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# CSR 2.0 and the New Era of Corporate Citizenship



Mark Anthony Camilleri



## **Preface**

Responsible behaviors are increasingly being embedded into new business models and strategies that are designed to meet environmental, societal and governance deficits. Therefore, the notion of Corporate Social Responsibility (CSR) has become very popular among academia as this concept has continuously been challenged by those who want corporations to move beyond transparency, business ethics and stakeholder engagement.

Back in 1979, Archie B. Carroll affirmed that business have economic responsibilities to provide a decent return on investment to owners and shareholders; by creating jobs and fair pay for workers; discovering new resources; promoting technological advancement, innovation, and the creation of new products and services along with other objectives.

Lately, there is a similar discourse in many international fora, conferences, seminars and colloquia about corporate sustainability and responsible behaviors. However, the discussions are usually characterized by the presentation of theories that define the concepts, rather than by being practical workshops (which involve the businesses themselves). In this light, this book clearly identifies the business case for CSR. It attempts to trigger active participation in corporate suites. Inevitably, it contends that there are still some challenging opportunities facing businesses, which will have to be addressed in the foreseeable future; including Stakeholder Relations and Collaborations, Government Regulation for CSR Compliance and the role of Strategic CSR in Education and Training.

In this light, this book's theoretical underpinnings and empirical studies suggest that businesses can do well by doing good. It builds on the previous theoretical underpinnings of the CSR agenda, including Business Ethics (Crane and Matten, 2004); Stakeholder Engagement (Freeman, 1984); Corporate Citizenship (Carroll, 1998; Waddock, 2004; Matten and Crane, 2005), Creating Shared Value (Porter and Kramer, 2011; 2006; Crane, Palazzo, Spence & Matten, 2014), as it presents the latest

Corporate Sustainability and Responsibility (CSR2.0) perspective (Visser, 2011,2014; Camilleri, 2017). This promising notion is being recognized as a concept that offers new ways of thinking and behaving. It has potential to deliver significant benefits to both business and society as it is an easy term that may appeal to business practitioners. CSR2.0 is linked to improvements in economic performance, operational efficiency, higher quality, innovation and competitiveness. At the same time, it raises awareness on responsible behaviors. Therefore, CSR2.0 can be considered as strategic in its intent and purposes, as businesses are capable of being socially and environmentally responsible 'citizens' whilst pursuing their profit-making activities. This latter perspective suggests that responsible behavioral practices may be re-conceived to confer competitive advantage over rival firms. Therefore, this contribution makes reference to laudable investments that could unleash value to business and society. It implies that CSR2.0 demands business to build adaptive approaches with stakeholders for the benefit of the firm and for societal advancement.

Chapter 1 presents a thorough literature review on corporate social responsibility and its other related constructs, including corporate citizenship, stakeholder engagement and business ethics. Hence, this chapter reported on how CSR has evolved to reflect the societal realities. Chapter 2 reviews the different definitions of the corporate responsibility paradigms and draws comparisons between related concepts. The author contends that organization studies; economic, institutional, cultural and cognitive perspectives are shaping the corporate responsibility agenda. She cleverly presents the benefits of integrating multiple perspectives and discusses about the possible research avenues in the realms of corporate responsibility. Chapter 3 suggests that the field of CSR is ushering a new era in the relationship between business and society: in the CSR 2.0 era. The author puts forward a Total Responsibility Management (TRM) approach that may be useful for business practitioners who intend adopting CSR behaviors. This chapter posits that CSR strategies including managing relationship with stakeholders will contribute to the companies' success and will also bring community welfare.

Chapter 4 focuses on the national governments' regulatory role of raising awareness on CSR behaviors among businesses. The author suggests that there is scope for the state agencies to promote CSR as a business case for companies. She provides an outline of the current state of

“supranational regulative policies on public procurement” within the European Union context. Chapter 5 uses a stakeholder perspective to encapsulate the CSR concept. The authors investigated social value cocreation (SVCC) through a qualitative study among different stakeholders (customers, employees, and managers). They implied that businesses ought to clarify their motives, by opening channels of communication with stakeholders. This way, there will be a higher level of SVCC with increased (stakeholder) loyalty toward the firms.

Chapter 6 sheds light on Porter and Kramer’s (2011) shared value proposition. The author explains how collaborative stakeholder interactions could lead to significant improvements in the supply chain. Chapter 7 involved a longitudinal study that investigated how four different State Owned Enterprises communicated with Māori communities between 2008 and 2013. This study contributes to the extant research on the legitimacy theory and CSR communication with ethnic minorities in the Aotearoa (New Zealand) context. Chapter 8 links the CSR paradigm with risk management. The author suggests that Serbian businesses ought to adopt corporate sustainable and responsible approaches in terms of their disaster risk reduction prior to environmental emergencies. Chapter 9 involved a quantitative analysis that explored the CSR practices within the hospitality industry. The authors suggested that there were distinct social and environmentally responsible behaviors in different geographical areas. They argued that institutions can take their results into account when drawing up policies that are aimed at fostering responsible tourism practices. Chapter 10 examined how CSR communication of self-serving motives can lead to more trust and credibility among stakeholders as well as corporate reputation. The authors implied that the marketers should be aware of how the public perceive CSR behaviors. Chapter 11 reports that corporate or organizational storytelling, is increasingly being used as a promotional tool to communicate CSR information to stakeholders. The authors present four companies that have used storytelling with the aims of transmitting values, fostering collaboration, leading change and sharing knowledge on responsible practices.

Chapter 12 relates corporate sustainability to the construct of emotional capital. The authors maintain that emotional capital enables businesses to attract and retain talent. They maintain that there are significant improvements to the firms’ bottom

lines If they invest in responsible human resources management. Chapter13 suggests that the transition from the CSR to CSR 2.0 requires the adoption of five new principles - creativity, scalability, responsiveness, glocality and circularity. The authors posit that these principles ought to be embedded within the organizations' management values and culture. The authors propose a new framework that can be used to manage the processes of socially responsible organizations. Chapter 14 investigated the banks' behaviors during the economic crisis in Turkey. The authors reported on the bank's CSR strategies as they supported small and medium sized enterprises, as well as local communities during the financial turmoil. Chapter 15 offers insights on sustainable tourism as the authors investigated the constraints that explain why an attitude-behavior gap exists in responsible tourists' behaviors. Chapter 16 examines three leading networks that are intended to promote corporate sustainability and responsibility. The author explores their growing influence as he reviews their objectives, organizational structures, types of activities, practices and impacts.

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### **Why should you choose this book?**

This publication is primarily intended to academia, including post graduate students pursuing research degrees. It explores the core aspects of contemporary corporate strategies, public policies and practices that create value. This publication is a concise and authoritative guide on the business case for corporate social responsibility (CSR). It provides a thorough understanding on the theoretical underpinnings of corporate social responsibility, business ethics, corporate citizenship and creating shared value, among other notions. Moreover, its empirical studies show how stakeholder engagement and sustainability strategies can create synergistic value for both business and society in a global context. It suggests that both academia and business practitioners can employ corporate sustainability and responsibility practices as a guiding principle for their business success.

**Mark Anthony Camilleri, PhD (Edinburgh)**

## Foreword

Since Howard R Bowen's landmark book – on the *Social Responsibilities of Businesspeople* (1953) laid the foundation for what I have often personally described as the modern version of *corporate social responsibility* (CSR) two models of CSR have come to the fore. The first model which emerged during the period dubbed by scholars as the *evolution* period has often been referred to in the literature as CSR 1.0. CSR 1.0 was noted to have been characterized by corporate entities using CSR for what some scholars have described as its defensive, charitable, promotional and strategic reasons. A number of lessons came to society's consciousness as a result of the practice of CSR using CSR 1.0 model, but Visser (2014) and other proponents and supporters of CSR 2.0 have identified some failings of CSR 1.0 from a number of perspectives, Visser (2014) for example grouped these failings under the following headings – Ecosystems decline, Climate change, Poverty, Inequality and Corruption. CSR 1.0 for these reasons became 'unfit for purpose' and along the way, it became apparent that using it was unsustainable for society and sustainable development. It equally became glaringly clear that a new model of CSR was needed; hence CSR 2.0 emerged to correct all the anomalies of CSR 1.0 and bring about some transformation of the now old and ineffective CSR 1.0, since it has failed to address many of our important and pressing social, economic and environmental challenges during the second half of the last century and the earlier part of the 21<sup>st</sup> century. CSR 2.0 is the future of the practice of CSR since the intention is to correct many of the failings and undesirable features of the CSR 1.0 model noted above.

Camilleri's book on "**CSR 2.0 and the New Era of Corporate Citizenship**" is a timely addition to the literature on modern CSR. Many of its chapters have emanated from experienced scholars who research in different aspects of CSR in different sectors of the industry. Not only that, those scholars who have contributed to the book are spread around the globe which makes the views expressed in the book global and current. The book has covered CSR issues of importance to communities in the length and breadth of our world. It addresses issues that might be of concern to anyone for example scholars, practitioners, NGO and international organizations who might be interested in issues such as *barriers to responsible tourism in Italy*, *CSR reporting and embedding legitimacy amongst the Maori people of New Zealand*, *the role of CSR as an enabler of recovery after the global financial crisis in the Banking sector in Turkey* and many other issues of interest to us all in the realm of CSR 2.0. The book is a must read by everyone interested in knowing more about this second model of CSR during the 21<sup>st</sup> century.

Finally, let me take this opportunity in this my *foreword* to this great book to congratulate Mark a scholar of repute in CSR for this fantastic addition to CSR literature. His list of contributors is impressive for a number of reasons for example these contributors' experiences in CSR, the length and breadth of where they are based on the globe and above all the quality of their contributions in the book. I recommend this book unreservedly to all those who are enthusiastic about CSR in general and CSR 2.0 model in particular, which Visser (2014) has described as *Transformative* or *Systemic* or *Radical* CSR. CSR 2.0 is expected to transform the way we understand and practice CSR in the 21<sup>st</sup> century and well beyond it. I hope all its readers enjoy what to me is an interesting and valuable addition to CSR literature.

**Samuel O Idowu**

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**Anya Catharina Eva ZEBREGS** is a master student at University of Amsterdam. Last January she completed her masters in Business Administration and currently she is writing her thesis for the Social Psychology masters. The two masters complement each other very well; she gathered knowledge about consumers, organizations, groups of people and how to influence them and combined this with strategic and economic knowledge. She is interested in marketing and consultancy and after her internship, which will start this September, she would like to find a job in either marketing or consultancy. Further, Anya has always been very interested in CSR and the non-profit market, one of the reasons why she chooses to write her first master thesis about CSR. Further, she is president of the board of SOLVE Consulting Amsterdam. SOLVE is a professional student consultancy organization active in social enterprise consulting. The organization advises non-profits and social enterprises in their efficiency and effectiveness.



*Dedicated to my wife Adriana and to our special kids, Michela and Sam.*



