultaneously from data and literature, which helped uncovered further information leading to the creation of sub-themes (Silverman, 2006). This approach enabled the researcher to intertextually investigate text corpuses, to converge themes identified (Kristeva, 1980), which helped modified the aim and objectives of the study (Creswell, 2013; Saunders et al, 2012). Importantly, in view of the limitation of qualitative approach - which does not generalize data (Silverman, 2013), this study has embarked on a painstaking evaluation of the themes drawn from data set. In this direction, the study addressed the sort of themes to be created from data set and how these themes give meaning to the issues discussed around TAM -new media in Nigeria – relative to the aim and objectives of the study.

Findings

Relying on the TTA of interview data gathered and literature explored – which aligns with Fairclough's (2013) logic of data intertextuality, this study evaluates the role of TAM – new media technology in strengthening organisational business positioning - market positioning, market leadership/dominance, customer intimacy-relationship and overall competitive advantage. In achieving the above however, the study also looks at the contextual factors driving the predictability of technology – new media avoidance or resistance and how this can be confronted and dealt with, to enhance acceptance and utility of TAM - new media technology. In materialising the above objectives, the following themes below were drawn and analysed:

- *Acknowledgement of the roles of TAM - information technology.*
- *Acceptance with some degree of caution.*
- *Avoidance driven by high power distance and dominance culture, poor internet security and data protection factors.*
- *Prospecting for TAM -new media acceptance for business positioning*

Acknowledgement of the Roles of TAM: Information Technology

Based on the extant literature, the evolution of technology is a well-documented phenomenon, which is increasingly gathering momentum across developed countries (Pantano and Di Pietro, 2012; Priyanka and Kumar, 2013), although developing countries (Paterson, 2013; Strange et al., 2013) (including Nigeria) (Adaja and Ayodele, 2013; Duodolu, 2016) are beginning to join the band wagon - in an attempt to harness benefits associated with it. The above is consistent with respondents' views in this current study, which demonstrate overwhelming evidence of knowledge of the imperative of technology in enhancing organisational operations. Some of the extracts that reflect this viewpoint includes:

The importance of technology and information system is quite glaring in the current business world, it is one of the keys to competitive business edge (FIC 02). information technology is the harbinger of successful business today and through to the future, because it facilitates proximity, efficiency, speed and ease of use (SIC 13). technology has brought about innovative and alternative ways of doing things smatter, quicker and better, which can help maximise profit (FIC37). organisations are using information and communication technologies to resolve complex business and marketing issues (FFIC44).

Following the same line of view, many respondents observed that the dynamic of information technology can help operators to "*strengthen their business values, enhance quality and boost productivity and performance*" (TIC25) as well as facilitate "*digital marketing*" (SIC15) including on-line shopping, which is considered "*far more efficient than travelling to shopping outlets"* (FIC 04). Central to the evolution of information technology is essentially the speed in which the new media is overtaking the old media approach – that centralises information (Meraz, S., 2009; Bruhn et al., 2012). This consciousness is captured in texts corpuses and phrases such as "*quite glaring*" (FIC 02), "*harbinger of successful business"* (SIC 13), *"boost productivity…performance* (TIC25), "*smatter…quicker…better"* (FIC37) and *"more convenient… pragmatic...* (SIC 15), which are all indications of the acknowledgement of the importance of information technology and innovative engagement system (Martin et al., 2013, Paternoster, 2012). Indeed, a good number of studies (Ndukwe, 2003; Ituma and Simpson, 2006; Dauda and Akinbgade, 2011; Nwagwu and Akeem, 2013; Oni, 2013) have highlighted the growing consciousness and enthusiasm amongst operators in Nigeria – regarding technology gains. Thus, the above data responses align with Davies's (1989) logic of TAM, which are predictive indications that user's acceptance of technology may be likely high, based on the perception of its 'usefulness'. However, as to whether the above equates to high acceptance and actual usage of technology (Davies and Venkatesh, 2004) is the focus of the following section.

Acceptance With Some Degree of Caution

This section looks at the relationship between respondents' acknowledgement of the instrumentality of information technology based on perception of usefulness and the actual usage (Davies and Venkatesh, 2004), which underpins the degree to which it is accepted (Pantano and Di Pietro, 2012; Priyanka and Kumar, 2013) or avoided (Duodolu, 2016). Based on Odu' s (2011), Adaja and Ayodele' (2013) and Baro et al.'s (2013) studies - which highlighted how organisations are experimenting with innovative technology, there is a growing notion that technology acceptance is on the rise in Nigeria. As complemented in the interview data set, innovative information systems – new social media (such as twitter, Facebook and LinkedIn amongst others) are not only highly desirable and potentially accepted to some degree - by users in Nigeria social environment; users in the corporate environment are willingly ready to integrate them into their work system – if permitted. This contention is validated in the following extracts below:

Our company aims to be in the lead- driving technology forward in Nigeria, the company has already expended large amount of fund in the last three years to boost the its technological resources. They are convenient, efficient and quick in linking customers, although we are yet to fully integrate radical mediums such as Facebook (FFIC41).

The owners of this firm are beginning to feel the need to use the best technologies out there to boost their chances of competing with others. The company has incorporated and upgraded a range of internally networked systems and is currently busy with the possibility of fully integrating the emerging mainstream media. We have Twitter and Facebook account, but honestly - we are not yet there… (TIC27).

We adopt a highly sophisticated intranet system for internal working between our staff and our value chains. We have not abandoned our traditional approaches, we still use TV, radio, telephony and canvassing method to promote and market our products. However, the executives have almost perfected the plan to launch new apps that will make it easy and safe to make the most of modern social media (FIC 07).

Following the same line of position, respondents provided that information technology is at the heart of their operations, hence it is in the interest of their company to accept and integrate the latest and most upgraded of this technological innovation for business engagement and communication. They also indicated that while the traditional media - "*TV, radio, telephony and canvassing method"* (FIC 07) and internally-networked systems and "*highly sophisticated intranets*" (FIC07) are still much in use across the sector - given its promise of better security (Jenkins, 2006); effort is currently being made by these organisations to integrate innovative information technology – new social media. However, this effort is not without some degree of caution and withdrawal, due to risks, threats and fear amongst other complexities associated with the usage (Duodolu, 2016). Against this backdrop, respondents noted that:

Our Facebook account is only partially active, because they are still working of some security issues (TIC26).

We have LinkedIn and Twitter account, but they are handled in a more controlled manner to protect certain corporate interests (FIC 06). some features of our social network account are disabled for obvious reasons, they will become more interactive and practical in the future (FIC32).

Thus, while technology acceptance may appear somewhat high, respondents observed that caution is being exercised in the full integration of new social media. For instance, phrases such as **"***it is in our interest to accept and integrate"* (TIC26) and "*we have Twitter and Facebook account"* (TIC27) amongst others - cement the perception of some degree of IT acceptance in the terrain (Odu, 2011; Adaja and Ayodele, 2013; Baro et al., 2013), based on Davies and Venkatesh's (2004) perception of usefulness. However, the actual usage - in terms of full and active integration of these innovative (new social media) technologies and their enabling features remains largely dealt with caution and scepticism. Phrases such as "*still working of some security issues*" (TIC26), "*are disabled for obvious reasons*" (FIC32) and "*handled in a more controlled manner…. to protect corporate interests*" (FIC 06) are some of the statements that indicate scepticism over new social media acceptance. In cementing this position, a respondent noted, "*honestly - we are not yet there…* "(TIC27), which subtly culminates in technology avoidance – ultimately driven by a range of contextual factors (Chutter, 2009; Liang and Xue, 2009). The contextual factors driving technology avoidance behaviours is the focus of the following section.

Avoidance Driven by High Power Distance and Control Culture, Poor Internet Security, and Data Protection Factors

In preceding section, attention was focused on the traditional media, which is viewed to be widely accepted and still in use - while the new media technology is accepted with great caution and resistance, hence, data extracts from respondents suggest that actual and practical usage tend to be comparatively low across the organisations. This finding tally with Kim and Kankanhalli 's (2009), Khalil's (2013) and Durodolu's (2016) views of corporate scepticism or resistance against TAM-new media technology, which is largely driven by some contextual factors that may include but not limited to cultural dynamic of dominance/control and high-power distance (PD), poor internet security and data protection culture. These contextual issues are the focus of this section. From the perspective of *high power distance (PD*) culture, individuals are less likely (than in a low power distance culture) to effectively communicate (and be communicated) on social-economic and corporate discourse that matter to them, due to some cultural factors (Hofstede, 1980). Central to cultural dynamic in this context is face concerns, whereby individuals may dread bringing to disrepute or appearing confrontational to the powers that be (or people in position of authority such as politicians, employers, management executives etc) (Ting-Toomey, 1988; Aycan et al., 2000).

According to Hofstede (1980), a high-power distance culture endorses superior-subordinate or servant-master relationship, whereby masters or superiors must control all information and make decisions on behalf of servants/subordinates, who in turn must reciprocate through their deference and loyalty. This cultural dynamic which does to promote equality of resource/information distribution is prevalent in Nigeria's political, social and corporate domains (Umar and Hassan, 2013) and does not concise with the imperatives of innovative (social media) technology, which ruptures the continuum of dominance and amplifies information dissemination and expanded communication/engagement space (Paternoster, 2012; Newhouse, 2012). The above resonates with the views noted in the following extracts:

Respect for superiors and those above us is the core of our tradition in this country, So, if the owners of business want to protect their image and their operations - through - say for instance, by controlling social media usage, we and the users of their service must learn to respect that (SIC17).

Social media have positive features, but we Nigerians often easily go overboard - to be left unchecked with the risks of social media. Our people can resort to pedalling derogatory and mischievous rumours, to disrespect and tarnish the company's image (TIC22).

To be fair, owners of these businesses have the biggest stakes and risks in investing in a very dicey environment such as Nigeria, they should be accorded their right to make sole decision on how they want to run their operation (FIC33).

In addition to the above extracts, short phrases like "*who are we to question the authority*?" (FIC 08), "*it is their stake – it is their decision*" (TIC23), "*poor masses do not make decision here*" (FIC38) and "*since when do the villagers make decision for the village* king" (FFIC46)? further reflect the dynamic of high power distance culture in Nigeria. Organisations in the ICT sector tend to root for the control of information flow and to streamline what information is made accessible to stakeholders (employees, customers and clients), by resisting new media imperatives of information decentralisation. This is what Hofstede (1980) referred to as a process of consolidating (information) dominance over stakeholders, which is fuelled and given legitimisation by the cultural environmental dynamic of high power distance, servant-master relationship and deference to superiors (Hofstede, 1980; Aycan et al., 2000). Phrases such as *"Respect for superiors"*, "*we must learn to respect"* (SIC17) and "*should be accorded their right to make sole decision" (*FIC33) are consistent with power distance factor (Aycan et al., 2000; Umar and Hassan, 2013), which inhibits acceptance and encourages avoidance of TAM- new media technology.

Beyond PD dynamic, *poor cyber security and data protection culture* form another context of factor driving avoidance behaviour toward innovative information technology – new social media. In recent time, the spade of cyber-attacks has taken mutative dimensions as political actors and corporations struggle to cope across developed and developing countries. Many studies have captured this phenomenon from the prism of "the *impact of cyber-attacks on the private sector*" (Watkins, 2014), "*predicting crowd behaviour with big public data*" (Kallus, 2014), "*the extreme risk of personal data breaches (*Wheatley et al., 2016) and "*human behaviour and susceptibility to cyber-attacks: a data-driven approach* (Ovelgönne et al., 2017), to mention just few. In consistence with the above, majority of respondents admitted that:

The threat of cyber-attack is quite enormous for us in this country. There is no guarantee of security- if you look at it subtly (FIC01).

We are still at the very early stage of understanding internet threat and the modalities of its security, even the developed countries are being targeted. In the meantime, we are being very careful with social media (FFIC42).

Similarly, others attributed the technology avoidance behaviour to the issues of poor data protection culture. Accordingly:

Its right to think twice before diving into social media. Nigerian system is fairly broken down at nearly all levels of its parastatals, and the data protection culture is particularly worrisome (SIC18).

it is absolutely risky, these companies are managing to operate somehow, they are also apprehensive of the high risk of breaching public data, which is why they are playing it cool with social media. Nonetheless, social media cannot be avoided, so I believe sooner or later it will be actively incorporated in our working system (FIC07).

As can be gleaned, the foregoing extracts are replete with texts and phrases that denote avoidance or resistance behaviours towards TAM – new media technology, that are driven by fear associated with cyber-attack and data breach, which Watkins (2014), Duodolu (2016), Wheatley et al., (2016) and Ovelgönne et al. (2017) have effectively intimated in their studies. Phrases such as "*threat of cyber-attack is* *quite enormous*(FIC01), *"still at the very early stage of understanding internet threat*" (FFIC42), "*data protection culture is particularly worrisome"* (SIC18) and "*absolutely risky*" (FIC07) in *"Nigerian system* that *is fairly broken down"* (SIC18) explain this fear and anxiety, which fuels the resistance/avoidance of TAM - new media technology.

Thus, factors driving avoidance of TAM in this section include high power distance culture and desire for information and decision-making dominance as well as poor cyber security and data protection culture, which help give these avoidance behaviours a facelift and colouration of legitimisation (Fairclough, 2013). Despite these factors however, some respondents held the view that rather than avoid these technologies, "*it is better they are confronted and embraced for better understanding – since they appear to have come to stay*" (FIC 08), which is the focus of the following section.

Prospecting for TAM -New Media Acceptance for Business Positioning

This section addresses how the contextual factors can be overcome, in order to trigger optimised acceptance and utility of new media technology, which can enhance organisational business positioning including *market positioning*, *market leadership*, *customer intimacy* and overall *competitive advantage*.

In the preceding sections, respondents demonstrated wider consciousness regarding the imperatives of information technology utility in advancing operational dynamic and strategic objectives of corporations, based on user's perception of 'ease of use' and 'usefulness (Davies and Venkatesh, 2004). Data analysis also indicated that while traditional media and internally-networked systems are still very much in use across the sector; effort is (apparently) being made by these organisations to fully integrate TAM – new media technology, which however has largely been treated with caution, scepticism and resistance, due to high power distance and control culture, poor internet security and data protection factors (Duodolu, 2016; Ovelgönne et al., 2017). As some commentators have revealed, rather than confront the challenges of using technology, most organisation tend to dwell more on the risk that creates room to resist it, which culminates in systemic avoidance of technology (Kim and Kankanhalli., 2009) or "technophobic" (Selvaganapathi and Raja's (2012: 22). Against the above backdrop, some respondents viewed that fear and risk is the only 'constance' in all human endeavours, hence technology and its associated risks should be equally confronted and engaged with, in order to optimally harness the gains of using it safely. As relayed in the extracts below:

it will be unwise for any organisation to remain static just because of the fear of trying something new. Others will use them (technology) to compete against and outperform us (FFIC43).

There is just so much to lose than gain avoiding these modern business tools. It does not grow the business (FIC31).

It is a layman excuse to not integrate useful business technologies due to risk, others are effectively and securely using them (SIC16).

The above extract denotes of contextual concerns, which finds continuation, in the context of dominance and power distance factors – as noted in the responses below:

we need to be more pragmatic, balance cultural belief and the ideology of dominance, which has remained the bane of poor business practices in this country (FIC39).

If only we African can jettison the 'oga' effect, the desire to control and dominate those we refer to as subordinates, then the need to avoid social media – which facilitates equality of information flow - will be defeated (TIC24).

in any environment where dominance of the lower class hold sway, new social media will be resisted, because it can give power to the people. This mindset needs to change (FFIC48).

The above responses invigorate a rethinking on the need to deal with issue of control and dominance (Umar and Hassan, 2013, 2014) that underpins motives driving technology avoidance, which is consistent with Selvaganapathi and Raja's (2012) and Watkins's (2014) position that technology innovation can still be effectively managed – where there is a will to do the right things (Watkins, 2014; Wheatley et al., 2016). This include encouraging more openness and culture of inclusion, engagement and communication, regardless of social status or class (Ovelgönne et al., 2017). This contention is widely reflected more in the context of cyberthreat and data protection risk – as noted in the following extracts:

The best way to understanding technology utility risk is to engage with it, rather than shy away from it. By engaging it, we learn more and eventually become master of it (FIC03).

We can address technology threat and usage better - through education, training and development as well as by involving all and sundry in our value chain (TIC28).

The company must invest in cyber-security, hire personnel with expertise in cyber protection, install the best and tested anti-virus systems (SIC14).

As noted in the foregoing extracts, respondents view that the power distance culture that inhibits technology acceptance needs to be apprehended and dealt with, which aligns with Berna-Martinez and Macia-Perez's (2012) treaty on "overcoming resistance" and Khalil's (2013) push "from resistance to acceptance" in "the use of technology", for secured and enhanced business positioning and innovation. Phrases such as "more pragmatic", "balance cultural belief" and "*ideology of dominance*" (FIC39), "*jettison the 'oga' effect*" (TIC24) and the need to "*change this mindset*" (FFIC48) validate the above contention, which is the need to overcome power distance factor of technology avoidance. Essentially, "*oga*" in Nigerian pidgin English simply means my senior boss, a term strongly linked to high power distance culture and commonly used to show respect and deference to superiors (Musa and Hassan, 2013, 2014). Similarly, in cyber-attack context of technology avoidance, respondents used texts and phrases such as "*engage with it*" (FIC03), "*education, training and development*", "*involvement of all and sundry*" (TIC28), "*invest in cyber-security*", *hire expertise in cyber security*" and "*install best and tested anti-virus systems*" (SIC14). This facilitate making case for the acceptance, secured and optimised utility of new media technology – which is the third of the three key steps of TAM-BP framework developed in this study, to enable actualising organisational business poisoning including market positioning, leadership/dominance and customer intimacy that are central to achieving organisational competitive edge (Pantano and Di Pietro, 2012; Khan2014).

In terms of market positioning, respondents observed the importance of new media technology in creating greater awareness and positive image amongst stakeholders (customers) about organisational products and services, based largely on the understanding of the intended/targeted users' behaviours, which is consistent with the views in the extant literature (Matear et al., 2004; Spurgeon, 2007; Chan and Guillet, 2011). According to some respondents:

New media can allow us to position our market well before existing and potential new customers (TIC24).

With innovative technology, the company can understand consumer behaviours, which will help improve the quality of our products (FFIC43).

We need to understand what works for customers, in order to place our mission at the centre of their heart (FIC37).

Social media is necessary for showcasing our corporate image, promote and improve the quality of our goods and services (FIC01).

Phrases (texts) such as "*position our market, understand consumer behaviours*" (FFIC43), place "*our mission at the centre of their heart*" (FIC37) and "*showcasing our... image... promote and improve… quality of our goods and services* (FIC01) represent respondents' perception of the importance of new media on market positioning, which leads to market leadership. In market leadership context, Johnson et al. (2012) and Etro (2011) explain this as the process of winning the hearts and minds of broader customer base and harnessing increased level of sales revenue and profit maximization. This can be achieved through effective integration of new media technology (Clarke and Braun, 2014; Fang, et al., 2017), particularly where technology acceptance culture is being embraced (Baker et al., 2005; Aral et al., 2013). Some respondents relayed similar view:

We will certainly join the league of market leader in this sector - if we take new media serious (SIC17).

When you capture public attention in the way that meet their needs and interests, they will follow your lead, your products and services (FIC 07).

Essentially, the above views are in congruence with Baker et al' s (2005) dynamic of market leadership, which can be achieved by effectively engaging and communicating existing and potential customers, via new media imperatives, particularly where technology acceptance culture is being encouraged (Aral et al' s (2013). For instance, phrases (and texts) such as "*capture public attention*" (SIC17) and "*join the league of market leaders*" (FIC 07) from respondents above concise with Ponder et al.'s (2016) viewpoint, which consider market leadership as a function of effective customer intimacy and relationship. According to Kai-Uwe and Yu (2012), customer intimacy is all about stakeholder's interactivity, which can drive their trust, satisfaction and sustained loyalty to organisations' products and services. In the words of some respondents:

It is only when customers feel intimately engaged that trust and loyalty can be built and sustained. Innovative IT is the only key to this (SIC16). intimacy in business means relying on customers opinions to shape how we design and deliver our services and products, which social media can facilitate (FFIC48).

Customers' needs and wants will continue to change, but keeping close relationship with them will help address these changing interests, and sustain their patriotism (FIC32).

The above responses demonstrate understanding of the importance of customer intimacy for organisational positioning, which Greenwood and Long (2011) considered a function of enhanced engagement and communication, which TAM - new media technology can help amplify (Greenwood and Long, 2011; Alvandi et l., 2014). Phrases and texts such as "*intimately engaged*", build "*sustained… trust and loyalty*" (SIC16) and "*close relationship*" (FIC32) reflect respondents' perception of the essence of good customer relationship-intimacy, which "*innovative IT*" (SIC16) and "*social media can facilitate* "FFIC48".

Essentially, some respondents believe that by making effort to achieve market positioning, market leadership and customer intimacy-relationship, their companies will achieve overall competitive advantage, which according to Porter (2008) and more recently Khan (2014) is crucial for business positioning and long-term survival of any organisation. Phrases (texts) such as "*understand consumer behaviours* (FFIC43), "*showcasing our... image... promote and improve… quality of our goods and services* (FIC01) acknowledged the importance of market positioning – in the same way as phrases like *"capture public attention*" (SIC17), "*join the league of market leaders*" (FIC 07) and *"intimately engaged* (SIC16). The foregoing encompasses what field commentators refer to as function of market poisoning, leadership and customer intimacy- relationship, which can translate to organisational competitive advantage (Ponder et al., 2016). Thus, competitive advantage means that organisations are able to successfully compete with other contenders in the market environment – via sound business positioning (Reeves and Deimler, 2011), which the instrumentality of new social media can help facilitate- especially where TAM is effectively integrated (Aral et al., 2013).

CONCLUSION

Using the empirical lens and thematic textual analysis (TTA) of interview data drawn from selected firms in Nigeria's ICT sector, this chapter has critically evaluated the imperative of technology acceptance model (TAM) in strengthening organisational business positioning: market positioning, market leadership/dominance, customer intimacy-relationship and overall competitive advantage. In achieving the above however, the study also explored how the contextual factors of technology avoidance and resistance can be apprehended, confronted and engaged with – through training, education, best safety practices and inclusion of all and sundry across organisational value chain, in order to eliminate avoidance as well as amplify acceptance and secured and optimised utility of TAM – new media technology, for organisational business positioning and success. The above is underpinned by the conceptual framework - technology acceptance model – for business positioning (TAM -BP) developed in this study. Four key themes were used to present the findings of the study. First, the study found there is a wider '*acknowledgement of the roles of TAM - information technology'* in Nigeria, but the second theme presented evidence of its '*acceptance with some degree of caution'* and resistance, which materialised in the third theme '*avoidance driven by high power distance and dominance culture, poor internet security and data protection factors.* The fourth theme presented case in support of '*prospecting for TAM -new media acceptance for business positioning'.*

The implication of this study involves contextual factors such as power distance (PD) culture and fear of cyber-attack. PD endorses unequal power distribution between superiors and subordinates (Hofstede, 1980), which is antithetical to TAM- new media imperative - that decentralises information flow an accessibility. Hence, this factor needs to be apprehended by actors (actioners, policy makers etc) in Nigerian corporate environment. Cyber-threat is real, but it is important that organisations engage with it, because the contemporary business environment is rapidly going digital. The study is however limited by its qualitative nature, which does not leverage on generalisation. A combination of interview and survey will help deepen understanding in future study on this phenomenon.

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Chapter 6
Corporate Social Responsibility as a Strategy in a Self-Service Shop S-Mart:
A Critical Analysis

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ABSTRACT

The objective of this chapter is to make known the importance of the use of these practices in Mexican companies, the benefits they have in the community where they are implemented. The method used is the method in a descriptive way through the periodic notes of the regional self-service company S-Mart. The method is based on analysis of the literature review. The main conclusion is that the company seeks to compete against the large self-service companies through CSR trying to fulfill its mission as a company. It is also concluded that corporate social responsibility affects the social responsibility of the consumer to the extent that circumstances permit, positively or negatively.

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INTRODUCTION

Corporate social responsibility (CSR), also called business social responsibility (BSR) is achieved when the company began a voluntary and active contribution to the social, environmental and economic improvement. This is in order to improve their competitive, value-situation and value of the corporations. When a good performance of these three characteristics is achieved, it is known as the triple bottom line. This triple bottom is used for sustainable business and as the name implies, covers three dimensions: environmental, economic size and revenue statements. Triple bottom line performance is known through sustainability reporting and / or corporate social responsibility.

For the International Labor Organization (ILO, 2007) social responsibility of business is the set of actions that take into account the companies so that their activities have a positive impact on society and affirm their principles and values that they governed, both in their own internal methods and processes and in their relationship with the other actors. The Brazilian Ethos Company and Social Responsibility Institute (2011, p.78) defines corporate social responsibility as a form of management that is defined by the ethical relationship between the company and the shareholders, and the establishment of business goals compatible with them, respecting diversity and promoting the reduction of social inequalities.

Milton Friedman (1962, p.133), in his book Capitalism and Freedom wrote: It has gained acceptance the view that corporate officials and union leaders have a social responsibility that goes beyond serving the interests of its shareholders or members.

There is a problem within Mexican companies regarding the adoption of social responsibility practices, which is not exclusive to the country, as this is a pattern that is repeated in developing countries (Azmat, and Ha, 2013), a category to which Mexico still belongs, since it meets certain characteristics which makes it to be within this group. The main characteristics of this group are that they are countries with faster economies of expansion, as well as growing markets making them profitable to do business on the part of companies.

In addition, it is usually where the social environment and its crises are usually more sensitive than in other countries. For this environment of sensitivity is where factors such as globalization, economic growth, investment and business have greater impact either negative or positive. For this reason, it can be considered that this type of economy handles with different treatment the issue of social responsibility as opposed to the developed economies (Visser, 2008). According to Schmidheiny (2006), Latin American countries tend to be more concerned with social problems than with other problems regarding social responsibility, such as ethics, environment and stakeholders.

So the objective of the chapter is to publicize the importance of the use of these practices in Mexican companies, the benefits they have both in the community where they are executed, the social benefits, the reputation that is obtained and that can attract investment by interest groups and what is more important, in increasing their profits, since it is the main reason why companies start to take this type of measures (Lizarzabaru and Del Brio, 2016). Thus encourage the development of strategies that help implement social responsibility within firms.

It is a question of further clarifying the weight of social responsibility through a case study, a Mexican self-service company called S-Mart, then presenting the results that are arrived at through the case study analysis and finally presenting the conclusions and recommendations that are made about the work developed.

VARIABLES TO MEASURE THE PERFORMANCE OF SOCIAL RESPONSIBILITY

According Alcabes (2005, p 158-160), there are ten variables to measure the performance of a company in order to know how socially responsible are:

1. Structures of payments for salaries. The employees of the organization representing the essence of the company. The greater the number of well-paid workers, the higher purchasing power and, consequently, the economic movement of the country will be encouraged.
2. Generation or declining employment. It refers to acquisitions or mergers. It is estimated the total number of employees at the beginning of the year, plus the total of persons engaged in the same, minus the total of people who stopped working in the company.
3. Preservation of the environment. The company calls itself from number 1 to 5 for the quality of the environment in the development of its operations. The degree of pollution in the air, water and soil as a result of their production processes and / or their waste is measured.
4. Concern for occupational health of its personnel. It is measured by the number of diagnosed cases of occupational diseases in the period and the number of accidents attributable to failure of the means of prevention or protection.
5. Level of customer satisfaction with the products or services of the company. An enterprise should measure the degree of acceptance of their products or services through the level of sales and growth curve over time. It should be clarified whether the market competition is high or there is oligopoly.

6. Intensity of competition. It should be measured if there are in the market many or few competitors.
7. Use of natural resources of the country or domestic inputs. This variable will explain how the organization contributes to the generation of jobs and foreign exchange savings for this domestic production must be competitive and required quality.
8. Share of exports in total production value of the company. When exports contribute to national development, to job creation, the use of natural resources and domestic inputs.
9. Net income as a percentage of shareholders' equity or the owners invested in the country. When a company dedicates a percentage of its profits to investment in its country of origin, the organization makes clear its commitment to national development.
10. Contribution of the company works or actions for the benefit of national communities. This variable includes those direct actions or contributions from the company or works programs to benefit communities in the country.

BACKGROUND

This section presents the information regarding the Mexican company S-Mart, its history, mission and the achievements that it has had within the competition related to the self-service stores. The chain of supermarkets has its origin in Ciudad Juárez, Chihuahua, where Enrique Muñoz began working for the store that his father, Don Jesus Muñoz Perez, founded in El Paso, Texas with the name of Union. In it learned the way in which had to do business. With the experience learned working in a company created by his family. Entered the business world when he opened the first store in the Mexican border city, where in the end, he would have most of his branches.

In 1975 he decided to open the first supermarket with an area of 1,500 square meters. One year after opening it became the store with the highest number of sales per square meter in the country. Benefited by the Free Trade Agreement, S-Mart, began to expand in the nineties thanks to this the Mexican company until 2015 has managed to open more than 60 branches in three states of the Mexican Republic having more than half of the branches in the city where he began operations in Ciudad Juárez (S-Mart, 2017).

According to the official website of the supermarket store until 2014, the self-service firm has a presence in the states of Chihuahua, Nuevo Leon and Tamaulipas, with Chihuahua being its most prominent place with 34 branches in Ciudad Juárez and 7 in the municipality of Chihuahua, while in the state of Monterrey the company is located in the metropolitan area of Monterrey with 12 branches, finally in the state of Tamaulipas has 6 branches located in Reynosa, 5 in Nuevo Laredo and 2 more in Matamoros. According to information from the local news chapter Ciudad Juárez, Norte Digital (2016), in March 2016, S-Mart opened its store number 36 with which until that year the store has 71 branches throughout the three states previously mentioned.

All these branches operate under the mission of:

Developing the potential of all collaborators to offer the greatest savings and the highest quality to our clients, achieving as essential condition to generate wealth and well-being to all involved and contribute to improve our society (S-Mart, 2017).

The grocery store saw the need to adopt the practices of a socially responsible company as it needed to distinguish itself from its competitors, or at least be at the same pace as them, being a relatively small company compared to its direct competition Soriana and Wal- Mart as the national competitors. In addition to other smaller local companies but still considered as direct competitors such as Alsuper, HEB and to a lesser extent Merco. With this type of strategies, one has the possibility to improve the trust and the loyalty of the client (Azmat and Ha, 2013). Because of this the clients feel more identified with the company. Having a greater presence in Ciudad Juarez is what it seeks to generate a sense of belonging to a local company and impact on citizens so that it is seen as a company committed to its city.

In addition, it is among the best Companies to work on since 2011 with several appointments. Within them are best company with more than 5000 employees, Northwest more than 1000 employees. Gender equity, retail. The best companies to work in America Latin America with more than 500 employees and retail more than 1000 employees, according to Great Place to Work in Mexico (2014), is a prize for the recognition, promotion, commitment and development of human capital that print on their employees. It also has a certification in 2012 for the Gender Equity Model.

In addition, it allows a competitive advantage which helps in the success of commercial operations and can obtain a greater economic return through these measures (Jamali and Mirshak, 2007). The firm has managed to launch one of its largest programs as a socially responsible company, supporting communities and rebuilding the social fabric through the rounding campaign, from donations to civil associations, schools or some other organizations Where the client directly helps social benefits for the improvement of the community.

It also has an ecological program which seeks to promote care and respect for the environment through the 3 R’s (S-Mart, 2017):

1. **Recycling:** Recyclable materials are separated, stored and delivered to the companies responsible for transforming them into new products, such as chapter, plastic and aluminum cans.
2. **Reuse:** The company separates materials for new use, cardboard boxes, plastic bars, wooden bars, pallets, etc.
3. **Reduction:** By means of the planning and organization has reduced the use of electric energy, as well as drinking water, gasoline, route planning and electronic communication.

This type of programs has been valuable for the companies since it has managed to position itself as one of the big local companies within Ciudad Juárez counting on 36 branches throughout the city in the present front of 12 branches that has Soriana and 3 the Company Wal-Mart.

JUSTIFICATION

Although the work has already been done, Mexican native companies have not realized the importance of social responsibility practices and the benefits it generates, since of the list of companies that obtained the badge of Socially Responsible Company, (Cemefi, 2017), most of them come from countries with developed economies that are more aware of the use of social responsibility practices within their companies, which makes it easier to startup of this type of practices. However, the Mexican businessman still does not see as essential the use of these measures within his strategic planning.

This chapter tries to contribute and to add to the literature the importance of the positive externalities that result from becoming a socially responsible company using as a case study the supermarket store S-Mart, located in the north of the country.

CONCEPTUAL THEORETICAL REVIEW

In the next section it is developed the theoretical concepts to be used within the work, as well as the set of ideas, background and theories that support the research in order to make clear each of the terms that are mentioned and can understand the perspective from where to leave. So far only the main theme has been referred to in a superficial way. It is up to here to define what has at first been described as social responsibility. From this point it is referred to this as corporate social responsibility (CSR).

In some companies (if not most) when referring to social responsibility practices they use the term socially responsible company, whereas in the scientific literature there does not seem to be a difference between CSR and socially responsible companies, rather than as an adjective on the part of the second to indicate that they make use of this type of measures. Therefore, both terms will be understood as equal.

In most of the concepts within the world of research there is a great debate to have a single definition that serves as a basis, and CSR has different (Azmat and Ha, 2013), although the study of this topic is not new since it has been developed for decades. It has not been possible to reach a consensual definition by the guild (McWilliams, Siegel and Wright, 2006). In this chapter it is used as reference but not as absolute definitions, the ones supported by Ramsey and Yeung (2009) and Mcguire (1963, p. 144). The idea of social responsibility means that the corporation not only has economic and legal obligations, but also certain responsibilities towards society that go beyond these obligations.

In addition, Davis (1973, p. 313) goes further since it explains what should not be a socially responsible enterprise: Social responsibility begins where the law ends. A company is not socially responsible if it simply meets the minimum requirement of the law, because this is what any good citizen would do ... Social responsibility is a step forward. It is the acceptance of a company from a social obligation beyond the requirement of the law.

There are different theories of CSR, however Garriga and Melé (2004) find that they are focused on four main aspects: To reach the main objectives of the company using CSR; Maximizing shareholder value and gaining a competitive advantage based on the resources and capabilities for long-term benefits. In addition, using the power with which it counts as a company in a responsible manner, refers to implementing activities that help society through altruistic acts where the same company is taken as a citizen more involved in a community that has to support.

Another aspect that Garage and Melé consider is that of integrating social demands is based on the way in which the company manages the social demands that it has mainly with the stakeholders. To take the CSR as a company policy that goes beyond the law is a measure adopted before a demand of the public opinion. Finally, the company must focus on doing good for a better society, that is, consider human rights, labor and care and respect for the environment, everything revolves around a more ethical approach.

Table 1 presented is the work done by Lizarzabur and Del Brio (2016) who were in charge of combining the approaches proposed by Garriga and Melé (2004), as well as the main points of each approach. They were also able to identify the main researchers who have developed CSR and locate them in some of the aspects that the model mentions. This is how RSC understands many terms and therefore it has not been easy to reach a consensus in its definition.

Table 1. Approaches to Corporate Social Responsibility

Investigation CSR	
1. Instrumental Theories (CSR as Instruments of Wealth)	
1.1 Maximizing shareholder value	Friedman, 1970; Jensen y Meckling, 1976; Ross, 1973; Jensen, 2000; Hartojo, 2015
1.2 Other competitive advantages	Husted y Allen, 2000; Goss y Roberts, 2011
1.3 Extend marketing effects	Varadarajan y Menon, 1998; Smith y Higgin, 2000
2. Political Theories (Power of the Company in Society)	
2.1 Corporate constitutionalism	Davis, 1960 y 1967)
2.2 Integral social contract	Donaldson, 1982; Donaldson y Dunfee, 1994, 199 y 2000
2.3 Corporative citizenship	Davis, 1973; Altman y Vidaver-Cohen, 2000; Matten et al., 2003
3. Integrative Theories (Response to Stakeholder Demand)	
3.1 Management approach	Sethi, 1975; Greening y Gray, 1994; Wartick y Rude, 1986
3.2 Business policies towards social direction	Preston, y Post (1975, 1981), Bouslah et al, 2013; Jizi et al, 2014; Bouslah et al, 2016
3.3 Decision-making effects on stakeholders	Rowley, 1997; Berman et al, 1999; Agle et al, 1999
3.4 Corporate Social Performance	Carrol, 1997; Wood, 1991
4. Ethical Theories (Ethical Responsibility With Society)	
4.1 Stakeholder Normative Theory	Freeman (1984)
4.2 Theory of universal rights	Cassel (2001); Giuliani, 2016
4.3 Theories of sustainable development	The World Business Council for Sustainable Development (2000)
4.4 Common Good Approach	

Source: Lizarzabur y del Brio (2016), p. 46.

Already with a clearer picture of what CSR is about, there are still some terms that need to be defined in order to continue with the development of ideas. Companies should take into account different perspectives according to their needs to take choosing appropriate strategies for it is necessary to know the different theories that help to understand the organization in its different edges. Mahoney (2012) talks about five blocks that make up the organizational economy, they are shown in Table 1.

1. Behavioral theory where the main variable at stake is uncertainty because the company is an organization composed of people and these are full of limitations. Although Adam Smith talks about the rational individual and his choices, trying to maximizing his own benefit, in practice it is not as simple as Simon (1957) says about limited rationality, which is given by limited resources available, asymmetric information, and different cognitive abilities. Although the individual is rational, sometimes the problems often exceed their abilities.
2. In addition, the theory of transaction costs where Coase (1937), Williamson (1979) and Arrow (1974), explain that there are certain mechanisms that allow a company to grow, one of which is the costs associated with the moment of realization. Some operations, either internally or externally, and opportunism plays a key role within this block, as long as greater opportunism can be generated, transaction costs will be greater (Vargas-Hernández, 2014).
3. The third block refers to the theory of property rights, Mahoney (2012) refers to this as an important point that should be obtained well-defined and correctly allocated rights to create wealth.
4. In block of agency theory, Peng (2012) is clear in saying the problems that can occur between the principal and agent because of the divergence of interests on the part of one and another, where transaction costs are generated, usually caused by the principal's interests to maximize the value of their long-term actions, while agents seek to maximize their own profit (Vargas-Hernández, 2014).
5. Finally, the theory based on resources and capabilities, where Penrose (1959) emphasizes the internal resources and management capabilities of the company in relation to its growth. Through the study by Mintzberg, Quinn and Voyer (1997) using the five forces developed by Porter is how they perform a company strategy analysis and thus improve their performance:

Intensity in Rivalry Between Competitors

It seeks to measure the degree of concentration within an industry, the less competitors the less concentrated the industry will find.

Threat of Potential Entries

Companies seek to reach the market more and the less competitors will be better for them, since they can impose their conditions on many occasions, to protect themselves from new competition. They apply for entry barriers in this way, they increase transaction costs, which discourage the entry of new firms.

The Bargaining Power of Suppliers

It refers to its ability to raise prices and / or reduce the quality of goods and services. It has four conditions: The dominance of industry by companies, product differentiation, if the focal firm is not an important customer and whether suppliers can become suppliers and rivals (Peng, 2012).

The Bargaining Power of Buyers

Also considered are four conditions which are if there is a strong bargaining power on the part of the buyers, if there is an impact on the quality of life of the buyers, the consideration of buying branded products without considering brands and entering the focal industry by delayed integration (Vargas-Hernández, 2014).

Threat of Substitute Products

This is about new products that can be launched by the competition that seek to compete and relegate either through quality or are produced at low cost.

However, not only must take into account the aspects based on the company and the industry, since they influence in a great way other actors of a firm in the institutional, cultural, and ethical aspect. This theory is called institutional theory (Peng, 2012) which explains the influence that exists on the part of the State and the society when the strategies are presented within a company, the way in which the institutions affect to a great extent the moment of creation of a firm, expansion of the same or in the entry of new products, there are several aspects to be taken into account since there are regulations that must be complied with which are imposed by the government. However, the same measures implemented by one country may not be applied in another, that is why the interaction between institutions and organization is so important (Scott, 1995).

Hofstede (1997) proposes five different dimensions of culture, encompassing the extreme parts that could be presented in any region or organization: The distance of power, that is, the inequality that exists in an organization or society, individualism and collectivism, masculinity and feminism, evasion of uncertainty and long-term orientation can be found in societies where more is planned for the future with better planning towards goals. While ethics refers to the norms, principles or standards that organizations have regarding their behavior and performance (Vargas-Hernández, 2014). For example, in organizations it tries to encourage companies with their participation in activities that society requires.

REVIEW OF THE EMPIRICAL LITERATURE

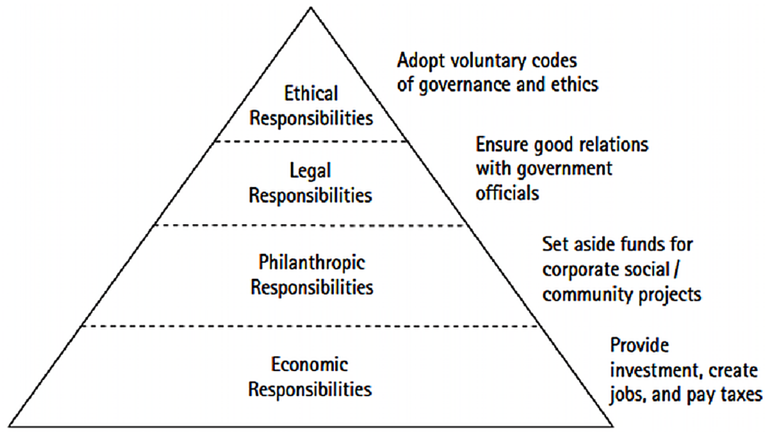
CSR is used to differentiate products within the competition, as explained by McWilliam, et al. (2006) since by means of a vertical differentiation one product is preferred to another, so it happens when the desired product which has characteristics of CSR is better than the other that does not have them. For example, the case of Honda, where many of its consumers prefer the hybrid Accord instead of the conventional model even though they have to pay much more for the first one, this because the characteristics that make up the hybrid is to be less polluting what is more valuable to the customer. In developed countries, CSR is increasingly a marketing strategy in order to gain trust and consumer loyalty, use different communication tools such as certificates, reports, everything to announce that they are doing internships of social responsibility (Azmat, 2013).

To date, most of the research carried out on Corporate Social Responsibility has been in developed countries. In the case of developing or emerging economies, the study of CSR is very useful. The justification for doing so, is that these economies represent a market in full expansion, which turns out to be a very lucrative business for companies. Where social and environmental crises are most accentuated. In addition, the impact on society of economic aspects such as globalization, investment and entrepreneurial activities have drastic repercussions, whether positive or negative.

The problems of developing countries with respect to CSR are very different from those in developed countries. The main aim is to improve living conditions through private sector participation (Jamali and Mirshak, 2007). This is why Visser (2008) proposes, based on Carroll's initial model of CSR, to make modifications and to exchange the priorities of each level of the pyramid as shown in Figure 1, in which economic responsibility remains the most important pillar within the emerging countries, because of the amounts of money that governments have for companies to set up in their territory, in addition to the jobs it generates, however, for the same reason of wanting to retain what governments have achieved. To overlook some ethical, environmental or social risks in order to retain companies.

The second block is the philanthropic responsibility where more than an act of good faith is a necessity and where companies need to improve the conditions of the community to operate in a good way. Legal responsibilities have a lower priority, as Peng (2012) explains. Usually, in the emerging countries there are weaker institutions which encourages companies to settle as there is less pressure from the government. For the developing countries, the lowest priority is ethical responsibility, says Visser (2008), as corruption still largely affects business activity, although there have been cases such as South Africa that with its CSR inclusion report managed to cover issues Social, ethics, security, among others, is still an exception to the rule.

Figure 1. Carroll's pyramid of the four classes of responsibilities modified by Visser
Source: Visser (2008), p.489.



In Latin American and Caribbean countries, the most associated problems are social and not environmental problems, as can happen in developed countries, because the emerging countries have more problems than developed countries, such as poverty, lack of medical care, housing problems and education, as governments fail to meet these needs, the societies of the population, civil societies pressure companies to cover government inefficiency (Schmidheiny, 2006).

According to the Mexican Center for Philanthropy (Cemefi) (2017), there are several reasons to apply CSR to companies, because they have positive effects on them which can be measured by means of quantitative and qualitative information. Some of them extracted from the same portal (Cemefi):

1. Loyalty and less turnover of the stakeholder groups.
2. Improvement of relations with neighbors and authorities.
3. Contribution to the development of communities and the common good.
4. Increased visibility among the business community.
5. Access to capital by increasing the value of its investments and its long-term profitability.
6. Better informed business decisions.
7. Increased ability to receive financial support.
8. Improvement in financial performance, reducing operating costs by optimizing efforts and making resource use more efficient by focusing on sustainable development.
9. Improvement of the corporate image and strengthening of the reputation of the company and its brands.

10. Increase in sales, reinforce consumer loyalty
11. Increased productivity and quality.
12. Improvement in the skills to attract and retain employees creates loyalty and a sense of belonging among the staff.
13. Reduction of regulatory oversight.
14. Teamwork is promoted and made more efficient.

Some studies, such as the one by Vasal (2009) carried out in India, where they sought to analyze the relative performance of the equity portfolio of companies that execute social responsibility practices, finding that there is a positive but statistically non-significant return. This type of results has influence on the shareholders. While in other countries like Bangladesh (Azmat 2013), it tries to explain the difficulties of the Asian country and how CSR with the government could help improve the supply chain.

THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND THE RESPONSIBILITY OF CONSUMERS

CSR does not reduce the social responsibility of consumers; provided that the consumer is of a higher socioeconomic status. CSR reduces the social responsibility of consumers to the extent that campaigns are used to transmit values.

Corporate Social Responsibility Reduces the Social Responsibility of Consumers

In the case of Mexico, there are many campaigns for recycling to waste as little as possible to conserve water, reduce obesity, etc. Many programs in order to raise awareness among consumers about the social responsibility and the environment, taking the baton through advertising campaigns and they do to their products. When consumers buy a certain brand of yogurt that like for its taste, but also know that a certain amount of profits will go to protect the Lacandona jungle, they know they've helped the environment by simply having bought the product.

When the consumer accepts round out his/her change, i.e. donate cents he/she can spare, so the company that collects this change can help an association of children with cancer, he/she knows he/she has helped. When a Mexican television every year in December is asking the citizens to donate $ 10, $ 20 or $ 50 for the foundation of this company can help children with disabilities; the person knows it has helped. This type of advertising campaigns has opted in what it is called marketing “light support”.

The light aids are those actions taken through minimal effort, but it is known in advance that will help, through third parties, to the welfare of any human being, animal or the environment. It is very fashionable now with social networks, pointing to people who are believed is not socially responsible. Such as refining companies that dump their waste into rivers, lakes and seas. It is known that such actions are wrong, but simply point out; it gives us some peace of mind because it is known that people know they should condemn such acts.

That's why when it has been learned that there are companies that help humans to have a better quality of life, animals to avoid extinction or the environment for preservation, consumers buy products or donate money to a certain account number since they do not have the time to do it themselves, but they get the satisfaction of having helped. Arredondo, Maldonado and De la Garza (2010) found in a group of consumers who even declare that corporate social responsibility is important, and they are price sensitive taking the only criterion that the product is cheap. Sierra and Londoño (2008) argue that companies should contribute to social objectives through the creation of wealth and equitable distribution.

For this reason, a socially responsible consumer is the one that links the impact of his decision according to what the company does with the product that decides to buy. An example is offering jam in Toks restaurants because it is a jam with 0.1 conservative; but the bottom line is not its low amount of sodium, but is made by rural communities in Guanajuato. Bhargava and Chakravarti (2009) stated that the company adopts social causes in order for the consumers to compensate the consumer for its good intentions. UPS Company is known as a pioneer in using reusable envelopes Express delivery. These envelopes are made from 100% recycled fiber.

Corporate Social Responsibility Does Not Reduce the Social Responsibility of Consumers

According to Valor (2008) there are three types of obstacles that must be overcome if a consumer wants to consume on a responsible way:

1. **Motivational Obstacles:** Such as the perceived effectiveness and identity. The perceived effectiveness is a very interesting point as it relates to the way the decision to be socially responsible will have an impact or not. A clear example is the separation of waste. It was intended at the time that the waste should be separated into at least two types: organic and inorganic. Liquids and food debris deposited in organic waste, while the cardboard, bottles, and plastic bag was placed in inorganic. The plan sounded great, but it was soon discovered that the garbage collectors, to empty the waste returned to mixed waste, making the campaign was a disaster.

2. **Cognitive Barriers:** Capture, process, store and retrieve brands through the information. How often campaigns that say something like listening to: "For every product you buy, a portion will be donated to: insert the social - Environmental benefit here". However, rarely explained the exact amount to be donated, the date of the donation and the foundation where the deposit of the proceeds will be held. This type of one-way communication is what often leads people to believe that these social - environmental campaigns really are not performed.
3. **Barriers of Conduct:** Opportunity to find the right brand to purchase. This type of barrier is contrary to consumer loyalty to a brand. An example is when two products relatively cost the same. However, one drives a social or environmental campaign and the other not. Socially responsible consumer will choose one that is committed to these causes.

Corporate Social Responsibility May or May Not Reduce the Social Responsibility of Consumers

Scholder, Webb and Mohr (2006) conclude that consumers respond positively to the efforts of social responsibility when they are driven by values and are strategic. However, they respond negatively when they are motivated by selfishness and interest of the affected. The Starbucks coffee Mexico and the National Institute of Older Persons implemented the program linking labor for older people, i.e. people older may work as bar tenders. This is an example of positive appreciation. The telethon is an example of negative perception, because it is well known that the revenue is deposited into a foundation as a single payment for the Televisa Company, this in order to avoid paying taxes, making "social aid" is in its own interest.

Rodriguez and Bustamante (2008, p 205-208) state that a socially responsible consumer is one who anticipates the consequences of their decisions to buy and avoid causing harm to others. An example is when the consumer decides to purchase biodegradable toilet chapter instead of the traditional as the biodegradable can be deposited directly on the potty toilet, making it degraded immediately and being kinder to the environment. Kohlberg (1981) suggests that humans evolved in the course of life through three stages: conventional pre stage (focus on self); conventional stage (focusing on other close); stage post conventional (universal human perspective). Anderson, Thomas and Cunningham (1972, p 23-31) state that a higher socioeconomic status, more socially conscious is consumer.

Interestingly, many of the biodegradable products are more expensive than traditional ones, as they need to be a more specialized way, so it is no surprise that statement.

CASE STUDY: CONTEXTUAL FRAMEWORK

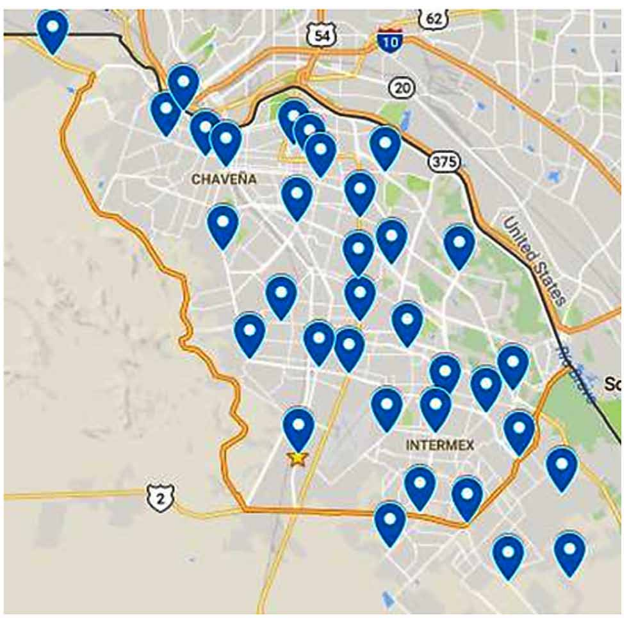
At present, S-Mart is concentrated in Ciudad Juárez, Chihuahua, so its efforts have begun within this city, being this one its seedbed of strategies to face the competition. Because there are already leading self-service companies in the market S-Mart has decided to grow under the mission of:

Developing the potential of all collaborators to offer the greatest savings and the highest quality to our clients, achieving as essential condition to generate wealth and well-being to all involved and contribute to improve our society (S-Mart, 2017):

For this purpose, the company opts to be a competitor within the self-service industry, seeking to differentiate itself from its competition through horizontal differentiation, that is, with the location of its stores, it seeks to be close to consumers at almost all points of the city, at least within Ciudad Juárez (Figure 2) that is its place with greater presence. In addition, S-Mart restructured its format to provide 24-hour service, making it the only chain of self-service stores throughout the Mexican Republic that offers this service in each and every one of its branches.

This is how the grocery store seeks total coverage for the convenience of its customers. In addition, it offers a faster time experience in performing the super by the customers. However, what concerns this research is to highlight the mission as a

Figure 2. Distribution of branches in Ciudad Juarez, Chih
Source: Own elaboration with S-Mart data.



company, which is to generate wellbeing to those involved in addition to improving society. This means that through actions that have implemented on society, seek greater loyalty for (Ramasamy & Yeung, 2009).

In this chapter are presented the results of the study, which is based on the results obtained by Ramasamy and Yeung (2009). Although the company has implemented environmental care programs through recycling, reuse and reduction, where in the year 2015, 12,512 tonnes of cardboard and chapter were recycled, preventing the logging of 736,036 trees, in addition to 1,445 tons of vitafilm and mixed plastic equivalent to 4,575 barrels of oil and recycled material equivalent to 139,753 m^3 landfill (S-MART) was recycled.

Its most effective CSR program is the rounding program, which consists of an establishment promoting a campaign in which it invites the customer who purchased certain items at the time they are going to pay them, and the cents that are required to reach them Unit (Cemefi, 2017). In this way, S-Mart has applied the rounding program since 2005 (Sánchez, 2015), helping organizations and related associations that support construction and charitable works by granting money raised to civil organizations and associations that work with the objective of combating social problems and improving society (Cano, 2017).

METHOD OF RESEARCH

For this study, the research method used is in a descriptive way, using journalistic notes found and reports from the Company to make a concentration of information where the supermarket store S-Mart has supported the society by means of the rounding, locating the areas of support and as this has benefited the company, using in the same way the news notes found on the internet. From July to August 2015 S-Mart collected and delivered two million 900 thousand 42 pesos with 82 cents to two organizations in Ciudad Juárez, one of them being a project that serves women living in marginalized areas and the second one supports young people in conditions of vulnerability (Sánchez, 2015).

In the campaign carried out from November 1 to December 31, 2 million 811 thousand 423 pesos were distributed to three organizations, the first two being associations of shelters for homeless children, the third providing technical assistance, consulting and training to civil organizations (Gamboa, 2016). Just as from May 1 to June 30, 2016, 2 million 873 thousand 764 pesos were collected with 10 cents, which were given to three organizations, the first of which is a civil association that seeks to support children of limited resources with education, the second is a community center; the latter is an association that supports and promotes the health and education needs (Channel 44, 2016).

Also, its branches in Reynosa and Nuevo Laredo have contributed with the rounding program supporting associations that combat the situation of people in vulnerability and scarce resources.

RESULTS

According to the information reviewed by the press, the company S-Mart has been favored by publicity on the part of the city's broadcast chains, which are the two main news chapters in the city, as well as the local television station This type of socially responsible practices improve the reputation of the company, since in 2015 was awarded by Great Prestige World as the third best company to work in northwest Mexico.

CONCLUSION

When companies engage in socially responsible practices in relation to their stakeholders, customers, employees, distributors, suppliers, society as a whole and the natural environment, it is possible for them to meet customer expectations, thus creating an image and positive reputation (Azmat and Ha, 2013). According to Lizarzabaru and Del Brio (2016) the reputation has improved due to the implementation of the CSR, in addition that has been correlated with the strengthening of the value of the company.

So S-Mart's actions of its CSR programs such as rounding should be seen as benefits both as a reputation as well as in the value of its brand. According to what the theory explains, the company has been conducting its CSR actions in a good way since in developing countries it must be directed towards the socioeconomic environment (Visser, 2008). It is undoubtedly the field of CSR that can still be quite exploited, and that more evidence is lacking, since few studies have been done beyond theory. The importance of this study is to pay attention to the issue and that more companies continue to apply strategies aimed at the benefit of society as are social responsibility practices.

The case of the supermarket S-Mart, is an example of a company that implements a strategy where to seek to compete against the big companies of self-services through actions that go beyond low prices, that is to say, tries to be faithful to the mission that proposes that it is to develop the potential of all employees to offer the greatest savings and the highest quality to its clients, achieving as an essential condition to generate wealth and well-being to all involved and contribute to improve our society, since in collecting and granting the money from the round-off program and granting it to qualified entities to tackle social problems, it is helping to create well-being that ultimately can help the wealth of its customers.

It can be concluded that corporate social responsibility affects the social responsibility of the consumer to the extent that circumstances permit, positively or negatively. While human consumers currently live a stage to preserve the environment and help others, hardly they will do themselves. There are many excuses such as lack of time, lack of resources, and lack of information on the institutions that can help. That's why when companies and corporation's campaigns are promoting social and environmental well-being, consumers are delegated responsibility in exchange for buying their products and donate pennies left over them. Help is help, whether long or short.

But there is someone who is aware of the abuse of these companies wanting to move to the general public through the broadcast media of children with cancer, with psychomotor or brain disabilities. This type of mass deception makes people want to know nothing of this kind of light help or ecological or social aid campaigns, with a negative impact on the consumer.

This chapter suggests that socially responsible companies will reduce or increase the social responsibility of the consumer in the following cases: If the consumer has enough money and can pay for an organic product knowing that it is more expensive than the polluter, it will be elected the ecological. When a product is promoting socially responsible campaigns and its competition does not, consumers will choose to which is conducting such a campaign. If the maturity, sustainable and sustained thinking of the individual allows the consumer to think as part of a social and future added, consumers will choose products with socially responsible campaigns. If the level of communication is bidirectional and management processes of social improvement are clear, the consumer will choose brands that operate under the criteria of socially responsible companies.

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KEY TERMS AND DEFINITIONS

Business Strategy: Is a business plan that that is developed at the request of a business with the mission of achieving certain long-term specific objectives.

Corporate Social Responsibility: Is a way of managing companies based on the management of the impacts that their activity generates on their customers, employees, shareholders, local communities, the environment and society in general.

Retail: Is a term that is used to name the retail and detail sale and marketing of products, Therefore, this type of sales is intended to cover the needs of final consumers. The concept is usually linked to the sale of large quantities, but to many different buyers.

S-Mart: Is a corporate chain of retail stores located in Ciudad Juárez, Chihuahua, México.

Service Differentiation: Is a marketing strategy based on creating a service or product perception by the consumer that clearly differentiates it from the competition.

Social Responsibility of the Consumer: Is the decision making in profit-making activities of consumers linked to environmental stewardship, ethical values, stringent compliance with legal requirements, respect for communities and the environment in totality that benefit society; it involves developing businesses with a positive relationship to the society in which they operate.

Social Responsibility Performance: Is the action or process of carrying out or accomplishing an action, task, or function of social responsibility.

Chapter 7
Sustainability Strategies for Software Development Firms

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ABSTRACT

Business sustainability is critical for any industry. In the software sector, this is often well practiced by organizations according to their sustainability reports. The work documented in this chapter aims to analyze the sustainability reports of software development firms from India to document the best practices in business sustainability. Ten large-scale software development firms were selected, and the themes such as efficiency enhancement, health and safety, opportunity maximization, productivity enhancement, risk management, value creation, and waste management were explored in the reports. The results are presented in this chapter that integrates the knowledge on the practical implications that software organizations in the rest of the world could adapt for better management of sustainability initiatives.

INTRODUCTION

Sustainability is a vital concept for businesses. There has been research in the area of defining the concept of sustainability (Sambhanthan, Potdar, & Chang, 2017); (Sambhanthan & Potdar, 2017). Studies dealing with the exploration of business sustainability frameworks and the related conceptual issues are manyfold in the published literature (Sambhanthan & Potdar, 2016a); (Sambhanthan & Potdar, 2015); (Sambhanthan & Potdar, 2016b). However, researches dealing with the analysis of business sustainability best practices based on the analysis of sustainability reports could be a novel and practical contribution to the sustainability literature.

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Therefore, this article explores the business sustainability concepts such as efficiency enhancement, health and safety, opportunity maximization, productivity enhancement, risk management, value creation and waste management in detail through a content analysis of business sustainability reports of software development firms.

RELATED WORK

Business sustainability has been featured as a buzzword in today's business world. Each business must consider about their sustainability in terms of long term survival and success. A recent article published in the Sloan Management Review indicates that a certain percentage of business managers are less concerned about business sustainability (Hopkins et al., 2009). Alongside, the authors suggest that the interpretations of sustainability by companies are many. Some companies limit their focus only to the environmental aspects while the others concentrating on different aspects of sustainability such as economic, social and institutional aspects. This made the understanding and grasp of business sustainability by businesses to be in infancy at the dawn of the millennium era (Veleva & Ellenbecker, 2000).

Whilst, sustainability is a critical concern for the companies, the recent economic downturn experienced by the world could have had influenced the way in which the companies were responding to sustainability problems. Arguably, the economic downturn has had the predictive capacity to decide the investment potential of larger co-operations on differing priorities. In contrast (Hopkins et al., 2009) argue that the economic downturn has accelerated the companies' focus on sustainability because of the demanding needs for focusing on other strategic priorities. Paradoxically, sustainability has been looked as a way for enhancing co-operate value and brand equity through influencing the stakeholders of the organisations in both macro and micro environmental contexts. Besides the aforementioned arguments, there is a divergence of opinion between sustainability scholars about sustainability that increases the criticality of exploring on the sustainability aspect of businesses in detail, something which is lacking in the existing body of knowledge (Hopkins et al., 2009). There are certain guidelines and policies developed by non-governmental bodies such as the World Commission of Environment and Development (WCED), that seeks to set long term vision for a whole set of industries and business clusters about achieving Sustainability.

The operationalization of these abstract guidelines and goalposts for specific industries or group of industries is a challenge in front of business policy makers in terms of transforming visions into reality. This has made organisations like Lowell Centre for Sustainable Production (LCSP) to develop frameworks and sustainable production indicators such as appropriateness, standardisation, etc. (Veleva & Ellenbecker, 2000). These indicators are aimed at enabling easy grasp and materialisation by the specific group of companies in terms of achieving sustainability.

There needs to be more effort regarding the theorization of practical issues faced by companies in maintaining sustainability, which could take part in industry level or at cluster level that could eventually lead towards the reshaping of guidelines to make the vision meet the reality at some point. On, the other hand, the contextualization of these guidelines could also make the business leaders and policy makers to have a clear grasp of the sustainability thinking at business level. Thus, it is inevitable to have a more structured approach for applying sustainability concept for businesses, that will end up in constant and steady flow of revenue at co-operate level initiatives, while increasing the responsibility of the businesses towards the society in which it exists. Arguably, Bill Gates calls upon the capitalistic community to engage in creative capitalism, which would make the businesses to be more sustainable in terms of the brand and public image they build around themselves (Bill Gates, 2008). Thus, this article aims at reviewing the business sustainability reports of software development firms with many parameters identified as the building blocks of business sustainability.

METHOD

A content analysis method has been used in this research. Ten large scale software development firms from India were selected for the study. The reason for selecting Indian firms has been due to the global leadership of India in software development and the increasing amount to software export of that country to the western counterpart. The business sustainability reports of those ten software development firms were downloaded and subjected to extrapolation and theme selection using the qualitative analysis tool Nvivo. The themes that have been emerging as part of the analysis has been documented and further analysed using a content screening and analysis technic. This article documents the seven themes that have been identified as part of this analysis process. The results are documented as content as well as summarised tables in the article.

CONTENT ANALYSIS

Efficiency Enhancement

Efficiency enhancement is critical for success of businesses. The country had gone through an energy reduction of 11% in the period of the reported measures. Usage of energy efficient buildings that are certified by LEED platinum certification has been used as a measure to enhance energy efficiency by the organisations. Another organization denotes "At the same time, we recognize the potential for significant cost savings arising from greater energy efficiency and reductions in waste" (Cognizant, 2012). This denotes that the organizations are achieving significant cost efficiency through the reduction of energy usage in production and operation. Furthermore, the organization denotes "We have focused on energy conservation, energy efficiency and energy productivity, which included reducing energy waste, improving energy efficiency, and generating higher productivity from a unit of energy, all of which helped us reduce per capita energy consumption by 47%" (Cognizant, 2012). This highlights that the organizations are practicing energy efficiency as one of the core efficiency enhancement tactic in their organisation to leverage maximum possible level of cost reduction and waste elimination. In addition to this, the organizations are documented to be having a person in the hierarchy who is responsible for initiatives pertaining to sustainability and managing a team of professionals working towards enhancing green initiatives in the organisations. The same people are identified to be managing the energy efficiency related tasks involved in the organisations. Are there any specific measures employed by the organizations in enhancing the energy efficiency of the organisations? The organisations further report that "At the same time, concern over climate change has provided an opportunity to reassess our energy dependence and energy productivity. We have identified opportunities to conserve energy through disciplined energy management practices, improved facilities design and reengineered business processes. The result is not only enhanced energy efficiency and productivity, but also the potential for significant cost savings" (Cognizant, 2013). The result of these measures has been documented to be enhancing energy efficiency and productivity but also the potential for cost savings.

Another organization records building strategic partnership with organisations that are concerned about energy efficiency and resource efficiency. The strategic partnerships support involving the energy professionals in decision making related to organizational energy efficiency measures. In addition to this the organizations are part of emission reduction initiatives to ensure energy efficiency through effective emission reduction. The Environmental and Social code of conduct developed by the organisations are documented to be the key contributor towards energy efficiency. In addition, this the corporate social responsibility policy of the organizations focuses on energy efficiency as a core theme. One of the eight missions of National action plan on climate change comprises energy efficiency. The organizations are reported to follow the above missions instituted by the government. The in-house sustainability capacity building through employees as energy auditors and energy managers at various units has been done in compliance with the certifications done by the bureau of energy efficiency. Some of the strategic and operational initiatives are focussed on improving energy efficiency and other sustainability related concerns. The organisations are also recording a 15% of energy efficiency through measures such as energy conservation and reuse. In addition to this an organization reports "numerous initiatives have been undertaken for energy and Greenhouse gas (GHG) emission intensity reduction. These include increased use of renewable energy, promotion of green building construction and energy efficiency, enhancement of green cover, provision of solar and renewable energy solutions to customers" (Larsen & Toubro, 2014). This shows that energy efficiency enhancement is one of the most integral part of the sustainability initiatives organisations are taking forward. Apart from this energy efficiency measures are taken forward by the organizations by altering the setup of the machines and tools. For example, "The new furnace has a movable back door which ensured that is more usable. A locking arrangement on the front door reduces door set-up time by over 75%. Small as they are each of these and other design features in the new facility add up to a high order of energy efficiency and savings" (Larsen & Toubro, 2014). Conservation of natural and financial wealth is reported to be an outcome of the energy efficiency measures taken forward by the organizations.

Another organization reports for 30 million units of electricity savings by energy efficiency measures. On the other hand, the same organization reports their energy efficiency per employee for a year as 246 units. Thus, energy efficiency schemes and measures taken forward by the organisations are reported to be leveraging these outcomes. The organizations further report three key measures that have been taken forward towards energy efficiency measures such as green buildings and server virtualization. The organisations are employing energy efficiency measures in data centres that include efficient data centre infrastructure, efficient computing infrastructure and raised floor management and support system design.

Health and Safety

Occupational health and safety is part of the social sustainability initiatives of the organizations. Organizations are compliance with the occupational health and safety guidelines as well as using occupational health and safety management systems to manage the practice in their organizations. The Health, Safety and Environmental Management System used by the organisations consists of modules that covers

Table 1. Detailed descriptive statistics of efficiency enhancement practices

Companies	Types of Efficiencies																												
	Eco Efficiency	Cost Efficiency	Conservation and Efficiency	Customer Efficiency	Thermal Efficiency	Business Efficiency	Service Efficiency	Building Efficiency	Resource Efficiency	Process Efficiency	System Efficiency	Energy Efficiency	Fuel Efficiency	Environmental Efficiency	Operational Efficiency	Water Efficiency	Pollution Control Board	Pollution Control Day	Pollution Control Equipment	Pollution Control Regulation	Ecological Balance	Ecological Consequences	Ecological Drive	Ecological Footprint	Ecological Impact	Ecological Importance	Ecological Sustainability	Ecological Value	Resource Conservation
Accenture																													
Capgemini												1																	
Cognizant									1			5																	1
GRI		1							1			1			1			1						1	1			1	1
Infosys								4	6		1	5	2	2			2									1			6
Larsen & Toubro			2							1		17			2	1	1			1			1						
Mahindra	7		1		1	1						1					3							1					
ITC			1				1		5			3				1	3		2		1			1					5
Virtusa			1																										
Wipro		1		1					3			17				7						1		4	1		17		

risk management, safety committee, incident reporting and investigation as well as training on health, safety and environment. The reported content includes a statement mentioning "We are committed to high standards of occupational health and safety management and providing a safe and healthy work place for our employees, consultants and contractors" (Infosys, 2014). This highlights the optimum concern the organizations are having towards occupational health and safety initiatives. The organisations are also using expert third party agencies auditing all establishments on a periodic basis to verify compliance. Maintaining a healthy workforce in their organisations has been one of the key outcomes that are been expected through all these measures that are focusing on the health and safety initiatives of the organisations. As part of this initiatives, the organizations are making sure that all their units maintain a conducive work environment that is compliance with international standards on hygiene, lighting, ventilation and effective controls on noise and dust. An organization reports their commitment towards occupational health and safety as "all units are provided with occupational health centres with adequate medical staff to monitor occupational health and provide immediate relief, when required. In addition, at least 2% of total employees in each Unit are trained to provide first aid" (ITC, 2013). Besides these, the organisations are implementing a set of occupational health and safety policy which covers the whole organisation. Benchmarking with these policies helps the organisations' manpower to remain healthy and safe all time. Employee training on occupational health and safety followed by rewards has been highlighted by some organisations as the core measures towards the occupational health and safety measures they have taken forward. Furthermore, one organisation reported as "We also believe the Company must work with associates, suppliers, partners, customers, and governmental, non-governmental and community organizations to protect and enhance the health, safety and well-being of our employees. We strive to foster an open dialogue with our stakeholders to share relevant information, and contribute to the development of sound public policies and business initiatives" (Cognizant, 2012). This statement highlights the degree of activeness and concern the organizations have towards ensuring that the occupational health and safety of all stakeholders are ensured in their day to day business activities. Campaigns, certifications and vendor contracts are some other specific measures which the organisations have geared towards organization wide occupational health and safety. Indeed, occupational health and safety ensured among different stakeholder groups could be considered the key achievement of organizations in terms of all the efforts and aspirations geared towards health and safety.

Table 2. Detailed descriptive statistics of health and safety strategies

Companies	Types of Health, Safety, and Wellbeing										
	Environmental Health and Safety	Customer Health and Safety	Occupational Health and Safety	Employee Health and Safety	Workplace Health and Safety	Health and Safety Committees	Health and Safety Impacts	Health and Safety Management	Health and Safety Policy	Women Rights	Employee Rewards
Accenture			2								
Capgemini				3							
Cognizant	1	2	10	3	1	3	2		2		5
GRI		1	13	2		1	1	3	2		2
Infosys			20	1	1	2	3				4
Larsen & Toubro	5	3	13	3		1		2	1	1	2
Mahindra	2	2	4	2		1	1	3	1		2
ITC	10	2	15				4	4			1
Virtusa	4		1	1		2			2		1
Wipro	4					1					1

Opportunity Maximization

Educational opportunities of the employees are not being maximised by the organisations as they are being given priority. One organisation reported “The young people we teach today are the innovators of tomorrow - but only if we provide educational opportunities that are high quality, widely accessible, continually relevant, and stimulating” (Cognizant, 2012). This shows that the organisations are giving priority to the educational opportunities in the organisations, but they lack to implement them according to the reported content. The organization further reports that “We are committed to recruiting the best graduates, providing a range of education and training opportunities to further enhance their functional skills and leadership qualities, and effectively measuring and assessing their performance” (Cognizant, 2012). The main highlight in these content phrases is that the organisations are committed towards educational opportunities to their employees.

Increasing the livelihood opportunities of the communities around is reported by the organisations as another important opportunity maximisation tactic. One organisation reports “Several State Governments and the National Bank for Agriculture and Rural Development (NABARD) have engaged with the organization on such watershed projects in a public- private-people partnership, multiplying livelihood opportunities as well as enhancing agro-productivity and rural incomes” (ITC, 2013). Another important organization documents “It works in partnership with farmers and communities to implement large-scale social investments programmes that have enhanced incomes and improved the quality of life through the creation of sustainable livelihood opportunities” (ITC, 2013). The main conclusions that could be made from this is that the organisations have taken considerable efforts towards maximising the livelihood opportunities available for the communities around. Around 14, 000 people have been contributing towards the organizations' livelihood opportunity enhancement projects that are done through small and medium entrepreneurs, NGOs and self-help groups.

Creating greater employment opportunities for others is a key area that the organizations are concerned in. An organization reports “Entrepreneurs have a “multiplier effect” on communities, bringing leadership skills to the marketplace and creating new businesses and jobs for others. Support from NGOs, non-profits, governments and large businesses to help entrepreneurs sustain their contribution to economic growth and job creation is critical” (Accenture, 2015). Apart from these, the organisations denote there has been greater employment opportunities with the software delivery models that create greater employment opportunities to skilful youth and professionals locally as well as globally. Another fact that the organisations have reported is that recycling creates new employment opportunities for many in the marginalized sections of the society.

Table 3. Detailed descriptive statistics of opportunity types

Companies	Types of Opportunities									
	Business Opportunities	Career Opportunities	Educational Opportunities	Employment Opportunities	Equal Opportunity	Growth Opportunities	Training Opportunities	Livelihood Opportunities	Networking Opportunities	New Opportunities
Accenture	1			1		1	3		1	1
Capgemini										
Cognizant	1	1	4			1	4			1
GRI		1		3			1		1	
Infosys		1								2
Larsen & Toubro		1			1			1		
Mahindra	1			2	1			1		2
ITC				2			2	5		
Virtusa	1						1			
Wipro							1			

Productivity Enhancement

The organizations have documented Individual Productivity Frameworks (IPF) development and implementation as a novelest approach for enhancing performance. The Individual Productivity Framework (IPF) measures individual productivity in an objective manner. It provides data to individuals in a transparent manner so that they can plan for self-improvement, training and developmental needs. In fact, it has been reported that a significant client value is leveraged through the implementation of Individual Productivity Frameworks (IPF). The organisations further report that "We have initiated some measures to achieve higher cost-optimization levels. These included streamlining business support functions to reduce their cost of operations, improving the utilization percentage of employees through an integrated talent supply chain management and deployment of tools to measure and improve individual productivity" (Infosys, 2014). On the other hand, one organization reports the implementation of a system for customer service that enhances the productivity of organizations. "Customer service product for contact centres that delivers an integrated cross-channel experience, covering web, chat, phone and social media, thereby transforming contact centres from issue resolution centres to revenue-generating units. The platform provides a unique context-passing capability and self-help technology - provided on an intuitive dashboard thereby enhancing the agent productivity by 25% while delivering a superior customer experience" (Infosys, 2014). This method has been reported to be increasing 25% of productivity increase. On the contrary, operational and green efficiency through digitization is also been instrumental in improving employee productivity through significant reduction in time spent on troubleshooting performance issues and storage migration initiatives. The organisations implement technologies that provide analytical reports to improve agent productivity and make the customer interaction more effective. The best in class technology implementation has been done by the organisations to enhance productivity, quality and delivery effectiveness. The agricultural productivity is ensured by the organisations through addressing the "complex inter-relationships between natural resources and their impact on agricultural productivity, the integrated watershed development approach has emerged as the most successful strategy" (ITC, 2012). Employees are encouraged to make collaborative decisions in matters pertaining to organisational productivity. Networks designed specifically to "leverages information technology to empower farmers, is a rich repertoire of agro-based interventions and not only addresses the core needs of farmers in terms of infrastructure, connectivity, price discovery and market access, but also provides a significant boost to farm productivity through extension services and research-based agro-inputs" (ITC, 2012). This has been identified as a sustainability best practice that has helped to increase the productivity of communities and other stakeholder

Table 4. Detailed descriptive statistics of productivity types

Companies	Productivity Types								
	Agent Productivity	Agricultural Productivity	Energy Productivity	Crop Productivity	Employee Productivity	Farm Productivity	Individual Productivity	Rural Productivity	National Productivity
Accenture									
Capgemini									
Cognizant			2						
GRI									
Infosys	5				2		6		
Larsen & Toubro									
Mahindra	1								
ITC		4		1		4		2	1
Virtusa						3		1	
Wipro	2			1					

groups. Finally, organisations are also adhering to the guidelines issues by the National Productivity Council.

Risk Management

The organisations have risk management policies that govern the risk management process within the organisation. Adhering to risk management standards as well as the implementation of Risk Management Information System are other measures that have been utilized by the organizations in getting the risk management function addressed in the organization. The societal risk management is done by the organisations through the enterprise wide risk management framework that monitors social and environmental risks in the organisations on a quarterly basis. Apart from this the organisations are adapting a four-step framework on enterprise risk management. The four steps in enterprise risk management includes "assessing and mitigating risks within key business and operational processes through an inclusive approach, nurturing and building the culture of risk management and compliance across the organization, stress testing as well as though leadership and benchmarking" (Wipro, 2013). The devices and networks allowed for the employees were done with data encryption facilities to protect the information assets of the organisations. The information access to third parties has been restricted with a series of approval process from the organizations. Any violations to these procedures and protocols were treated with high priority and zero tolerance. Apart from this the employee level risk management is done in the organisations. The organisations report their commitment to employee level risk management as "We encourage our employees to clear their desks and screens, whenever they leave their workstation to ensure zero risk of data / information misuse. We have effective systems and checks for media disposal after the expiry of their usage life to protect data from falling into the hands of unauthorized parties" (Infosys, 2014). Apart from this the organisations are having cross functional risk assessment process that includes members of the risk management unit to involve in this. The organisations are reporting their commitment towards the organization wide risk assessment and management. A cross-functional risk assessment process is implemented and the organizations attend industry conferences and stay abreast of current trends on all types of sustainable development issues including human rights, ethics and sustainable supply chain. Thus, it is evident that the organisations are taking considerable steps towards risk management.

Table 5. Detailed descriptive statistics of risk management themes

Companies	Risk Management Themes								
	Enterprise Risk Management	**Information Risk Management**	**Risk Management Policies**	**Climate Risk Management**	**Risk Management Processes**	**Risk Management Program**	**Risk Management Report**	**Risk Management Team**	**Risk Management Tools**
Accenture				1		1			
Capgemini									
Cognizant	2								
GRI									
Infosys	3	1			1		5		
Larsen & Toubro	1		1		1				1
Mahindra									
ITC			1		1				1
Virtusa	7				1	1		3	
Wipro	7	1							

Value Creation

Companies are striving to maintain a sustainable value chain thorough rigorously designed sustainability policy and strong Information risk management plan. The partner organisations are supported in maximizing their performance through which value added to the organisations. The organisationds report this as “We develop and implement technology solutions to improve our clients’ productivity and efficiency—and may run parts of their business—enabling them to become high-performance businesses and governments” (Accenture, n.d.). On the other hand, the business strategy and the unique methodology to innovate in the organisation are the two effective ways in which the organisations maximize their value delivery to stakeholders. Apart from this, the organizations record their commitment towards value creation as “In addition to the services we already provide to our clients, we plan to develop new offerings that will create measurable improvements in their business and sustainability performance. An example of a service already available is our Sustainability Performance Management—the means to measure, manage, analyse and report sustainability performance that consistently drives business value” (Accenture, n.d.). What is the contribution of the talent strategy of the organisations towards value creation? The talent strategy of the organizations is recorded to attract top talent to the organisation that could add long term employee value to the organisation. Further the organisations reports “as a company with a multi-billion-dollar global supply chain, we have a significant opportunity to use our procurement organization to create long-term value for our clients and promote sustainable and inclusive business practices among our network of suppliers and within their communities around the world” (Accenture, n.d.). The organisations are further reporting as committed towards inclusive procurement practices to create long-term value for our clients and our communities. Also, the organisations focus on minority- and women-owned businesses and those owned by persons with disabilities when choosing their vendors. It is reported as “the value that we as a business generate from having a diverse workforce is really in the quality of the decisions we make and the quality of the solutions that we develop for our clients. With an innovation-centric approach towards enhancing the services efficiency and value-addition in our offerings, intellectual property links innovation and commercialization” (Accenture, n.d). Finally, the organizations’ compliance with value creation related policies and guidelines is recorded to be one of the most important measure that enable organisations to create value for their stakeholders and associated organisations.

Table 6. Detailed descriptive statistics of value types

Companies	Value Types												
	Agro Value	**Bio-diversity Value**	**Business Value**	**Client Value**	**Corporate Value**	**Cultural Value**	**Customer Value**	**Economic Value**	**Employee Value**	**Stakeholder Value**	**Societal Value**	**Superior Value**	**Sustainable Value**
Accenture			1	2						2			
Capgemini													
Cognizant						2	2	2					
GRI		3						3					
Infosys		2	5	13				7				1	1
Larsen & Toubro		3	2		1		1	5		1			
Mahindra		3						9	7			3	4
ITC	3	2	3					2	4	2	14		
Virtusa			3					1					
Vipro			1		2			4	1				

Waste Management

E-waste management is a theme which requires intense interest from the software business managers. Awareness building among the software business community regarding e-waste management has been done through exhibitions (Capgemini, 2014). Collection of e-waste has been done through bins located across the company to collect waste types such as used electronic items, mobile phones and other forms of personal e-waste (Cognizant, 2012). Furthermore, the report states “we took a first step of installing e-waste recycling bins across our facilities in India and we encourage associates to dispose their e-waste responsibly. E-waste is then recycled through Cognizant authorized recycling partners”. GRI further reports “small proportion of potentially hazardous wastes like lead-acid batteries, waste lube oil, etc. which are regulated in many part of the world including India where there are specific regulations governing their handling and disposal” (Tata Consultancy Services, 2014). These types of wastes are being disposed through government authorized recyclers in compliance with local regulations. In addition to this many other facilities such as defunct computers, monitors, servers, etc. and specified electronic and electrical items. The e-waste management policy of these companies complies with the WEEE directive / local regulations, various country regulations, including the Government of India’s E-waste Management and Handling Rules, 2011. Apart from this, e-waste dismantlers and recyclers undergo a due-diligence audit process to verify their HSE legal compliances through a desktop review and a site audit, thereby extending ‘duty of care’ to the supply chain. The management of e-waste through e-waste vendors is a quite common practice adapted by the organisations. Apart from this, many other technics to manage e-waste such as lean process as well as disposal of biomedical waste are other recorded tactics used in e-waste management.

Waste water management is another reported element of waste management in software businesses. The recorded footprint impact is 10% according to the reports. Accenture reports for efforts towards reduction of water consumption across the business (Accenture, 2014). Reported efforts for water consumption includes disposal of water waste in colour coded bins, efforts towards managing waste and emissions, promoting telecommunication, supporting waste pickers, managing of waste arising out of energy, business travel and waste related to the recycling of unused stationary. Recycling waste is the next phase in waste water management. For example, (Infosys, 2014) records the conservation of electricity and water, recycling of waste and local afforestation. In fact, recycling waste could be treated effectively by utilizing significant air emissions materials. In addition to this, the (Infosys, 2014) report states that the Green Rating for Integrated Habitat Assessment (GRIHA) standards are followed by them for construction waste management at all of their construction sites. The guidelines are reviewed by the organizations on a weekly basis to ensure the standards are met.

Recycling waste has been a type of waste that is critical for software organisations. The organisation has taken up projects that help them to tackle recycling waste. Infosys report states “Owing to stringent wastewater recycling and reuse systems, we have not released any significant amount of untreated wastewater into the municipal sewage systems during fiscal year 2014” (Infosys, 2014). In fact, recycling of waste water has been an initiative that companies take to ensure the effective utilisation of water resources. On the other hand another organisation remarks “Best practices at units also include maximisation of rainwater harvesting, solid waste recycling and the use of external waste as raw material” (ITC, 2013). In fact, recycling of solid waste reduces the amount of waste that has been sent out to municipal solid waste which will eventually lead the organisation towards waste management best practices. In addition to this, source segregation and effective recycling to generate wealth out waste are two other ways in which the organisations handle recycling waste. For example, one organisation denotes “Wealth Out of Waste programme promotes recycling and source segregation and creates awareness among all stakeholders on the benefits of the Reduce-Reuse-Recycle Approach” (ITC, 2013). This approach is reported to be an effective way of handling recycling waste in their organisation. On the other hand, another organisation reports the further usage or safe disposal of recycling waste.

Construction waste management is another important theme in the waste management practices. An organisation follows the standards and guidelines in construction waste management. For example, Infosys states “Green Rating for Integrated Habitat Assessment (GRIHA) standards for construction waste management at all our construction sites” (Infosys, 2014). In fact, following the standards and guidelines is quite critical for ensuring the management of construction waste in an organisation.

Hazardous waste is another documented waste type in the reports. The government authorized recyclers are deployed in disposing hazardous waste. The GRI sustainability report further states that the lead-acid batteries, waste lube oil are few notable types of wastes which are regulated by the company through its many branches which are governed by specific regulations governing their handling and disposal (Tata Consultancy Services, 2014). Compliance and site audits are being conducted by the organization on hazardous waste management practices. Municipal solid waste as well as e-waste generated by electronic or electrical waste are also disposed by the companies concerned (Cognizant, 2012). Solid waste management, solid waste recycling and solid waste generation are considered to be greater ways of enhancing solid waste management activities in the above organisations (Cognizant, 2012); (Infosys, 2014); (Tata Consultancy Services, 2014).

Solid waste management is another important area to be tackled in effective waste management. One organisation reports as "Our solid waste generation is fairly limited and restricted primarily to municipal solid waste" (Tata Consultancy Services, 2014). In addition to this, the impact of municipal solid waste has been recorded by the organisation as contributing factors towards global warming and climate change.

Organic waste is another type of waste generated by the software firms. Organic waste converters are being used by large corporations to use in their smaller offices with space constraint and low volumes of waste generation (Tata Consultancy Services, 2014); (Infosys, 2014). In addition to this, the Wipro follows a process of segregating wastes into different types through outsourced vendor arrangements (Larsen & Toubro, 2014). Initiatives to reduce packaging waste as well as to recycling and reuse of packaging waste are in progress with some companies (Mahindra, 2013). Whilst these companies focus their concentration on reuse of packaging waste, 100% paper waste is recycled by few companies. On the other hand, the (Tata Consultancy Services, 2014) sustainability report suggests that 14% of the total wet waste generated was treated through onsite. A standardized green bin for wet waste and blue bin for drying has been recorded by few companies (Infosys, 2014). 19, 409 Kg / 19, 578 Kg of plastic waste generated in the business is been disposed by one organization (Cognizant, 2012). On the other hand, (Infosys, 2014) records for 21 Kg Co2 emission per tonne as the emission factor for plastic waste in the above scenario.

Companies that records for food wastes which are biodegradable that are handled through anti-food waste campaign by the organisations (Tata Consultancy Services, 2014). In addition to this, food wastes are being converted to bio-gas using food waste converters (Infosys, 2014). Usage of bins for collecting and disposing wet and dry waste is being done by the organizations which are collectively sent to scrap dealers or municipal disposal. Post-consumer waste is being used for making papers (Larsen & Toubro, 2014). Bio-medical waste emitted from used batteries are incinerated through authorized vendors (Wipro, 2013). Biodegradable waste is recycled onsite while biogas recovery is ongoing. Organizations are more concerned about increasing the Biodegradable waste treatment capacity as well as involving in biodegradable waste segregation.

CONCLUSION AND MANAGERIAL IMPLICATIONS

The analysis done in this article reaches many conclusions and managerial implications for practice that are presented in this section.

Table 7. Detailed descriptive statistics of waste types

Companies	Types of Waste															
	e-Waste	Waste Water	Recycling Waste	Construction Waste	Hazardous Waste	Solid Waste	Organic Waste	Packaging Waste	Paper Waste	Wet Waste	Plastic Waste	Food Waste	Dry Waste	Consumer Waste	Biomedical Waste	Biodegradable Waste
Accenture		20	17	14	13	13	14	13	16	13	13	13	13	14	13	13
Capgemini	1	29	20	20	20	20	20	20	21	20	20	22	20	20	20	20
Cognizant	6	60	51	38	38	40	38	39	46	38	40	43	38	39	38	38
GRI	11	165	99	91	88	92	91	89	107	89	88	93	89	92	88	93
Infosys	12	221	132	146	126	134	130	129	140	129	131	162	130	131	127	127
Larsen & Toubro	1	161	57	139	52	53	55	58	57	52	52	53	52	56	52	52
Mahindra	3	316	109	108	94	151	96	134	105	97	110	101	95	95	95	94
ITC	4	244	164	126	117	129	119	167	177	118	117	177	118	156	118	117
Virtusa	6	52	30	23	23	24	23	23	32	23	25	24	23	23	23	23
Vipro	24	191	80	75	73	76	74	74	78	73	74	91	73	81	74	73

- Usage of energy efficient buildings that are certified by LEED platinum certification has been used as a measure to enhance energy efficiency by the organisations
- The organizations are achieving significant cost efficiency through the reduction of energy usage in production and operation
- The organizations are practicing energy efficiency as one of the core efficiency enhancement tactic in their organisation to leverage maximum possible level of cost reduction and waste elimination
- The organizations are documented to be having a person in the hierarchy who is responsible for initiatives pertaining to sustainability and managing a team of professionals working towards enhancing green initiatives in the organisations
- Building strategic partnerships, emission reduction initiatives, environmental and social code of conduct, corporate social responsibility policy, alignment with national action plan and in-house sustainability capacity building through employees as energy auditors and energy managers are documented to be some other strategies towards increased efficiency in organisations.
- Organizations are compliance with the occupational health and safety guidelines as well as using occupational health and safety management systems to manage the practice in their organizations
- Organisations are using expert third party agencies auditing all establishments on a periodic basis to verify compliance.
- Organizations are making sure that all their units maintain a conducive work environment that is compliance with international standards on hygiene, lighting, ventilation and effective controls on noise and dust.
- Employee training on occupational health and safety followed by rewards
- Ensuring the health and safety of differing stakeholder groups
- Organisations have a greater commitment towards maximizing training and educational opportunities for their employees and interns who join soon after the graduation
- The livelihood opportunities of the local communities are enhanced with the partnership with farmers and other community stakeholders on large scale social investment programs
- The organisations are committed towards creating greater employment opportunities to the marginalized communities as well as skilful local youth through recycling programs and their product delivery model.
- The organizations have documented individual productivity frameworks development and implementation as a novelest approach for enhancing performance

- Organization reports the implementation of a system for customer service that enhances the productivity of organizations
- Operational and green efficiency through digitization is also been instrumental in improving employee productivity
- The best in class technology implementation has been done by the organisations to enhance productivity, quality and delivery effectiveness
- Employees are encouraged to make collaborative decisions in matters pertaining to organisational productivity
- The organisations also have risk management policies that govern the risk management process within the organisation.
- Adhering to risk management standards as well as the implementation of Risk Management Information System are other measures that have been utilized by the organizations in getting the risk management function addressed in the organization.
- The societal risk management is done by the organisations through the enterprise wide risk management framework that monitors social and environmental risks in the organisations on a quarterly basis.
- The organisations are adapting a four-step framework on enterprise risk management.
- The devices and networks allowed for the employees were done with data encryption facilities to protect the information assets of the organisations.
- The information access to third parties has been restricted with a series of approval process from the organizations.
- Organisations are having cross functional risk assessment process that includes members of the risk management unit to involve in this.
- Companies are striving to maintain a sustainable value chain thorough rigorously designed sustainability policy and strong Information risk management plan.
- Business strategy and the unique methodology to innovate in the organisation are the two effective ways in which the organisations maximize their value delivery to stakeholders
- The talent strategy of the organizations is recorded to attract top talent to the organisation that could add long term employee value to the organisation.
- Compliance with value creation related policies and guidelines is recorded to be one of the most important measure that enable organisations to create value for their stakeholders and associated organisations
- Inclusive approach that covers people with disabilities as well as disadvantaged communities and women

- Government authorized recyclers and other government supported initiatives to support the e-waste recycling and disposal as well as lean process are found to be effective in managing waste in a software development environment.
- Conducting a due-diligence audit process for e-waste dismantlers and recyclers to verify their HSE legal compliances through a desktop review and a site audit is documented to be another waste management best practice.
- Government regulations pertaining to e-waste management and other specific guidelines to assist in these tasks could further enhance the waste management strategies of software development firms.
- Recycling waste could be treated effectively by utilizing the significant air emissions materials
- Standardized green bins and other waste bins to manage wet waste and dry waste could be noted as possible tactics to manage e-waste recycling and management
- Conversion of food waste into bio gas and other ways of conversion to usage bins are a noted practice to enhance the waste management practices of companies

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Chapter 8
The Business of Business Is Business Through Social Integration

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ABSTRACT

The business of business during the twentieth century was considered to be only earning and delivering profits to the shareholders. But, the twenty-first century challenges this approach and offers a different business environment characterized by fast digitization, faster disruptive innovations, and fastest shifting consumer expectations. The business community has to awake to the reality and find ways to create sustainability to their businesses by leveraging the networks, capital, people, and technology to create a win-win situation with the social environment. In this process, the scope of corporate social responsibility has become narrow and the trust on corporates in the society has been declining. Hence businesses need to go beyond by defining a social mission to integrate deeply with society and create trust. The economic view of the business is transforming into a wider social view, forcing businesses towards social integration to create shared value.

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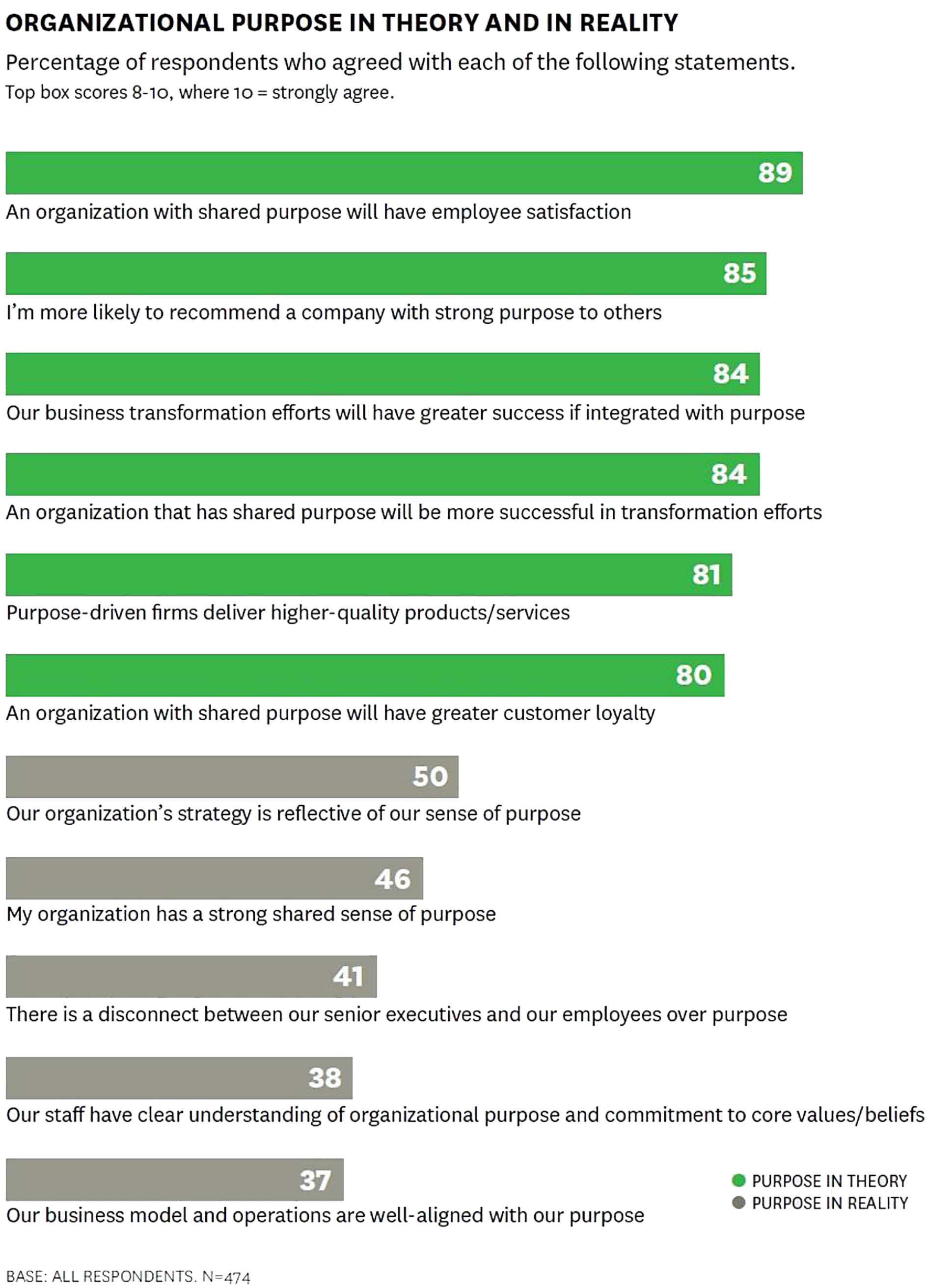
THE BUSINESS OF BUSINESS

If you want to exist as a company in the future, you have to go beyond (CSR and Philanthropy). You actually have to make a positive contribution, says Paul Polman[1], the CEO of Unilever, aptly reflecting the prevailing business environment of 21st Century. Paradoxically, it is obvious, about the modern business that the most profitable companies are not those most focused on profit, but it is those organizations who focused on their core purpose have been making the big bucks, and delivering shareholder value whilst attracting and retaining the most talented employees and loyal customers. A study by Harvard Business Review and Ernst & Young (EY) reveals that executives, from organizations where 'purpose' was the driver of strategy and decision-making, reported a greater ability to achieve revenue growth and drive successful innovation and ongoing transformation (HBR, 2014). The global survey of 474 executives found that although there is near-unanimity in the business community about the value of purpose in driving performance, less than half of the executives surveyed said their company had actually articulated a strong sense of purpose and used it as a way to make decisions and strengthen motivation. The survey defined organizational purpose as an aspirational reason for being which inspires and provides a call to action for an organization and its partners and stakeholders and provides benefit to local and global society. Even though 90 percent of executives surveyed said their company understands the importance of such purpose, only 46 percent said it informs their strategic and operational decision-making. This survey suggests that purpose is a powerful though underutilized tool. Eighty-nine percent of executives surveyed said a strong sense of collective purpose drives employee satisfaction; 84 percent said it can affect an organization's ability to transform, and 80 percent said it helps increase customer loyalty. But, only 46 percent said their company has a strong sense of purpose while another 44 percent said their company is trying to develop one. Thus, the study has found a wide gap between the theory and practice of purpose among the corporate circles (Figure 1). The survey found that most companies in the survey fall into three categories with respect to purpose: prioritizers - companies that already have a clearly articulated and understood purpose (39 percent); developers - companies that do not yet have a clearly articulated purpose but are working to develop one (48 percent); and laggards - companies that have not yet begun to develop or even think about purpose (13 percent).

Those executives who treat purpose as a core driver of strategy and decision-making, reported greater ability to drive successful innovation and transformational change and deliver consistent revenue growth - 53 percent of executives who said their company has a strong sense of purpose said their organization is successful with innovation and transformation efforts, compared with 31 percent of those who

Figure 1.



Source: HBR (2014)

are trying to articulate a sense of purpose and 19 percent of the companies who have not thought about it at all (Figure 2). Given the high level of consensus around purpose, why aren't more companies motivating and engaging employees, attracting customers, and aligning suppliers with a strong purpose?

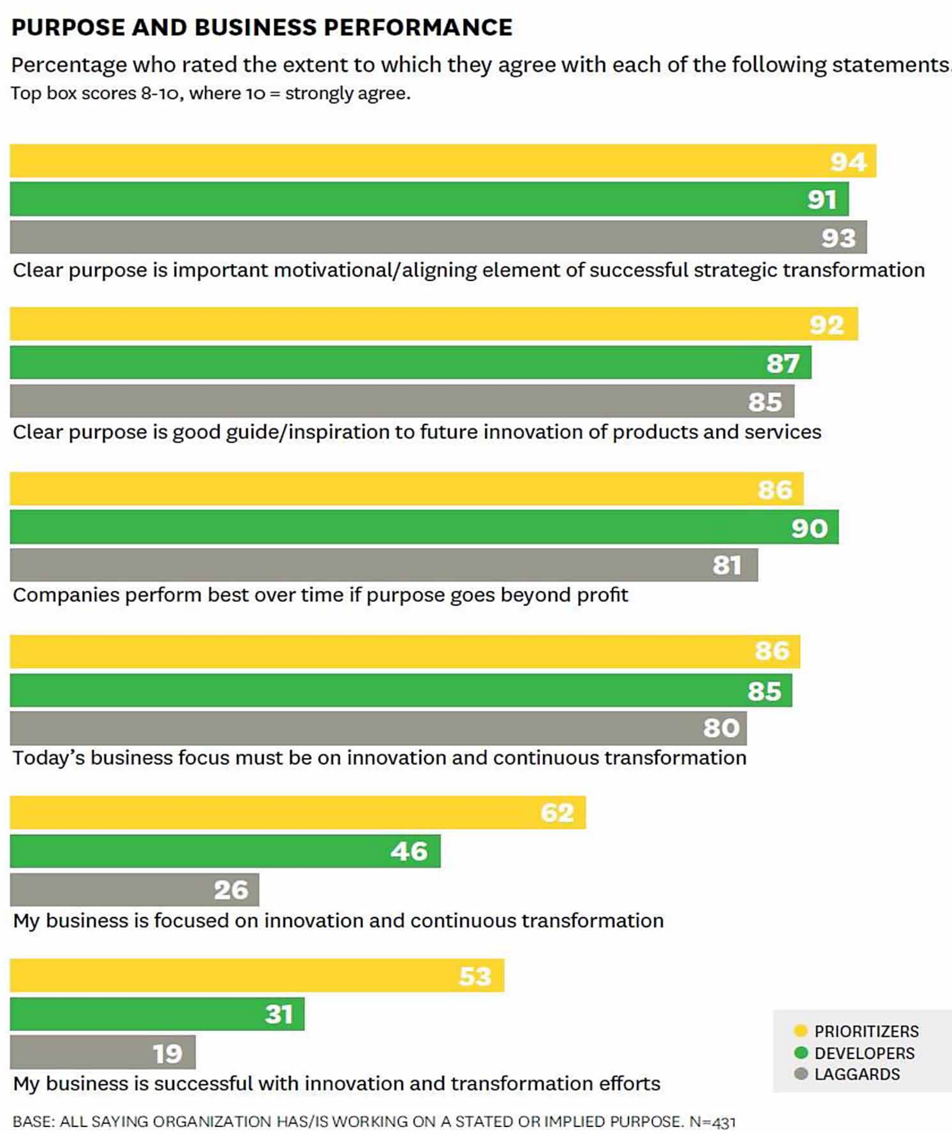
The survey found the problem may lie at the top management of the organizations. The 'purpose' is the magic word here. The ability of the companies to harness the power of purpose to drive performance and profitability and enjoy a distinct competitive advantage is called 'a new leading edge' (Collins & Porras, 1994).

But, much ahead to this, in 1925, Calvin Coolidge[2], declared that 'the chief business of the American people was business.' As no popular idea ever has a solitary origin, this idea was further promulgated by Milton Friedman[3], who overwhelmingly expounded that the only social responsibility of business was to earn more and more profits for its shareholders and *the business of business is business* (Friedman, 1970), which served as the critical driver of economic policy across many countries of the developed world, during the last quarter of 20th Century. However, this traditional view of business has been challenged from many corners, during the 21st Century. Businesses striving hard to maximize shareholder value rather than serving the 'real market' has turned out to be *The World's Dumbest Idea*, as interpreted by Jack Welch[4]. The real market is the world in which factories are built, products are designed and produced, real products and services are bought and sold, revenues are earned, expenses are paid, and real dollars of profit show up on the bottom line (Martin, 2011). The scope of the business is much wider than simply about shareholders' money. As far as the narrow theme prevails, customers, employees, and even the average citizens grow increasingly appalled by the conduct of business and its greed to maximize profits and the moral authority of business diminishes year by year. As business derives its social legitimacy and right to operate from the economic value it creates for society at large, it must inspire a sense of trust in employees and society as a whole. But, the Edelman Trust Barometer[5] shows that all indicators demonstrate a sharp decline in the trust bestowed on most institutions over the past 20 years. The report finds that overall trust in business and government stand at 50 percent and 41 percent respectively worldwide, which is a disturbing statistic. But even worse is the level of trust in the leadership of business and government, which stands at a dismal 18 percent and 13 percent respectively (Edelman, 2013). The recent Edelman (2017) report also declares 'trust in crisis' (Figure 3).

The trust gap still widens since 2012 among the four institutions of government, business, media and NGOs, with the USA and Europe representing the largest gaps (Figure 4).

The mass population distrust in the institutions is observed among 20 countries out of the total 28 nations surveyed (Figure 5).

Figure 2.



Source: HBR (2014)

Figure 3.

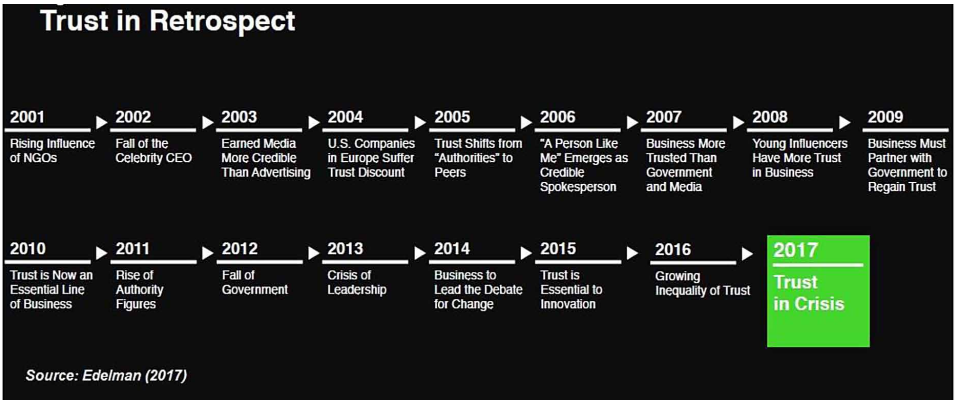
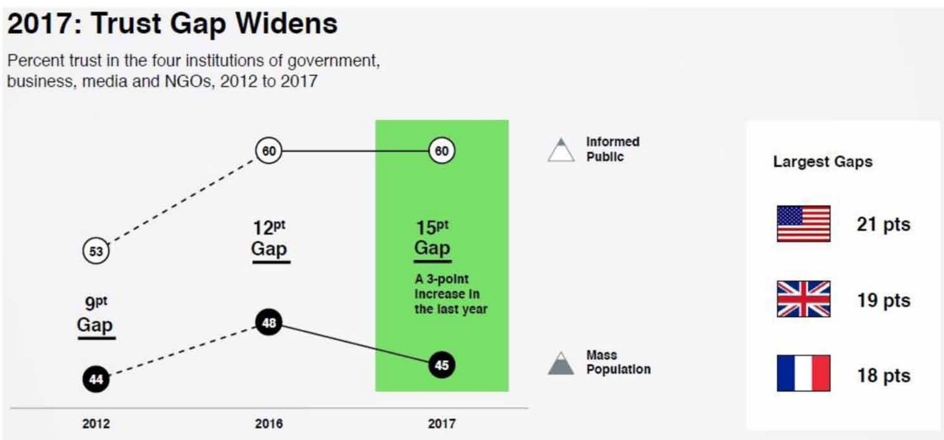


Figure 4.



Source: Edelman (2017)

Corruption or fraud (27%) and the wrong incentives driving business decisions (23%) emerge to be the predominant reasons for decreased trust in business and governments, as both together account for 50 percent of all the reasons, whereas, in addition to these factors accounting for 50 percent, poor performance and incompetence accounts for more than 30 percent of distrust in governments (Figure 6).

However, small business or MSMEs[6] are trusted more in the West while the big organizations were able to sustain the public trust among the emerging economies (Figure 7).

Figure 5.

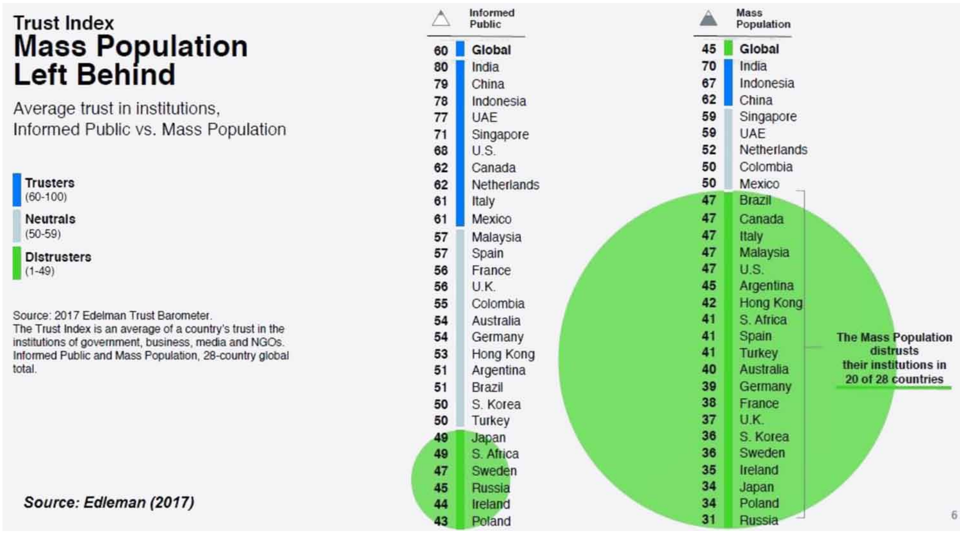


Figure 6.

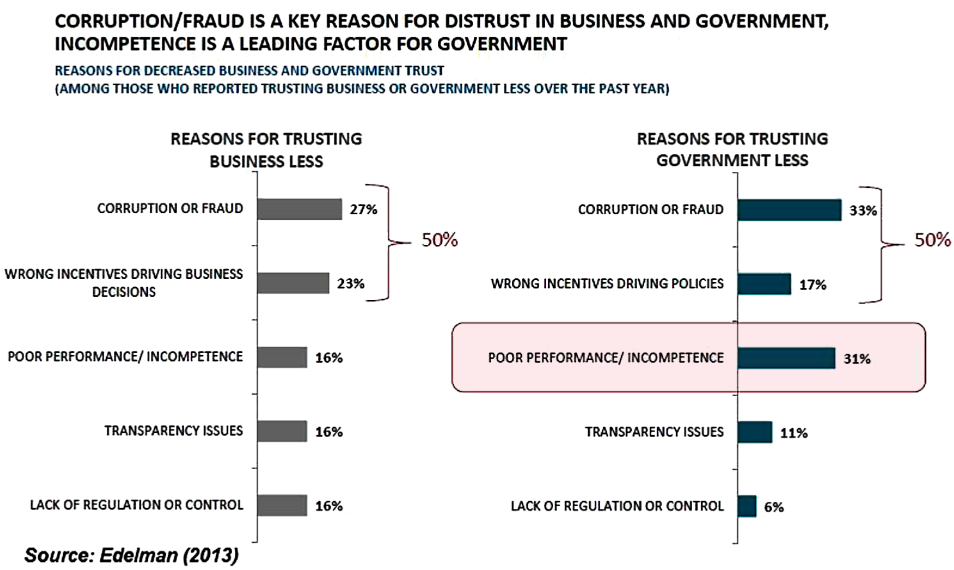
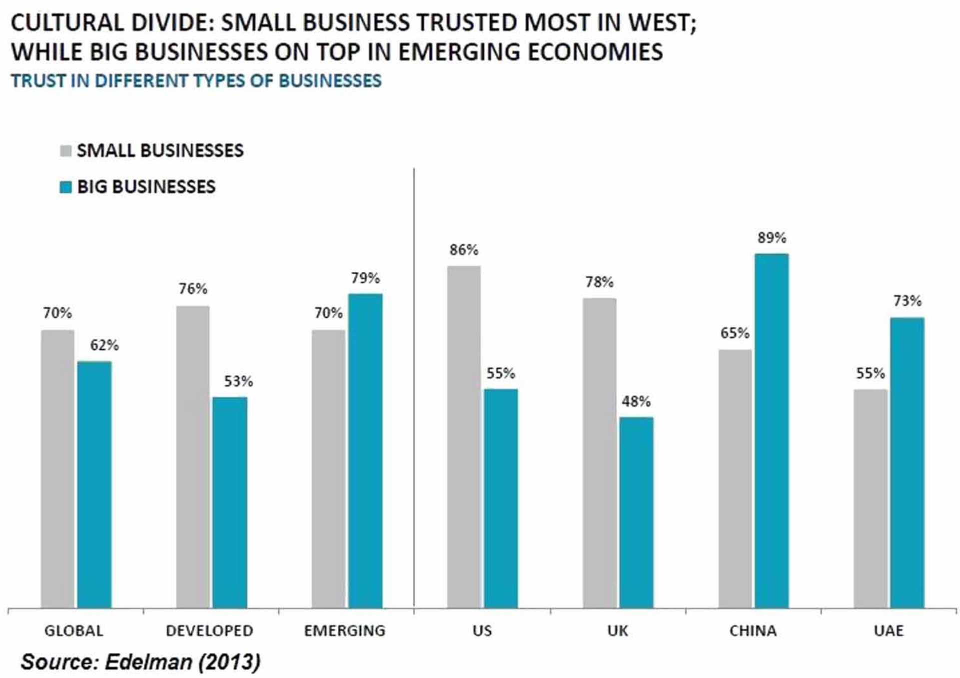


Figure 7.



Hence, there is a great need to initiate a fundamental reform to the prevailing *theory of the firm*[7] which holds that the singular goal of the business should be shareholder value maximization. It ignores the fundamental purpose of a firm - to create a customer, as per Peter Drucker[8] (1954). In fact, the notion that business has a higher purpose than generating profits is rooted in some of the earliest business endeavors. It is manifestd in a famous exchange between Henry Ford and the lawyer for the Dodge brothers who were suing Ford for slashing prices of the Model T (Exhibit-A).

Instead of blindfolding towards shareholders, companies should focus on delighting the customers by centering on them while earning an acceptable return for shareholders, since the real market only has the potential to provide meaning and motivation and yield sustainability (Martin, 2011). To delight the customers, there needs to a system of *radical management*[9], with different roles for managers, different ways of coordination, different set of values and different ways of communicating (Denning, 2011). However, the purpose shouldn't be confused with an organization's mission and vision. A mission is what it does; a vision is what it would like to be; and a purpose is why it does it. John Seddon of Vanguard Consulting observes that in every organization, there is a systemic relationship between purpose (what we

Figure 8.

Exhibit-A:

A famous exchange between Henry Ford and the lawyer for the Dodge brothers in The Michigan Supreme Court in 1919:

"What", he [Dodge's lawyer] asked Ford, "is the purpose of the [Ford] company?"

"To do as much possible for everybody concerned", responded Ford, "to make money and use it, give employment, and send out the car where the people can use it … and incidentally to make money …Business is a service not a bonanza."

"Incidentally make money?" queried the attorney.

"Yes, sir."

"But your controlling feature … is to employ a great army of men at high wages, to reduce the selling price of your car, so that a lot of people can buy it at a cheap price, and give everybody a car that wants one."

"If you give all that," replied Ford, "the money will fall into your hands; you can't get out of it."

Source: Thakor and Quinn. (2013).

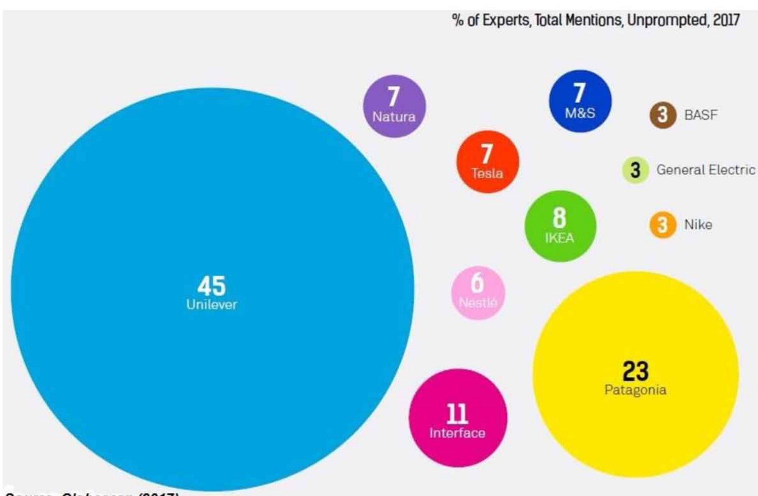
are here to do), measures (how we know how we are doing) and method (how we do it), whether its people realize it or not (Caulkin, 2016). An organization's culture of purpose answers the critical questions of who they are and why they exist, through a set of carefully articulated core beliefs. A culture of purpose guides behavior, influences strategy, transcends leaders, and endures the organization to endeavor beyond making profit (Renjen, 2014). Purpose on its own won't ensure organizational success but, the purpose expressed and understood clearly, sets the navigating *North Star* to get there. However, this doesn't serve as an argument against the financial sustainability of an organization. In fact, any organization must generate profits to be successful over time. But in order to generate the intended profit, organization must focus beyond profit, i.e., on how it serves its customers, on how it hires, retains and develops the best employees, the relationship that it has with stakeholders and the relationship that it has with the communities that it lives and works in. This is its North Star; this is its purpose. Purpose, on its own, is nothing more than an aspiration. It is the measures and methods that make purpose tangible and keep managers on the straight and narrow. Akio Toyoda of Toyota Motor Corporation claims that 'purpose is an unforgiving taskmaster: forget it at your peril', after taking message from the fiasco when it subordinated its customer purpose to a growth push in an attempt to overtake GM in size which led to quality problems and some spectacular vehicle recalls, during the past decade (Caulkin, 2016).

Thus, purpose stimulates confidence that fuels investment, innovation and long-term performance. For instance, when the Tylenol[10] poisonings happened in 1982, Johnson & Johnson followed its *credo[11]*, which puts customers first, then employees, and shareholders, and immediately ordered a halt to production and advertising, sent alerts to hospitals across the country not to use Tylenol, and announced a total recall from all markets nation-wide, rather than try to downplay the crisis. Similarly, the statement of purpose of Procter & Gamble[12], which serves more than 4.6 billion consumers across the globe, declares that: *We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come. As a result, consumers will reward us with leadership sales, profit and value creation, allowing our people, our shareholders and the communities in which we live and work to prosper.* For P&G, throughout the journey of over 175 years, consumers come first and shareholder value naturally follows. More recent example is that Steve Jobs[13], at Apple Inc[14], used to indicate shareholders that they wouldn't interfere with Apple's pursuit of customer-focused purpose *to make a contribution to the world by making tools for the mind that advance humankind*. These evidences prove that business is not just about making money and can't inherently be irresponsible. For an organization, understanding the purpose and the problem it strives to solve should be the basis of understanding the social, customer and financial value that it must create to be successful, regardless of whether the organization is a commercial or social enterprise. Paul Polman, CEO of Unilever, opines that businesses have a unique opportunity to create a world that can eradicate poverty in a more sustainable and equitable way. That is very motivational. Business needs to be part of it. Corporate social responsibility and philanthropy are very important, but if a business wants to exist in the future, it has to go beyond that by making a positive contribution (Poleman, 2014). Polman, further, recognizes that building social value is a vital metric for business success, in addition to customer and financial value, which is implicit in Unilever's vision *to make sustainable living commonplace*. It has been proved time and again, in the business history that companies can no longer survive with superficial goals without social purpose. The business landscape across all markets, is turning ever more competitive and getting along, if not growing, with the traditional business mindset, is no more possible and feasible. Big and successful companies like Unilever, Wal-Mart, and Standard Chartered have envisaged that 'business as usual' has no future, with the mounting socio-economic and environmental imbalances and ambitiously recalibrated toward a business model that is 'good'.

Unilever formalized its agenda in 2012 with the launch of its *Sustainable Living Plan[15]*, promising to double the company's size while reducing its environmental footprint and meeting various sustainability and social impact goals by 2020. The company's goals include helping more than a billion people improve their health and hygiene, halving the greenhouse gas impact of its products across their lifecycle, sourcing 100 percent of its agricultural raw materials sustainably, empowering five million women and advancing human rights across its operations and supply chain. The results speak for themselves as Unilever has emerged to be a leader on the sustainability front (Figure 9) for seven years consecutively, over its competitors such as Patagonia, Nestlé, Walmart, Nike, GE, Coca-Cola, Ikea and Marks & Spencer, in The GlobeScan-SustainAbility Survey (Globescan, 2017). John LeBoutillier of Unilever, Canada declares that 'Authentic purpose' is at the core of Unilever's DNA and permeates into all its brands, and it's critical to the future of its business both from a moral and profit perspective (Haid, 2014).

There are many examples of companies that are focusing not only on what they do within their daily operations but also the broader changes they would like to augment in the society. Any system that prevents large numbers of people from fully participating or excludes them altogether will ultimately be rejected (Polman, 2014). Business must reconnect its success with social progress (Porter & Kramer, 2011). Thus, social responsibility has emerged to be the face of the modern businesses. As a result, the trend shifted to believe that *today the business of business is everybody's business* (Grayson & Adrian, 2004). The amount of resources we currently use is 1.5 times the world's resource capacity. Still, a billion people go to bed hungry every day, across the world, while the richest 85 people have the same wealth as the bottom 3.5 billion. Power is dispersed, but wealth is concentrated (Polman, 2014). Businesses are here to serve society and need to find ways to do so in a sustainable and more equitable way, not only with resources but also with business models

Figure 9.



Source: Globescan (2017)

that are sustainable and generate reasonable returns. Business simply can't be a bystander in a system that gives it life in the first place. Organizations have to take responsibility to be part of the solution and that requires more long-term thinking about our business model.

Porter and Rivkin (2012) observed that the US economy could retain only 16 percent of the new investments as the Harvard alumni were considering foreign locations than US, for new investments. The Shift Index[16] of over 20,000 US firms reveal that the rate of return on assets and on invested capital has declined by three-quarters during 1965 to 2009 (Deloitte, 2011). Thus, it is evident that poor countries can get richer by improving their institutions and rich countries can turn poor if their institutions deteriorate, particularly the rule of law. The Economist (2015, June 25) reports that the largest firms in America and Britain together spend around $15 billion a year on corporate social responsibility (CSR). The Indian Companies Act-2013 makes it mandatory for organizations with net worth of at least INR500 Crore, with minimum turnover of INR1,000crore or a net profit of INR5crore or more, to spend two per cent of their average net profit (earned during the past three years) on CSR (Ernst & Young, 2014). A total of 460 companies that filed their annual report on CSR, spent an aggregate of INR 6,337 Crore during 2014-15, against the prescribed spending of INR.8,347 Crore. While 194 firms followed the guidelines by spending the prescribed amount or more, another 266 non-compliant companies accounted for an aggregate unspent amount of INR. 2,444 Crore. Among, these, 219 companies accounted for an unspent amount of INR.1, 288 Crore with an average of INR.5.9 Crore per organization (Singh, 2016). Most of the funding goes into education, healthcare, skill development etc.in concurrence with the set of activities prescribed in Schedule VII of the Companies Act. Donohoe (2016) at The World Economic Forum observes during 2016 that over 90 percent of major businesses implement specific programs dedicated towards social responsibility and most of the managers speak about their organization's commitment towards a wide range of philanthropic, and other benevolent activities.

But, the 'business of business is business' mindset is still blindfolding the businesses to the ground realities of social innovation practiced by some proactive companies in specific markets. For example, the excessive pricing of HIV/AIDS[17] drugs in developing societies where the pharmaceutical majors declare that they only price their products for the top five percent of the market in South Africa and in India, their customer base might be just the top one and a half percent while the rest of the population is of no interest. But, the fact is that the companies spend only around 84 percent of worldwide funding for drug discovery research has been contributed by the governmental and public sources and just about 12 percent only was borne from pharma companies, which on average spend 19 times more on marketing than they do on basic research (Gray, 2013). The intensifying debate about obesity in the food and restaurant sector, results into calls from societies for further controls on marketing activities of unhealthy foods. Other areas of social concern are the mis-selling of products by the large financial institution, the mounting social and political pressures forcing the tobacco industry to redefine and reshape as early as possible (Davis, 2005). In all these instances, the ‘business of business is business’ attitude has not only posed risk to companies, but also forfeited biggest opportunities to integrate with the society and create biggest business opportunities, putting billions of dollars of shareholder value at risk. Thinking the other way, the growing social pressure for generic drugs in developing societies, for healthier and less-fat foods might have generated easiest ways for the respective industries to turn socially oriented. Thus, it has become essential for businesses to step forward to lead rather than merely react to such debates. In such business contexts, mere CSR wouldn’t help companies since CSR could provide a slender scope for corporate action as the construct was understood to be limited to the economic, legal, ethical, and discretionary expectations of the society at a given point of time (Carroll, 1979). The same approach was widely accepted during 20th Century and believed that the entire range of obligations business has to society pertains only to economic, legal, ethical, and discretionary aspects. Producing goods and services that society wants and selling those at a profit was treated to be the first and foremost social responsibility - the economic responsibility of business. While discharging the economic responsibilities, the society expects businesses to operate within the framework of legal requirements, fulfilling the legal responsibilities. Fulfilling the economic and legal responsibilities involve certain ethical norms not necessarily imposed by law but nonetheless are expected by the society. Finally, discretionary responsibilities are the most intricate ones and are left to individual judgment (Figure 10).

As this approach towards CSR failed to capture the potential outcomes of social issues for corporate strategy, Carroll (1991) has suggested a more comprehensive definition of the discretionary component that it should be framed in such a way that the entire range of business responsibilities are embraced. This was further broadened beyond the traditional economic roots as stakeholder approach and CSR was proposed as Company Stakeholder Responsibility (Freeman &Velamuri, 2005). A more holistic approach of CSR was developed as sustainable development, during 2000s, by including references to some moral theories, such as Utilitarianism, Kantian, theories of justice, etc., human rights, labour rights and environmental issues, considering the needs of future generations. Finally, CSR has evolved into a comprehensive model of orientation towards the common good of society, during 21st Century, embracing a long-term perspective.

Figure 10.

Source: Carroll (1991)

Hence, the managers of today's big corporations must utilize the occasion to restate and reinforce their social orientation to secure the invested billions of their shareholders for the long term. Consequently, there emerges a call for 'Companies Act for the 21st Century' where firms should be required to declare on incorporation, their intention 'to deliver particular goods and services that serve a societal or economic need (Hutton, 2015). Companies are called to 'articulate their purposes' while the directors account for delivery of the same and controlling ownership should be in the hands of people, as in the case of the world's best firms, such as Bosch, Carlsberg, and Tata, owned by foundations that pledge to pursue the public good. Thus, the secret for the modern corporation's success is open-endedness. Mature companies such as Shell, Intel and Nestlé often invest for the long term and the new-economy companies such as Google, Facebook and, Amazon are successful in persuading investors to sacrifice short-term returns for long-term rewards.

THE BUSINESS OF BUSINESS IN THE PAST

The economy happens within human society and exists within the natural environment. Social orientation encourages companies to incorporate environmental and social considerations into a business-as-usual scenario. In fact, economy, society, and environment are not three equal parts, but function like nested eggs (Park, 2012).

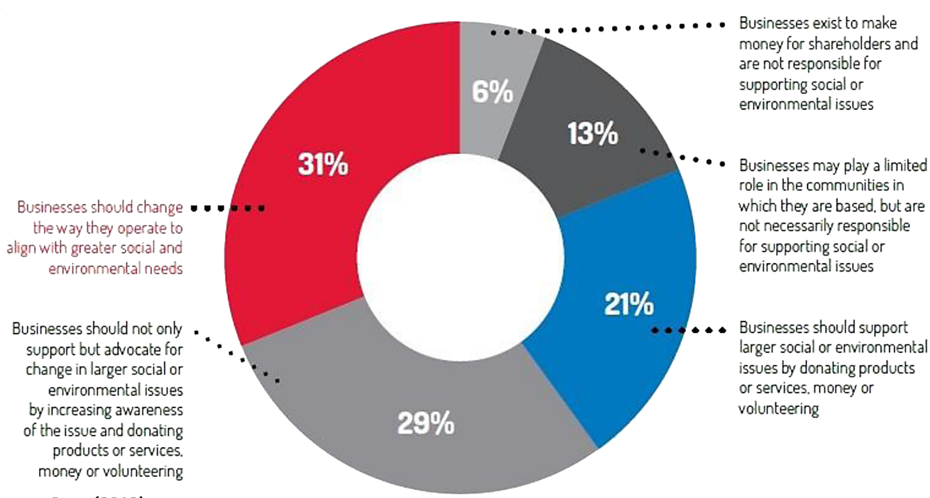
The social circumstances of many developing societies, still, remain untenable and unsustainable, despite numerous positive efforts by governments, nonprofit organizations and corporations. About one billion people across the globe go to bed hungry every night and 200 million of them are children, while the world produces more than enough food for all. While the West worries about obesity of kids, 200 million children across the world are suffering from chronic or acute malnutrition, a figure that has hardly changed in 20 years (Renton, 2005). Around 6.9 million children died before their fifth birthday and 3,58,000 women died during pregnancy or childbirth in 2011. Nearly 800 million people are deprived of access to clean water and about 2.5 billion people lack access to modern sanitation, facing a high risk of contagious and epidemic diseases (Klein, 2012). Time has come to initiate a radical transformation of the social orientation of businesses by understanding social change not simply as a responsibility, but as the essential purpose of the business. Corporate social responsibility activities should be replaced by corporate sustainability approaches in the business world. Already large corporations worldwide like Shell, Unilever, IBM and other giants have been joining the bandwagon by adopting the corporate sustainability goals. The cheque-book charity days are disappearing and businesses have to identify a compelling social purpose which goes beyond CSR, if they are to succeed. Interlinking profit and purpose is the business model of the future. Creating Shared Value (Porter & Kramer, 2011), an innovative business concept guiding companies how to solve social and environmental issues to create business opportunities and how governments can partner with nonprofits and even with private commercial entities, has emerged to be a global movement now. Discovering those practical, sustainable and market-based approaches is at the heart of Corporate Social Innovation[18], instead of a simple corporate social responsibility. The 21st Century is characterized by rapid technological advancements forcing all industries to invent new business models and new forms of organizations, called the *benefit corporation*[19]. Companies like Facebook, Google and Tesla are some of the most famous examples of benefit corporations, which not only has a business purpose of generating profits, but also takes into account the way in which that profit is to be made, through the conduct of business in a socially and environmentally responsible way (Clark & Babson, 2012). Galbreath (2009) proposes to anchor CSR properly into the firm strategy to achieve competitive advantage. Tesla provides a good example of a company dealing in the space of unmet social issue of sustainable transportation, by declaring it as the very purpose of the business. The Resource Based View (RBV)[20] of a firm also proposes to the firms to engage stakeholders beyond market transactions through long-term relationships, to develop competitive advantage.

THE BUSINESS OF BUSINESS IN THE PRESENT

The 21st Century has ushered in a chapter of social consciousness for the private sector and society has come to expect that for-profit firms acknowledge and address the consequences that their actions have on their surrounding environments. Businesses, of the present day, are forced to reshape and reorient rapidly due to an accelerated pace of digitalization, disruptive innovations, and rapidly shifting consumer expectations. Companies are still expected to be profitable, but they are also expected to be an active participant, if not a driving force, in solving our world's most urgent social and environmental challenges. The society's expectation about the role of business is raising high (Cone, 2013). More than 80 percent of the consumers expect the business to change the way they operate to align with greater social and environmental needs (Figure 11).

At the same time, the new generation employees' demand for meaning in their work and the declining trust levels for companies in society are leading to a wider debate about the role business in society. The 2016 Cone Communications Employee Engagement Study finds that 93percent want to work for a company that cares about them as an individual; 64 percent of employees feel their work and personal lives are becoming increasingly blended; and 51 percent won't work for a company that doesn't have strong social and environmental commitments. A company's social and environmental commitments are key drivers in recruitment, retention and loyalty for today's workforce. Nearly three-quarters (74%) of employees say their job is more fulfilling when they are provided with opportunities to make a positive impact on

Figure 11.

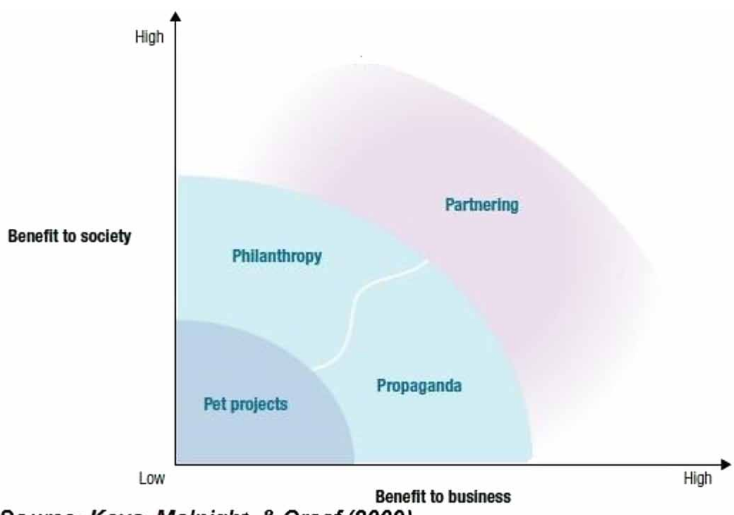


Source: Cone (2013)

social and environmental issues – and seven-in-10 (70%) would be more loyal to a company that helps them contribute to important issues (Cone, 2016). The Gallup Business Journal explores how employee engagement is dropping in all industries worldwide and finds that 32 percent of employees in the U.S. are engaged -- meaning they are involved in, enthusiastic about and committed to their work and workplace whereas only 13 percent of employees working for an organization are engaged worldwide. Many corporate leaders and experts have concluded that a shared sense of purpose can help companies to transform to meet these new challenges. Business and society is proposed to mean 'business in society' highlighting the relationship that a corporation develops with its stakeholders, and the model of engagement. This approach aims at finding win-win outcomes by seeking out and connecting stakeholder interests, and creating pluralistic definitions of value for multiple stakeholders simultaneously (Figure 12).

Well-known companies have already proven that they can differentiate their brands and reputation as well as their products and services if they take responsibility for the well-being of the societies and environments in which they operate. Every business, in every sector, of every size has a social purpose. For example, Novartis has launched a social business initiative, called 'Arogya Parivar' in 2007 in India where 830 million people live in rural areas and an estimated 65 percent of them does not have access to healthcare. From 2010 to 2015, the initiative could be able to impart improved health education to more than 24 million people and direct health benefits to 2.5 million patients through diagnosis and treatment in 11 states

Figure 12.



Source: Keys, Malnight, & Graaf (2009)

by 2015. With the initiative's success in India, Novartis has replicated the program in Vietnam, Kenya and Indonesia also. Big companies like Unilever, Wal-Mart, and Standard Chartered also are designing ambitious plans to recalibrate themselves towards a good business model to drive fast towards a different trajectory than their peers. The Hindustan Unilever's (HUL) efforts to social integration efforts to reach the rural markets is worth mentioning (Exhibit B).

In developed countries, the twin goals of stable, productive and decent employment and poverty elimination have been firmly grounded in social contracts and have therefore influenced labor and welfare policies in meaningful ways. In contrast, the developing world has been facing persistent obstacles in its efforts to attain these twin goals despite its recent economic expansion.

Hindustan Unilever's Project Shakti is an honest effort to achieve the twin goals of decent employment and poverty elimination among the rural societies of India. But, creating a positive impact on societal issues such as living standards is not a 'quick fix' project. Businesses who want to partner, therefore, need to have a long-term mind-set backed up by solid promises and measurable commitments and actions. With Project Shakti, the short-term tangible benefits are extremely clear and powerful for Hindustan Unilever and the society (Figure 14). In a survey conducted by Financial Times in 2000, 750 chief executive officers ranked the increasing pressure for social responsibility as the second most important business challenge for companies (Morimoto, Ash & Hope, 2004). Based on these findings, a comprehensive model for corporate sustainability is proposed by culminating various conceptual foundations by versatile business strategy and sustainability protagonists.

Figure 13.

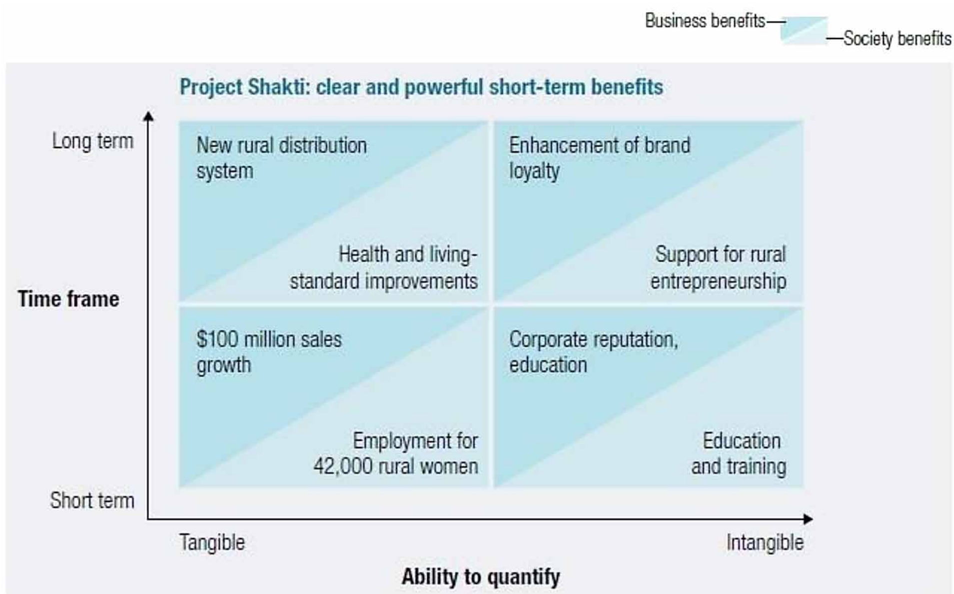
Exhibit – B:

Hindustan Lever's Project Shakti: Addressing rural distribution challenges in India

More than 70 percent of India's population resides in rural villages scattered over large geographic areas with very low per capita consumption rates. For multinationals, the cost of reaching and serving these rural markets is significant, as typical urban distribution approaches do not work. Hindustan Unilever Limited's Project Shakti overcame these challenges by actively understanding critical societal and organizational needs. HUL partnered with three self-help groups, whose members were appointed as Shakti entrepreneurs in chosen villages. These entrepreneurs were women, since a key aim for the partnership was to help the rural female population develop independence and self-esteem. The entrepreneurs received extensive training and borrowed money from their self-help groups to purchase HUL products, which they then sold in their villages. By 2008, Shakti provided employment for 42,000 women entrepreneurs covering nearly 130,000 villages and 3 million households every month. In the same year, HUL sales through the project approached $100 million. Dalip Sehgal, then executive director of New Ventures at HUL, noted: "Shakti is a quintessential win-win initiative and overcame challenges on a number of fronts. It is a sales and distribution initiative that delivers growth, a communication initiative that builds brands, a micro-enterprise initiative that creates livelihoods, a social initiative that improves the standard of life, and catalyzes affluence in rural India. What makes Shakti uniquely scalable and sustainable is the fact that it contributes not only to HUL but also to the community it is a part of."

Source: Rangan & Rajan (2007)

Figure 14.



Source: Keys, Malnight, & Graaf (2009)

- **Creating Shared Value:** Tobacco wasn't treated as a dangerous health threat a generation ago. Similarly, obesity wasn't seen as a responsibility of food companies, a few years ago. Today, ageism is rarely treated to be an issue of corporate responsibility. But, the situation is just reverse that the tobacco companies have to create awareness about the health hazard and the ready-to-eat food companies have to declare the calorific values on the packaging. Thus, the issues once ignored, have turned out to be core for some businesses. The business in such environment must be able to use the opportunity to create 'shared value' recognizing the reality that societal needs, not just conventional economic needs, define markets.
- **Mapping Social Opportunities:** Prior to the efforts towards 'creating shared value,' the areas of interdependence of the company and society should be identified and analyzed, in terms of the available resources, capabilities and the 'value chain' of operations, to deal with a specific type of social problem, resulting in an enormous economic value together.
- **Integrating Business and Society:** Successful companies need a healthy society and vice versa. Once, the areas of interdependence are identified, the business should make efforts to integrate with the society at various levels. Employing the skills and expertise to map social opportunities makes the

business and society interdependent rather than independent. Both must aim at the points of intersection than those of friction; collaboration rather than competition, with each other.

- **Prioritizing Social Issues:** A social agenda has to be developed based on the scope to create shared value since no business can solve all of the society's problems or bear the cost of doing so. Every company has to sort out the identified social issues into three categories such as – generic social issues, value chain social impacts, and social dimensions of competitive context. Then rank them in terms of potential nature and degree of impact, to prioritize for implementation.
- **Intervention Strategy:** The entire value proposition can't be built around only social issues. Hence, companies should build a focused, proactive, and integrated social initiative in concert with their core strategies, to maximize philanthropic value and stand apart from the lot.

Another fair opportunity available for businesses is to commit to the UN Global Compact[21] on the prescribed ten principles concerning human rights, labor, environment and anti-corruption. UN Global Compact is the world's largest CSR initiative offering a platform for companies to advance their commitment to CSR. Companies who participate in the initiative are required to issue an annual 'Communication on Progress' report documenting the progress made in implementing the ten principles. Further, there are a good number of social rankings agencies which rank companies based on their CSR performance. The FTSE4GOOD[22], and the Dow Jones

Sustainability Index[23] are some of the popular catalogues measuring corporate social responsibility. Despite such a global-scale efforts, some people are still skeptical of the positive effects of CSR based on the argument that by investing money in CSR, the business is stealing money from the shareholders, who invest for profit. Stefan Stern[24] (2009) says that 'Thank goodness, now the recession's here we can forget all that nonsense about corporate social responsibility and get back to trying to make some money.' Porter and Kramer (2006) summarize the failure of CSR to achieve desired results as 'a hodgepodge of uncoordinated philanthropic activities disconnected from the company's strategy that neither make any meaningful social impact nor strengthen the firm's long-term competitiveness.' All the social-innovation frameworks proposed, including Porter and Kramer's *shared value* (Porter & Kramer, 2011), and Ian Davis's ((2005) *social contract*, share one common pronouncement that companies must deeply integrate external engagement into their strategy and operations. The success of a business depends on its relationship with different agents of the external world namely, regulators, customers - existing as well as potential, employees, activists, and legislators etc. Hence, external engagement cannot be a separate or a once-a-while activity. Rather it must be treated and practiced as a part and parcel of everyday business and the decisions made at all levels of the business - boardroom to shop floor, can directly influence that relationship. The basic purpose of a business should be to make significant contribution to the society, through offering the required goods and services offering required solutions to people in the society, who, in-turn, provide the required capital, skills, ideas, and taxes etc. So, the companies must try to build a mutually profitable relationship with the society, at this basic level, by proactively defining themselves in terms of what they could contribute to the society, like 'Unilever Sustainable Living Plan' (Refer page 9). Some other noteworthy initiatives towards sustainability are, Ikea's *People & Planet Positive*[25], GE's *Ecomagination*[26], and PepsiCo's *Planet*[27] etc. For efficient integration with the society and stakeholders, it is essential to acquire a detailed information about their preferences and resources. Just like, acquiring insights from the markets for marketing purpose, companies manage sustainability agenda also like any other business function, using the three core tools of great management - creating capabilities, establishing processes, and measuring outcomes.

- **Creating Capabilities:** Companies can develop their external-engagement skills through a mixture of on-the-job experience and formal training for employees. For example, British Petroleum (BP) conducts master classes with effective and proved leaders such as Madeleine Albright[28] and Henry Kissinger[29], who really know how to align diverse interests effectively. Training helps every employee and contractor to understand the importance of relationships with the external world at the lower levels of the company and about company's policy on social issues.
- **Establishing Processes:** External engagement must formally be incorporated into the Company's business processes at all levels. Every process, whether it helps a company to set corporate strategy, design products, or plan projects, must include efforts to consider its impact on stakeholders and consequences for the business.
- **Measuring Outcomes:** What gets measured gets treasured. To retain a focus on outcomes and society, companies must set targets, measure progress against them, and link incentives to their achievement. There is a great need to develop a universal CSR construct to measure and rate the transnational businesses on relative sustainability index, at national as well as international levels. On the similar lines of the MSCI KLD 400 Social Index[30] published for the US businesses, Sustainalytics[31] – the database to gather information on the social and environmental profiles of Canadian public companies, and the Vigeo Eiris' indices[32] to list the highest-ranking companies in terms of their performance in corporate responsibility among the European Union

economies, there has to be a universally acceptable environmental, social and governance (ESG) criteria to serve as a construct of measurement of the social responsibility and sustainability practices of the businesses. The measures should be able to provide a clear information about the environmental practices; product and customer practices; employee practices; shareholder practices; community practices; and supplier practices etc. of the businesses to serve as a guide for the stakeholders. Further, such construct can also serve as the universally acceptable sustainability index of the business.

Companies are facing a diverse range of stakeholders in today's business environment, from government to consumers that expect industries to contribute towards solving major economic, environmental and social problems. But, building relationships between hostile stakeholders is a difficult task which cannot be separated but a part and parcel of everyday business. Integrated external engagement requires the same discipline that companies around the world apply to procurement, recruitment, strategy, and every other area of business. Those that have acted proactively are now reaping the benefits. Lastly, to be successful, companies have to appreciate that stakeholder engagement is an ongoing process that requires managers to sit down with stakeholders often. Gaining stakeholder trust is not something that is achieved once and for all. It can be lost very easily and quickly. Those companies able to harness the power of purpose to drive performance and profitability enjoy a distinct competitive advantage (Ernst & Young, 2016). Between1926 and 1990, a group of visionary companies, those guided by a purpose beyond only earning money, could return six times more to shareholders than their counterparts explicitly driven by profit-mottos (Jim & Jerry, 2004). The value creation process surpasses organizational as well as geographical boundaries through linking numerous intangible value drivers proving that value is no longer created within the boundaries of a company. More than 80 per cent of the corporate value reflected in the S&P 500[33] was in the form of tangible assets in 1975 while the same proportion has grown to 68.4 percent by 1985, and to 80 percent in 2005 (OceanTomo, 2014). The Interbrand[34] annual report of the most valuable brands-2013, found that Coca-Cola's brand value was equivalent to around 48 percent of its market capitalization, owing to its sustainability initiatives (McGee, 2013).

THE BUSINESS OF BUSINESS IN THE FUTURE

The business of future will be totally different from that of today, operating under dominant capital markets where benefits are in terms of a long-term-value created for itself and for its stakeholders (Adams, 2014). So, the company of the future has to do business in a different way by understanding the ‘value’ of its relationships and the resources and services provided by the natural environment. Beginning in the late 1990’s, consumers have displayed a tremendous amount of social awareness and activism, quick to punish companies that practice unethical business operations and quick to reward firms that are innovative in their commitment to improving the world. History reminds that businesses trying to reduce costs through exploitation of labor the environment has faced many difficulties. The adverse examples of corporate giants such as BP, Exxon Mobil, Nestle, Nike, and Shell prove this. This new wave of CSR can be traced back to the 1980s and the series of ongoing protests and strikes by Nike factory workers and human rights activists. During this time, Nike faced a deluge of uprisings and strikes by factory workers in Indonesia, Korea, and Vietnam concerning low wages and dangerous working conditions. The flood of negative publicity intensified in 1992 when Jeff Ballinger published ‘Nike, The Free-Trade Heel: Nike’s Profits Jump on the Backs of Asian Workers,’ an exposé on Nike’s factory conditions in Indonesia that revealed wages as low as fourteen cents per hour and the fact that workers were not employees of Nike but a subcontractor hired to enable Nike to evade legal responsibilities for wages and working conditions. Ballinger’s report hit Nike at a crucial moment; from 1988 to 1993 Nike’s profits had tripled, but following the various sweatshop-like scandals, Nike’s share prices fell dramatically and sales lagged (Shaw, 1999). The outrage by labor activists, universities, and individual consumers led to crippling reputational damage and by 1998 CEO Phil Knight was forced to admit that ‘The Nike product has become synonymous with slave wages, forced overtime, and arbitrary abuse…I truly believe the American consumer doesn’t want to buy products under abusive conditions’ (Nisen, 2013) In response, Nike made several crucial reforms in an attempt to redeem itself. Nike drafted a *Code of Conduct* to be strictly adhered to in all of its factory locations, expanded its corporate social responsibility division to 70 employees, conducted over 600 factory audits between the years 2002-2004, and published a 108 page report detailing the status of its factory operations in its South Asian factories in 2005 (Beder, 2002). Today, Nike is touted as a corporate social responsibility role model and has helped pave the way for other for-profit firms to engage in more conscious business practices. But Nike took a very ‘reactionary’ stance in regards to corporate social responsibility and executives were only called to action once social pressure reached a tipping point. They initially possessed a very defensive and minimally compliant attitude, citing that Nike was being ‘…. unfairly scrutinized and punished for partaking in activity that nearly every other manufacturer was also practicing’ (Zadek 2004). Real reform occurred once Nike executives realized that they needed to do more than institute temporary compliance policies to mitigate the erosion of economic value from scandals and instead arrive at a long-term solution that would quickly overcome any future disadvantages. The result was a corporate social responsibility model that evolved from focusing on risk management, philanthropy, and compliance to one that utilized Nike's natural focus on innovation to transition into a more sustainable business, by which people, the planet, and profits were brought into balance for more long-lasting success.

Another typical evidence is Union Carbide India Ltd. Slack management and deferred maintenance have resulted in leakage of poisonous gasses from the pesticide plant of Union Carbide India Ltd, in Bhopal, in 1984, causing deaths in thousands and injuries at over half a million. The company's payout for litigation in 1989 was equivalent to almost one billion US dollars in today's terms (Broughton, 2005). Further, in 2010, eight ex-employees including the former Chairman of Union Carbide India Ltd, were convicted of causing death by negligence and the seven surviving were imprisoned. Despite the high degree social integration and environmental sensitivity, Coca Cola had to close a plant in India in 2014 because farmers complained that it was consuming too much water, leaving no resources for agriculture (Tapper, 2014). Similarly, the Foreword of Royal Bank of Scotland Group's RBS Sustainability Review-2013 reads that *in 2013, we were the least trusted company in the least trusted sector of the economy. That must change* (RBS, 2013). These companies have been forced to change in order to survive. Making money is no longer considered the valid way of creating value for shareholders. The stakeholders of the business have changed the 'rules of society' by which business operates and they continue to do so (Adams & Whelan, 2009). The value would certainly not in terms of profits but lies in the form of market capitalization through share price of a company. In a 2012 McKinsey survey of more than 3,500 executives around the world, less than 20 percent of the respondents reported having frequent success influencing government policy and the outcome of regulatory decisions. This problem creates an opportunity for significant competitive advantage. In marketing or operations, companies struggle to raise their performance a few percentage points above that of their competitors. But as leading-edge companies such as Unilever have discovered, effective external engagement can set an organization far above its rivals (Browne & Nuttall, 2013). While the rise in social pressure in the late 1990s forced corporations to rectify their previously unethical behaviors and strive to prevent any future mishaps, the changing attitudes towards a business's role in society has enabled new companies to take advantage of this interest in CSR.

The company of the future must be aware that its success depends totally on its relationship with society and the environment. Of course, much of what is considered to be value to a future organization, would not be visible on the balance sheet. Consequently, the pattern of corporate contributions would shift significantly. Businesses can be more confident about the value of their philanthropy and more committed to it. This model of integration, if pursued systematically and strategically in a way that maximizes the value created, can offer the business a new set of competitive advantage, earn the respect of the society again, and can unlock a more powerful way to make the society, and even the world at large, a better place to live and operate. Whether the purpose is economic development or changing business practices, companies should align internally on what they preach and what they practice as sustainability would become more central to the business. Organizations do better when everyone is rowing in the same direction and a well-integrated, shared purpose casts that direction. Without the shared purpose, organizations tend to run in circles, never making forward progress but always rehashing the same discussions (Ernst & Young, 2016). This situation draws back to Adam Smith[35] (1776), who advocated that 'wealth is equated to well-being of people' in 18th Century and further called for serious action when the rights of individuals are violated and the action should be necessitated by justice. Smith's central principle was that an individual's rights, according to law, must be protected through a system of justice. For example, the poor working conditions and unfair compensation policies practiced by some companies shall be considered as a violation of rights (Brown & Forster, 2012). Paul Polman describes how a lack of foresight hurt Unilever: *We missed the issue of obesity and the value of healthy and nutritional food. We were behind, while Nestlé was riding that wave. Not being in tune with society, with the benefit of hindsight, can cost you dearly* (Browne & Nuttall, 2013). The closer the relationship with the society and stakeholders, and the greater the expertise, the more likely an organization is to spot the trends that seem so obvious in hindsight. Companies that succeed at integrating external engagement into their businesses see it as a critical contributor to profitability, not as some woolly qualitative activity. They manage it like any other business function.

Thus, sustainability has been emerging to be more decisive and integrated in business forcing to redefine the core business purpose and even the business model, to march ahead to be a transformational company. However, premising the future scenarios is not new to the business community. For example, the decades old idea of virtual *backcasting*[36] at Shell, by articulating preferred futures and asking how to move from the present to such preferred conditions, has gradually emerged to be a best practice among many industries. The business communities must accept the notion that the future is a matter of choice. Even though, some observers uphold different views on the long-term societal benefits of MNCs as agents of positive social change, one can't ignore and deny the ability of firms such as Google, Facebook, Microsoft, Wal-Mart, IBM, Tesla, and ICICI Bank to contribute and influence the societies through a much better business-to-business and business-to-consumer relationships and even the course of globalization itself. The global economy by 2100 is projected to be at around 80 times the size it was half a century back, as a certain future, but fraught with potentially catastrophic environmental and social consequences (Allen, 2011). The World Business Council for Sustainable Development[37] Vision

2050[38] also provokes the businesses of the future with a challenge to help create a world, by 2050, in which *some 9 billion people live well, and within the limits of the planet* (WBCSD, 2010). Thus, a new social contract is waiting to happen for the businesses of the future questioning the readiness of companies to contribute constructively to make it an opportunity of true transformation. The world is a much better place than a 20 years ago, to live, where billions of people have moved out of extreme poverty among the emerging economies and the developed societies enjoy better connectivity, care and mobility, than one could have imagined. The role of the modern corporations could not be denied in this global progress story. But, still, major sections of many societies are craving for improvement in their lives and environments, which creates a compelling reason for the businesses of the future to remain deeply embedded in society to positively affect it. In fact, it has been proved time and again that businesses could create solutions to society's most fundamental problems. Many of the businesses are turning agile and enthusiastic to take pragmatic steps toward more actively shaping the future society to not only sustain economic progress but also bring about prosperity for all. Integrated external engagement requires the corporate leaders to sit down with stakeholders early and often to create an ongoing discussion to constantly build goodwill, create understanding, and establish connections, so that companies stay informed and create a reserve of trust to draw down in times of crisis. As Helge Lund, former CEO of Statoil, puts it: 'Gaining stakeholder trust is not something that you achieve once and for all. You can lose it very quickly. We have to be continuously working on this subject, even when we do not necessarily have big issues to deal with. It has to be developed as part of the DNA of the company'. Thus, the final hallmark of integrated external engagement is a *radical approach* to communication and integration with the external world. Now is the time to act for businesses to move from *best in the world to best for the world*!

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ENDNOTES

1 Paulus Gerardus Josephus Maria Polman (born 1956) is a Dutch businessman. After a long-term tenure with Procter & Gamble and Nestlé, associated with the British-Dutch consumer goods company Unilever since 2009 as the chief executive officer (CEO). Polman has received several awards for business leadership related to sustainable development.

2 John Calvin Coolidge Jr. (1872 – 1933) was the 30th President of the United States (1923–29). He gained reputation as a small-government conservative, and also as a man who said very little.

3 Milton Friedman (1912 – 2006) was an American economist who received the 1976 Nobel Memorial Prize in Economic Sciences for his research on consumption analysis, monetary history and theory, and the complexity of stabilization policy.

4 John Francis "Jack" Welch, Jr. (born 1935) is an American retired business executive, author, and chemical engineer. He was chairman and CEO of General Electric between 1981 and 2001. During his tenure at GE, the company's value rose 4,000%.

[5] Edelman's Trust Barometer® is an annual global trust survey which measures attitudes about the state of trust in business, government, NGOs and the media. The Trust Barometer, powered by Edelman Intelligence, surveys over 33,000 respondents from 28 different countries. Through the Trust Barometer, Edelman helps its clients better understand the fragile roots of trust and above all, how to navigate these with responsible actions and behavior – helping their businesses and organizations thrive.

[6] Micro, Small, and Medium Enterprises.

[7] The theory of the firm is the microeconomic concept founded in neoclassical economics that states that firms exist and make decisions to maximize profits.

[8] Peter Ferdinand Drucker (1909 – 2005) was an Austrian-born American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation. He has been described as 'the founder of modern management'.

[9] Radical Management is a way of managing organizations that generates high productivity, continuous innovation, deep job satisfaction and customer delight together. Radical Management is fundamentally different from the traditional management prevalent in large organizations today.

[10] Tylenol is Johnson & Johnson's brand name for the drug called 'acetaminophen', used to treat many conditions such as headache, muscle aches, arthritis, backache, toothaches, colds, and fevers.

[11] Credo, the Latin word for 'I Believe', is a statement of religious belief, such as the Apostles' Creed. Johnson & Johnson has named the values that guide decision-making as *credo*, which prioritizes the needs and well-being of the customers served as first. Robert Wood Johnson, chairman (1932 to 1963) and a member of the founding family, drafted the credo in 1943, long before anyone ever heard the term "corporate social responsibility." For Johnson & Johnson, the credo is more than just a moral compass and serves as a recipe for business success. Johnson & Johnson has been the one among a handful of companies that have flourished through more than a century of change.

[12] Procter & Gamble Co., (known as P&G), is an American consumer goods corporation from Ohio, United States of America, founded in 1837 by William Procter and James Gamble.

[13] Steven Paul Jobs (1955 – 2011) was an American entrepreneur, businessman, inventor, and industrial designer. He was the co-founder, chairman, and chief executive officer (CEO) of Apple Inc.

[14] Apple Inc. is an American multinational technology company headquartered in, California, that designs, develops, and sells consumer electronics, computer software, and online services and's hardware products such as iPhone, iPad, the Mac, iPod, Apple Watch, and Apple TV.

[15] The Unilever Sustainable Living Plan (USLP) is the blueprint for achieving the vision to grow in business, whilst decoupling environmental footprint from growth and increasing positive social impact. The Plan sets stretching targets, including how to source raw materials and how consumers use brands.

[16] Deloitte's Shift Index pushes beyond cyclical measurement and looks at the long-term rate of change and its impact on economic performance. The Shift Index tracks 25 metrics across three sets of main indicators: Foundations, Flows and Impact. Deloitte's Center for the Edge develops original research and substantive perspectives on new corporate growth.

[17] HIV stands for human immunodeficiency virus spread through certain body fluids that attacks the body's immune system destroying the white blood cells that fight infection, putting the person at risk for serious infections and certain cancers. AIDS stands for acquired immunodeficiency syndrome. It is the final stage of infection with HIV. Not everyone with HIV develops AIDS.

[18] Corporate Social Innovation is a strategy that combines a unique set of corporate assets (innovation capacities, marketing skills, managerial acumen, employee engagement, scale, etc.) in collaboration with the assets of other sectors and firms to co-create breakthrough solutions to complex economic, social, and environmental issues that impact the sustainability of both business and society.

[19] A benefit corporation, In the United States, is a type of for-profit corporate entity, authorized by 30 U.S. states and the District of Columbia that includes positive impact on society, workers, the community and the environment in addition to profit as its legally defined goals.

[20] RBV is an 'inside-out' business approach emerged during 1980s and 1990s that emphasizes the role of resources and capabilities in formulating strategy to achieve sustainable competitive advantage.

[21] The United Nations Global Compact is a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment and anti-corruption.

[22] The FTSE4Good Index is a series of ethical investment stock market indices launched in 2001 by the FTSE Group. Research for the indices is supported by the Ethical Investment Research Services (EIRIS).

23 The Dow Jones Sustainability Indices (DJSI) launched in 1999, are a family of indices evaluating the sustainability performance of the largest 2,500 companies listed on the Dow Jones Global Total Stock Market Index. They are the longest-running global sustainability benchmarks worldwide and have become the key reference point in sustainability investing for investors and companies alike.

24 Stefan Stern is a management writer and visiting professor at Cass Business School.

25 The People & Planet Positive initiative calls for Ikea to produce as much renewable energy as it consumes by 2020. The company has already installed 550,000 solar panels on 100 stores worldwide and 96 wind turbines in seven countries. In 2013 alone, the company produced the equivalent of one-third of its total energy consumption in renewable energy. The initiative, further, requires the company to source 100 percent of wood, paper and cardboard from sustainable sources, and increase sales of products that encourage sustainability in customers' lives.

26 Ecomagination is GE's growth strategy to enhance resource productivity and reduce environmental impact at a global scale through commercial solutions for customers and through its own operations. As a part of this strategy, investments are made in cleaner technology and business innovation, developing solutions to enable economic growth while avoiding emissions and reducing water consumption, committing to reduce the environmental impact in operations, and developing strategic partnerships to solve some of the toughest environmental challenges at scale to create a cleaner, faster, smarter tomorrow. GE's Ecomagination line of products and services has generated more than $200 billion in revenues since GE started the program 10 years ago. Revenue from Ecomagination products totaled $34 billion in 2014, representing about 30 percent of total GE sales.

27 Through, Planet goals, Pepsi Co will work to reduce environmental impact while growing its business and helping to meet the food, beverage and natural resource needs of the changing world. Environmental sustainability programs saved the company more than $375 million since its goals were established in 2010. The savings were achieved through the continued progress of the company's water, energy, packaging and waste-reduction initiatives. During the same time period, the company delivered double-digit net revenue and operating profit growth1 – demonstrating that investments in sustainability are mutually beneficial for business and society.

[28] Madeleine Jana Korbel Albright (born 1937) is an American politician and diplomat and the first woman to become Secretary of State in United States, nominated in 1996. Albright currently serves as Chair of Albright Stonebridge Group and as a professor of International Relations at Georgetown University's School of Foreign Service.

[29] Henry Alfred Kissinger (born 1923) is an American diplomat and political scientist who served as the United States National Security Advisor (in 1969) and Secretary of State (in 1973). For his actions negotiating a ceasefire in Vietnam, Kissinger received the 1973 Nobel Peace Prize.

[30] MSCI KLD 400 Social Index (sometimes referred to as KLD400 or Domini 400 Social Index), created in 1990, is a widely recognized standard of performance frequently used by socially conscious investors and one of the first benchmarking indexes to evaluate companies next to their industry peers on the 5 key environmental, social and governance (ESG) factors.

[31] Sustainalytics is a global leader in environmental, social and governance (ESG) research and ratings to provide the insights required for investors and companies to make more informed decisions that lead to a more just and sustainable global economy.

[32] Vigeo Eiris' indices are a range of indices such as Euronext Vigeo World 120, Euronext Vigeo Europe 120, Euronext Vigeo Eurozone 120, Euronext Vigeo EM 70, Euronext Vigeo US 50, Euronext Vigeo France 20, Euronext Vigeo United Kingdom 20 and Euronext Vigeo Benelux 20, composed of the highest-ranking listed companies as evaluated in terms of their performance in corporate responsibility.

[33] The Standard & Poor's 500, often abbreviated as the S&P 500, is an American stock market index based on the market capitalizations of 500 large companies having common stock listed on the NYSE or NASDAQ.

[34] Interbrand, a division of Omnicom, is a brand consultancy, specializing in areas such as brand strategy, brand analytics, brand valuation, corporate design, digital brand management, packaging design, and naming. Interbrand publishes the Best Global Brands [9] report on an annual basis. The report identifies the world's 100 most valuable brands. Interbrand's methodology is also the first of its kind to be ISO certified.

[35] Adam Smith (1723 -1790) was a Scottish economist, philosopher, and author, best known for two classic works: The Theory of Moral Sentiments (1759), and An Inquiry into the Nature and Causes of the Wealth of Nations (1776), abbreviated as The Wealth of Nations, considered his magnum opus and the first modern work of economics.

[36] Backcasting is a planning method that starts with defining a desirable future and then works backwards to identify policies and programs that will connect that specified future to the present.

[37] The World Business Council for Sustainable Development (WBCSD) is a CEO-led, global advocacy association of some 200 international companies dealing exclusively with business and sustainable development.

[38] The WBCSD's cornerstone Vision 2050 report is a consensus piece that was compiled by 29 leading global companies from 14 industries and is the result of an 18 month long combined effort between CEOs and experts, and dialogues with more than 200 companies and external stakeholders in some 20 countries, calling for a new agenda for business laying out a pathway to a world in which nine billion people can live well, and within the planet's resources, by mid-century.

Chapter 9
The Concept of Green Marketing

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ABSTRACT

Environmental concerns have become one of the most important issues of today's business world. Companies have discovered the importance of green marketing and sustainability and that consumers will buy products that are greener and sustainable. This chapter focuses on the concepts of green marketing and sustainability. The concepts of green marketing and sustainability are discussed, analysis of green markets and green market examples are provided, and viable green marketing strategies are also suggested.

INTRODUCTION

Environmentalism emerges as one of the most critical issues in the business world today. Many studies show that consumers are integrating their concern for the environment into their purchasing decisions. Various factors such as the rise of activist groups, increased media attention, and strict regulations create an environmental awareness and as a result consumers become more concerned about their regular behaviors and the impact that they can have on the environment (Kalafatis et al. 1999).

As consumers become more concerned with the environmental problems, businesses have begun to implement green marketing practices into their operations in an attempt to address consumers' concerns. In the recent years, businesses have demonstrated serious commitment towards environmental programs to achieve environmental goals and to meet consumer needs. Companies are increasingly

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reporting details on their environmental performance and see sustainability practices as core to the ability of the business to grow. Integrating environmental practices into business operations and strategy has become an opportunity for the organizations (Porter and Reinhardt 2007; Dangelico and Pujari 2010).

The objectives of this chapter are to explore the green marketing concept, to propose viable green marketing strategies, to present green marketing examples from global companies and to view sustainability concept.

BACKGROUND

In order to explain green marketing concept, it is important to have an understanding of what marketing is. The American Marketing Association defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. This definition emphasizes the importance of satisfying needs for customers, clients, partners, and society at large. Green marketing definition by The American Marketing Association is divided into three types as retailing definition, social marketing definition, and environments definition. Retailing definition: The marketing of products that are presumed to be environmentally safe. Social marketing definition: The development and marketing of products designed to minimize negative effects on the physical environment or to improve its quality. Environments definition: The efforts by organizations to produce, promote, package, and reclaim products in a manner that is sensitive or responsive to ecological concerns. All three types of definitions focus on being environmentally friendly.

Concern for the environment is not new, it started to appear in the 1970s, however, public awareness for the environment is at a very high level today. Earlier studies found five main environmental concerns. These are landfills that are almost full of over hundred million tons of trash per year, drinking water problems that approximately 40 percent of Americans suffer from, high levels of ozone areas where approximately 30 percent of Americans live in, natural resource related problems such as the decreasing number of rainforests, and greenhouse effect which is a potential threat to the world’s survival (McDaniel and Rylander 1993).

ANALYZING THE GREEN MARKETS

In order to challenge increasing environmental concerns, Ginsberg and Bloom (2004) suggest that companies can segment the market into five different categories: True blue greens, greenback greens, sprouts, grousers, and basic browns. True blue greens have very strong environmental ties and they definitely don't make purchase from companies that are not practicing green marketing. Greenback greens are not as active as true blue greens but they are still willing to purchase environmentally friendly products. Sprouts believe in environmental problems but that does not reflect to their purchase behavior, they hardly purchase green products. Grousers are uneducated about environmental problems and skeptical about them, they also believe that green products are very expensive. Finally basic browns do not care about environmental problems and green products at all (Ginsberg and Bloom 2004).

Basing on green and commercial objectives, Grant (2009) analyzes green marketing under three types of activity: Green, greener, and greenest. Green activity is related with strong communication and sets new standards. Comparing to other alternatives, the product or the brand is greener and marketing efforts are clear about emphasizing this difference. Greener activity is about collaboration and sharing responsibility. In this type of activity, companies have both green and commercial objectives and the marketing accomplishes green objectives itself. Greenest activity supports innovation and focuses on cultural reshaping. In addition to green and commercial objectives, this activity also has cultural objectives such as making new ways of life and new business models (Grant 2009).

GREEN MARKETING STRATEGIES

Green marketing concept has widely accepted and perceived as a viable competitive strategy by many companies. However, it is crucial for businesses to understand environmental issues and be able to implement green marketing philosophies appropriately into company strategies. As we will see in the green marketing examples section, some firms prefer to have an alliance partner to deal with environmental problems.

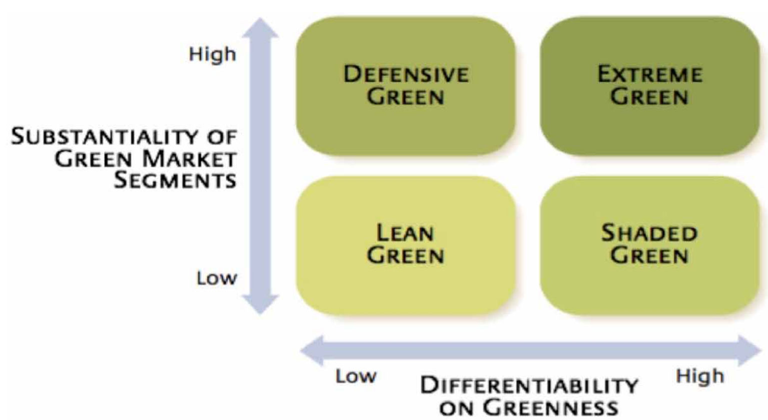
In order to be able to find the right partner Mendleson and Polonsky (1995) offer a three-step process: 1) establish alliance objectives, 2) determine appropriate alliance partner characteristics, 3) find the appropriate environmental group to form an alliance with. Companies need to establish alliance objectives first. In order to target the appropriate environmental groups, there need to be a clear understanding of what objectives will be achieved. Some objective examples can be trying to develop new green products, increasing public awareness for the company's environmental practices, formulating green marketing strategies and developing green markets. After setting the objectives, companies need to define the alliance partner characteristics. Specific strategies require different characteristics and capabilities. For example if a company wants to develop new green products, the alliance partner should have the required environmental knowledge in order to assist the development of the product. To increase public awareness, the alliance partner must have a trustworthy reputation and a strong relationship with media. It is important that each partner must contribute to the success of the activity. To have a successful symbiotic relationship, appropriate determination of required characteristics and ability is needed. Final step is finding the right environmental group to form an alliance with. Environmental groups my also have different objectives such as increasing publicity, generating funding, educating community, improving the environment. While forming strategic alliances, companies need to check if their environmental partner is also benefiting from the alliance. Another important point is feeling comfortable working with an environmental group, because the image of one partner can definitely affect the other (Mendleson and Polonsky 1995).

Another important green marketing strategy tool is green marketing strategy matrix in which companies can analyze sustainability of green market segments as well as their ability to differentiate their products from competitors on greenness. Green marketing strategy matrix is developed by Ginsberg and Bloom (2004) and as seen on Figure 1 it has four areas: Lean green, defensive green, shaded green, and extreme green.

Lean greens are more interested in reducing costs and creating a low-cost competitive advantage instead of a green one. They try to be environmentally friendly but they are not focused on creating public awareness or marketing their green marketing attempts. The main reason of that is these companies have a fear for being held to higher green standards so they are not trying to differentiate themselves from competitors.

Figure 1. Green marketing strategy matrix

Source: Ginsberg, J. M., & Bloom, P. N. (2004). Choosing the right green-marketing strategy. MIT Sloan Management Review, 46(1), 79.



Defensive greens usually use green marketing as a response to a competitor's actions. These companies sponsor smaller environmentally friendly events and programs. Aggressive promotion of green practices would be wasteful for them and also would create expectations that they cannot meet. So similar to lean greens, defensive greens typically do not have the ability to differentiate themselves from competitors on being green. This is why their efforts to promote and announce their green marketing practices are temporary.

Shaded greens make big financial and nonfinancial investments for environmentally friendly processes. They see green marketing as an opportunity to innovative products and technologies that result in a competitive advantage. These companies primarily promote direct, tangible benefits to the consumers and environmental benefits are promoted as a secondary factor. The main reason for that is even though they have the ability to differentiate themselves on greenness, they choose to focus on other attributes where they can make more money.

Extreme greens fully integrate environmental practices into the business operations and product life-cycle processes. Being green is a major driving force for these companies. They have unique approaches such as life-cycle pricing, total-quality environmental management and manufacturing for the environment. These companies usually serve niche markets and sell their products or services via boutique stores or specialty channels. (Ginsberg and Bloom 2004)

GREEN MARKETING EXAMPLES

The Coca-Cola Company

The Coca-Cola Company is currently making a serious push towards increasing their environmental responsibility and becoming more green. Coca-Cola Company has set a goal to be water neutral by 2020, meaning they wish to not use any extra water to produce their products. They plan to do this by becoming more efficient, using rain water and surface water, and recycling their water usage. In 2015, Coca-Cola replenished 100 percent of the water they use in their finished beverage sales volume and returned approximately 145.8 billion liters of water used in the manufacturing processes back to local watersheds.

Coca-Cola understands that it is very important for them to not only to produce its products with renewable sources, but also to achieve a higher recycling percentage in order to be considered a green company. In order to accomplish this task, the Coca-Cola Company uses the world's first PET plastic bottle made entirely from plant materials: PlantBottle. Coca-Cola has distributed 40 billion PlantBottle packages in over 40 countries. Within the last several years, Coca-Cola has been doing a tremendous amount of research to design a bottle that leaves a smaller footprint compared to the traditional PET plastic bottles. The company launched the first generation 30 percent PlantBottle packaging in 2009. In 2015 Coca-Cola introduced 100 percent PlantBottle. PlantBottle packaging to date has helped save 365,000 metric tons of potential carbon dioxide emissions - equivalent to 41 million gallons of gas, or more than 845,000 barrels of oil.

In order to be green, recycling issue is a must requirement especially for global companies. In 2015, the company recovered and recycled bottles and cans globally equivalent to 59 percent of the bottles and cans introduced into the marketplace by Coca-Cola. The company also committed to recover and recycle by 2020 the equivalent of 75 percent of bottles and cans introduced into the marketplace ("Sustainability," 2017).

Starbucks

Starbucks is probably the most popular coffee shop in the world. In order to sustain this popularity, the company is aware of the importance of green marketing. Starbucks focuses on green marketing under four main topics: Greener stores, greener cup, greener energy, and climate change. Starbucks has been a leader in the development and implementation of a green building program which is the LEED (Leadership in Energy and Environmental Design). These stores focus on being more energy efficient, better at conserving water, and greener with the store design. The company opened their first LEED-certified store in 2005 in Hillsboro, Oregon. Starbucks targeted to integrate green building design not only into new stores but also into their existing stores. Today they have over 1000+ LEED-certified stores in 20 countries.

Starbucks is trying to reduce their environmental footprint by reducing the waste associated with company's operations, increasing recycling and encouraging reusable cup usage. In order to achieve that they improved packaging design guidelines, offered reusable cups, and advocated for local recycling infrastructure. Due to the different regulations, infrastructure and market conditions, the company also introduced various recycling programs customized to each store and market. Working with non-governmental organizations, policy makers, competitors is important aspect of being green. Starbucks is working with the Food Packaging Institute's Paper Recovery Alliance and Plastics Recovery Group. In 2006, Starbucks started to offer a cup with 10% post-consumer recycled paper in North America. In Europe, cold cups include 50% post-consumer, recycled PET. Another waste reduction strategy of the company is they reward their customers with a discount when they bring in personal tumblers. In 2013 Starbucks launched a $2 reusable cup in the U.S. and Canada, and a £1cup in the United Kingdom.

The company sees reducing water and energy usage as a win-win situation. By building more energy-efficient stores and facilities, Starbucks is able to conserve the energy and water they use. In 2008, they set a goal to reduce water consumption by 25% in the stores by 2015 and they exceeded this goal and reduced water usage by 26.5%. Starbucks also helps to provide critical community needs such as water access, sanitation and hygiene by working with non-profit organizations. Starbucks installed Energy Management Systems, which optimize heating and cooling, in approximately 4,000 stores so far. In addition to these energy saving attempts, the company also focusing on renewable energy sources on their purchase decisions. As a result, Starbucks is one of the top ten purchasers of renewable energy in the U.S.

Climate change has a potential impact on the supply of high quality coffee. So it is crucial for Starbucks to invest in environmental solutions and strategies to help tackle this crisis. To track and measure company's environmental footprint, Starbucks conducted an inventory of greenhouse gas emissions in 2015. They evaluated the major emissions from their global retail stores and manufacturing operations. As a result now they are focusing their efforts on energy conservation and the purchase of renewable energy ("Environment," 2017).

THE SUSTAINABILITY CONCEPT

Sustainability is a very similar concept to that of green marketing. The most commonly accepted definition of sustainability is: "meeting the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland 1987). There are many other definitions of sustainability but most of them are derived from the "Triple Bottom Line" (Elkington 1997) concept. "Triple Bottom Line" is one of the most popular concepts in the literature which considers sustainability at the intersection of economic, social, and environmental objectives of a firm. The economic dimension is assures economic needs of the stakeholders (customers, employees, suppliers, investors, etc.) are met effectively and efficiently, the social aspect addresses human rights and employees' health and safety, and the environmental aspect is concerned with waste minimization, emission reduction and protection of natural resource depletion (Bansal and McKnight 2009; Krause et al. 2009). Triple Bottom Line is generally called: People, Profit and Planet (3Ps). The intersection of these three dimensions depicts the core of sustainability.

Companies are increasingly reporting details on their environmental performance and see sustainability practices as core to the ability of the business to grow. Integrating sustainability practices into business operations and strategy become an opportunity for the organizations (Porter and Reinhardt 2007; Dangelico and Pujari 2010). For example, Wal-Mart's sustainability report addresses environmental sustainability issues across the supply chain, including supplier management, packaging reduction, development of environmentally friendly packaging, and product design (Tate, Ellram, and Kirchoff 2010). The Vice President of Unilever, Santiago Gowland, stated that companies need to treat sustainability as a key business activity in the same way that they treat marketing, finance, culture, HR or supply chain, to continue growing and being a successful business (Haanaes, Balagopal, Kong, Velken, Arthur, Hopkins, and Kruschwitz 2011). Cisco, HP, Gap, GE, Interface, Nike, and Wal-Mart are well-known leaders in environmental sustainability (Sheth et al. 2011). These companies pursue various environmental sustainability activities. These include creating partnerships with environmental non-governmental organizations (NGOs) (e.g., Johnson & Johnson and Ford), donating to educational initiatives to promote environmental awareness (e.g., Disney, Walgreen), and supporting initiatives for ecological preservation (e.g. Samsung) (Jose and Lee 2007). In short, environmentally sustainable companies preserve natural resources, minimize waste, and reduce emissions (Krause, Vachon, and Klassen 2009). The existing literature has discussed environmental sustainability issues such as energy consumption (Van Hoek and Johnson 2010; Ingarao, Ambrogio, Gagliardi, and Di Lorenzo 2012), water usage issues within supply chains (Reich-Weiser and Dornfeld 2009; Aviso, Tan, Culaba, and Cruz 2011), and material usage and selection (Mayyas, Qattawi, Mayyas, and Omar 2013; Lindahl, Robèrt, Ny, and Broman 2014).

While environmental sustainability emphasizes the management of environmental effect, social sustainability is concerned with the management of social effect, including employees' working conditions, relationships with communities and social values (Sarkis et al. 2010). For example Wal-Mart implemented social sustainability practices in its global operations. The company helped mentally ill children in India, found homes for abandoned children in America, built schools after an earthquake in China and rebuilt homes and drinking water facilities in Africa and the Middle East (Cavusgil and Cavusgil 2012). Ben and Jerry's, Body Shop, Starbucks and Timberland are among the companies that have made both environmental and social sustainability central to their strategy (Mirvis and Googins 2006; Sheth, Sethia, and Srinivas 2011). Therefore, socially sustainable companies add value to the communities within which they operate by increasing the human capital of individual partners as well as furthering the societal capital of these communities (Dyllick and Hockerts 2002).

CONCLUSION

This chapter pointed out the nature of green marketing concept and sustainability. Many studies reported that there is an increasing demand from consumers for environmentally friendly products and services. Thus, the development of green marketing is a necessary condition for businesses but the concept is not yet fully understood. In order to be successful in green marketing, companies need to analyze green markets. After this analysis, businesses can determine whether targeted consumers have very strong environmental ties and willing to make purchase from companies that are practicing green marketing.

Another important area is formulating green marketing strategies. Companies may prefer to have an alliance partner to deal with environmental problems. Having a successful symbiotic relationship can help businesses on dealing with rising environmental concerns. To explore competitors' sustainability of green market segments as well as their ability to differentiate their products on greenness can help companies implement a sound green marketing strategy. While the main focus is on the green marketing and environmental aspects, companies should not be unconcerned of the social part of the sustainability since subjects such as employees' working conditions, relationships with communities and social values are crucial to today's businesses.

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