



DOCTORAL THESIS TITLE
DEVELOPMENT OF A CSR-STRATEGY-FRAMEWORK

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ABSTRACT

Business activities create both positive and negative externalities for both society and environment. The story of business and society revolves around how businesses generate more positive externalities and minimize negative externalities.

The social expectation that businesses should proactively take care of the broader society and environment has increased in the last few decades. Businesses have responded to this pressure with a set of activities given the generic name of Corporate Social Responsibility (CSR). Business firms engage with stakeholders on a wide range of issues by means of CSR. CSR activities seemingly addressing each and every social problem were neither good for business nor good for the society. Such CSR activities were neither making any progress in alleviating social situation nor benefiting the business, as the social problems were too big to be addressed by a business and also firms didn't have the expertise to find effective and efficient solutions for social issues. Thus firms were seen as wasting the shareholders resources.

The concept of strategic CSR was a response to this criticism. Strategic CSR refers to those set of CSR activities that help social and environmental causes as well as benefit the business. The notion that CSR should benefit the firm as well is no news now. But a framework which guides CSR managers so that they can decide which CSR initiatives makes strategic sense to the firm remains elusive. This research builds a CSR-STRATEGY-FRAMEWORK to screen strategic CSR activities from the non strategic CSR activities. Further this study explores the features of strategic CSR.

Keywords

Corporate Social Responsibility (CSR), Strategic,

Introduction

The dominant thinking of business firms, till around the mid twentieth century, was only to earn profit for the shareholders (owners). The paradigm of thinking changed as the expectations of society from business altered from 1960s onward. This change was triggered because of the occurrence of certain events like

- ◆ The coming of Rachel Carson's, book *Silent Spring* in 1962 and Ralph Nader's consumer safety and environment movement in the 1960s
- ◆ Stockholm conference, 1972
- ◆ Earth Summit (Rio de Janeiro, 1992)
- ◆ World Summit on Sustainable Development (Johannesburg, 2002)
- ◆ Bhopal Gas Tragedy, 1984 and Corporate bad behavior (Shell, Nike, Exxon Mobile, Enron and WorldCom) became common place from the 1990s
- ◆ Formulation of Kyoto Protocol 1997 and institutionalization of the Global Warming movement

Many such events along with the events mentioned changed the business and society equation. Business firms were expected to

- ◆ take responsibility of the harm the firm activities caused to environment and society



- ◆ act appropriately to minimize the negative impacts caused by firms
- ◆ proactively contribute to address the challenges faced by society and environment, to better the situation

Business responded to these pressures with a set of activities given the generic name of Corporate Social Responsibility (CSR).

CSR and Strategic CSR Literature

CSR captures the dynamics between Business and society (Davis, 1988). In the context of modern day management it was first talked about in 1953 by Bowen. The CSR concept is not so new in the developed world (Hemphill, 2004; Youd-Thomas, 2005). Also in developing countries like India, firms like Tata Steel engineered socio-economic development in an entire region from the very first decade of twentieth century.

CSR as a concept means being ethical towards stakeholders that is not harming or hurting any stakeholder (Sethi, 1979; Carroll, 1979; Waddock, 2004; Andrews, 1971; Buchholz and Rosenthal 2002; Hopkins, 2003; Wood, 1991; Jones, 2005). CSR represents voluntary company activities (Van Marrewijk, 2003). It means at minimum being legally compliant to the rules of the land (Sethi, 1979; Carroll, 1979). CSR has a dominant goal to better the condition of various stakeholders (broader society, communities and the natural environment) (Riordan et al., 1997; Steiner, 1972; Frederick et al., 1992; Hopkins, 2003; Carroll & Buchholtz, 2003; Waddock, 2004; Sethi, 1979; Carroll, 1979; Fukukawa and Moon 2004; Kotler and Lee, 2005). Further CSR has been seen as a continuous process of engagement of the firm with the stakeholders (Boatright, 2000; Altman, 1998; Waddock, 2004).

As discussed earlier, the turn of events in the last few decades has been such that business firms were expected to undertake CSR initiatives to make the world a better place to live. Business firms responded by engaging into a wide range of CSR activities. But this engagement of business with the society by CSR activities directed towards a wide range of social and environmental issues generated a lot of criticism! Researchers proclaimed that this type of CSR activities seemingly addressing each and every social problem were neither good for business nor good for the society (Leavitt, 1958; Friedman, 1970; Lantos, 2001; Drucker, 2001; Porter and Kramer, 2006, 2002; Meehan et al., 2006). Their concern was that wide range of CSR activities were not making any progress in alleviating social situation because the social problems were too big to be addressed by a business (Porter and Kramer, 2006). Also firms didn't have the expertise to find effective and efficient solutions for social issues, thus firms were seen as wasting valuable shareholders resources (Leavitt, 1958). Drucker, 2001 wrote that unrelated CSR activities undertaken by firms could be ineffective and inefficient. Friedman (1970) called for a strategic base for pragmatic social initiatives. Friedman emphasized a lack of logical base for ethical CSR and found ethical CSR as ambiguous. All these arguments coupled with the increase in competitive pressures for firms over the last few decades, have caused executives to examine the nature and extent of their firms' CSR activities. So firms were advocated to indulge in CSR activity themes related to its core business (Collins, 2003).

Thus the next emergent thought in CSR, was that CSR apart from bettering the society should make business sense or strategic sense (Porter and Kramer, 2006 and 2002; Crawford and Scaletta, 2005; Salzman *et al.*, 2005; Meehan *et al.*, 2006; Friedman



,1970 ; Kotler and Lee 2005 Windsor, 2006; Altman ,1998; Waddock, 2000; Ricks, 2005; Perrini ,2005; Stead, and Stead, 2000; Jones *et al.*,2005; Lewis, 2003; Bhattacharya *et al.*, 2004).

Ideally the business sense from CSR was to be so synchronized that CSR was thought to be difficult to be distinguish from mainstream business activities (Fukukawa and Moon 2004; Porter and Kramer, 2006). This could be seen as an utopian dream that business by its very nature of business (activities) benefit the society!

Strategic CSR and its Importance

The concept of Strategic CSR was an answer to the discontent with traditional CSR. Fry et al., 1982 first wrote about strategic philanthropy. It was that type of corporate philanthropy, that helped attain business cause as well as serve charitable purpose (Quester and Thompson, 2001; Ricks, 2005; McAlister and Ferrell, 2002). Most researchers view Strategic CSR as CSR activities that are good for society as well as good for business (Carroll, 2001; Burke and Logsdon, 1996; Marsden, 2000; Lantos, 2001; Porter and Kramer, 2006; 2002). Only Strategic CSR activities that both create true value for the beneficiaries (support good cause for society) as well as enhance company's business performance (win-win for both business and society) were seen as sustainable in the long run (Bruch, 2005). Strategic CSR helped to accomplish strategic business goals (Carroll, 2001). Strategic CSR is the philosophy of integrating CSR into firm's strategic perspective and operations (Werther and Chandler, 2006). Altman, 1998 wrote corporate citizenship and community relations have been found to be strategic, when firms' economic benefits are identified. Ven and Jeurissen, 2005 advocated that the more firms integrate CSR into their corporate strategy, the better firm's will be able to satisfy the demands of stakeholders. Strategic philanthropy grew popular from around the mid-1980s (Jones, 1997 and Carroll, 2001) and it is expected to grow in the years ahead (Lantos, 2001). Since 1990s there has been an increased emphasis on aligning philanthropic activities with the business goals (Smith, 1994; McAlister and Ferrell, 2002). Companies practicing strategic CSR expect to enhance business performance and long-term interests of the company (Sze'kely and Knirsch, 2005).

Increasingly there are evidences of firms having started engaging into CSR initiatives which are benefiting the organizations as well(that is strategic CSR) . Mescon and Tilson, 1987 found that firms were using charitable donations as a part of strategic plan for the purpose of gaining competitive edge. Saiia et al., 2003 found that giving (donation) was strategically intuitive and empirically documented. Similarly Brammer and Millington, 2004 investigated changes in the pattern and determinants of corporate charitable contributions between 1989/1990 and 1998/1999 for a broad range of stakeholders and concluded that charitable contributions are becoming more of strategic value. Garone, 1999(also Drumwright and Murphy, 2001) wrote that philanthropy is increasingly becoming integrated with corporate strategy plans. Crawford and Scaletta, 2005 based upon the KPMG's International Survey of CSR Reporting 2005 highlighted the top ten motivators driving corporations to engage in CSR for competitive reasons. Similarly Perrini, 2005 drawing the Strategic CSR Process had put seven major themes in Strategic CSR. Peter Jones and his colleagues in their study of UK's ten leading food retailers reported that each of the food retailers had its own approach to CSR and importantly each of the food retailers made its case for locating CSR as an integral



element of the core business for long term growth and financial security for stakeholders so as to maintain or enhance the market position (Jones *et al*, 2005).

Further Jones *et al*, 2005 reported that many of the environmental initiatives addressed in the CSR reports were designed to reduce energy use and waste generation and also reduced cost at the operational level. Neville *et al*, 2005 contended that strategic fit, competitive intensity and reputation management capability moderated the CSP-FP relationship. According to Fombrun (1996;2005) Corporate Citizenship(CC) has become a strategic tool to manage reputational risks from stakeholders and managements' are executing these corporate CC strategies to enrich and enhance business opportunities. Marsden, 2000 wrote that large firms like American Express, NatWest Bank, Johnson & Johnson (Europe), and Levi Strauss are detaching from philanthropy towards social investment geared to expected measurable outcomes and are taking on social issue related with the company business.

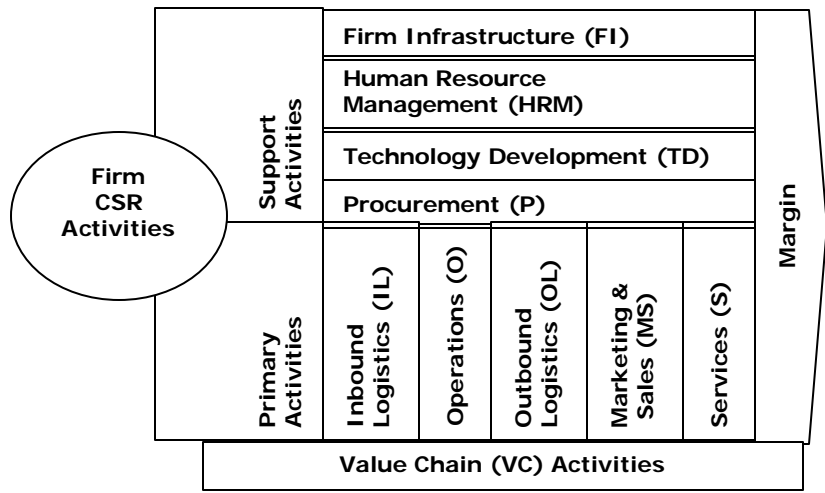
Porter and Kramer, 2006 set the stone rolling in Strategic CSR Literature, when they wrote that for CSR to be strategic CSR should contribute to firm value chain (Porter, 1985) practices and/or improve the context of competitiveness (Porter, 1990) .

CSR and Value Chain and Context of Competitiveness

Porter and Kramer, 2006 discussed the example of Nestlé to explain the role of CSR in the value chain. Porter and Kramer, 2006 wrote how Nestlé's CSR activities reinforced the primary activities and /or the support activities of Nestlé's firm value chain. Porter and Kramer, 2006 had talked about how certain CSR activities could be done in such a way that the CSR activity formed part of the firm value chain by supporting either the primary activities or the support activities. CSR activities helped firms to secure purchased inputs, reduce operational costs, smooth inbound / outbound logistics and/or contribute to the Marketing and sales function of the value chain. Similarly CSR activities also helped in value addition of the support activities (like in procurement, manpower development etc) of the firm value chain. This has been pictorially represented in figure -1.



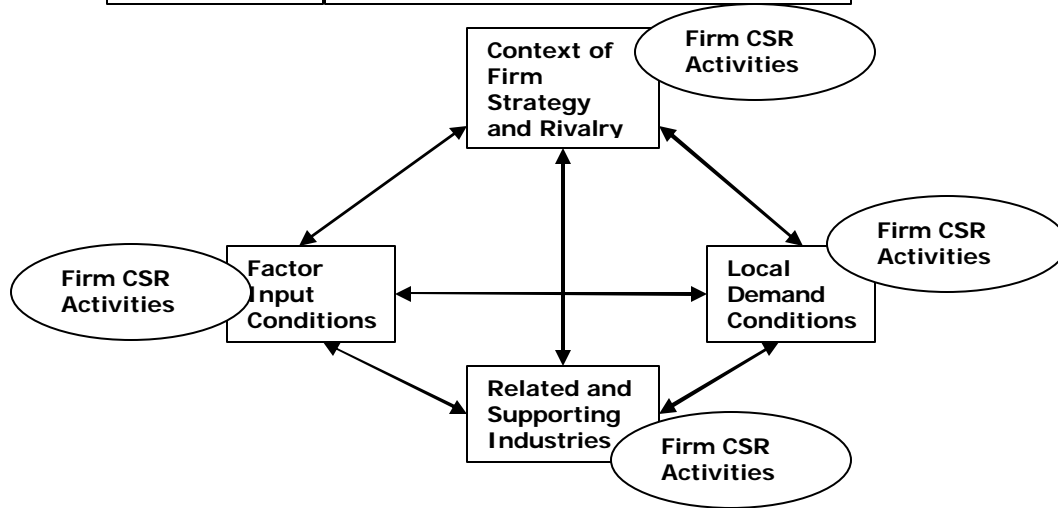
Figure -1 Firm CSR Activities Contributing to Firm Value Chain Activities



On similar lines Porter and Kramer, 2006 wrote that when firm CSR activities improve the context of Competitiveness of the firm (figure -2) then the CSR activity becomes strategic in nature. The reinforcement of context of competitiveness can be opportunities for CSR initiatives. Thus CSR activities directed towards the competitive context could be of strategic significance for the firm. CSR activities could improve the factors of production, such as skilled labor or infrastructure, necessary to compete in a given industry. Demand Conditions could be influenced by CSR activities as higher standards for product quality and safety, environment friendly products. CSR initiatives could make local demand sophisticated and of substantial size. CSR initiatives could lead to frame rules and regulations on governance of competition, protection of intellectual property, encouraging investment etc to make the Firm Strategy, Structure, and Rivalry favorable for the firm. Finally, CSR could also improve the situation of Related and Supporting Industries concerns by building the capacity of supporting industries.



Figure -2 Firm CSR Activities improving the context of competitiveness for the firm



While CSR in firm Value Chain and context of Competitiveness are actual activity descriptions (answers how to do strategic CSR?). But what it means to be a strategic CSR initiative was explored by Burke and Logsdon, 1996 (What characterizes it). Burke and Logsdon, 1996 conceptualized five 'dimensions of strategic CSR' representing possible features, results, outcomes from the strategic CSR actions. These dimensions are Centrality, Specificity, Proactivity, Voluntarism and Visibility. The 'dimensions of strategic CSR' is conceptualized from the dimensions of strategy. The 'dimensions of strategic CSR' is contextualization (built on) of the 'dimensions of strategy' to the concept of CSR. The five 'Dimensions of Strategic CSR' has been tabulated in table-1. Burke and Logsdon, 1996 felt that is a CSR activity is of strategic importance for a firm then the CSR initiative should satisfy the criteria of the five dimensions of strategic CSR.

Table-1 Dimensions of Strategic CSR (Burke and Logsdon, 1996)

S.No	Dimensions of Strategic CSR	Brief explanation on the dimensions of Strategic CSR
1	Centrality	CSR initiative should be close to the firm's mission and objectives (Ansoff, 1977,1983; Thorelli, 1977) as CSR, programmes which are linked to the organization's goals receive priority from the management and thus yield benefits, which can be translated into firm profits.
2	Specificity	Strategic CSR initiatives are expected to specifically benefit the firm. The firm should be able to capture and assimilate the benefits of a CSR initiative, rather than just creating collective goods which can be shared by others in the industry, community or society at large. Strategic CSR should help in attaining Competitive advantage that is, it is perceived to provide cost and/or differentiated position that helps in attaining one of the two generic firm strategies for the firm for achieving competitive advantage. (Rumelt, 1980; Porter, 1985; Day and Wensley, 1988; Hunt, 2000; Miles and Covin, 2000; Karna <i>et al.</i> , 2003; Crawford and Scaletta,



		2005)
3	Proactivity	Strategic CSR initiatives should anticipate the dynamics of stakeholder expectation (to capture the changed socio-environmental , political and technological situations and trends). Strategic CSR initiative are planned(Quinn, 1980) in the absence of crisis situation
4	Voluntarism	Strategic CSR initiative should be a discretionary decision-making process (Lyles,1985;Burke et al.,1986) for the firm. CSR by definition is seen to be discretionary (Carroll, 1979). Voluntarism is related to proactivity
5	Visibility	Strategic CSR initiative should have both the observability of a CSR activity as well as the firm's ability to gain recognition from both the internal and external stakeholders (Pattern of business activity outcome (Mintzberg, 1988)). Strategic CSR initiative should build firm image by creating favorable media attention. Strategic CSR initiative can also mitigate negative visibility and hence help in protecting firm reputation from being tarnished or help the firm to protect from government investigations and regulations

Thus if a CSR activity becomes a strategic activity then it must be represented by the concept of Dimensions of Strategic CSR. That is, if a CSR becomes strategic then it should be close to the mission or vision of the organization or reduce cost of or differentiates products or services offered by the firm or enhance visibility of the firm for its good. As the ultimate measure of strategic benefits from CSR activities is the value CSR activities creates for the firm (Value creation is the readily measurable stream of economic benefits that the firm expects to receive)(Burke and Logsdon, 1996). Thus CSR initiatives leading to cost reduction or product differentiations are very prominent indicators of CSR being strategic in nature.

Research Gap in Strategic CSR literature

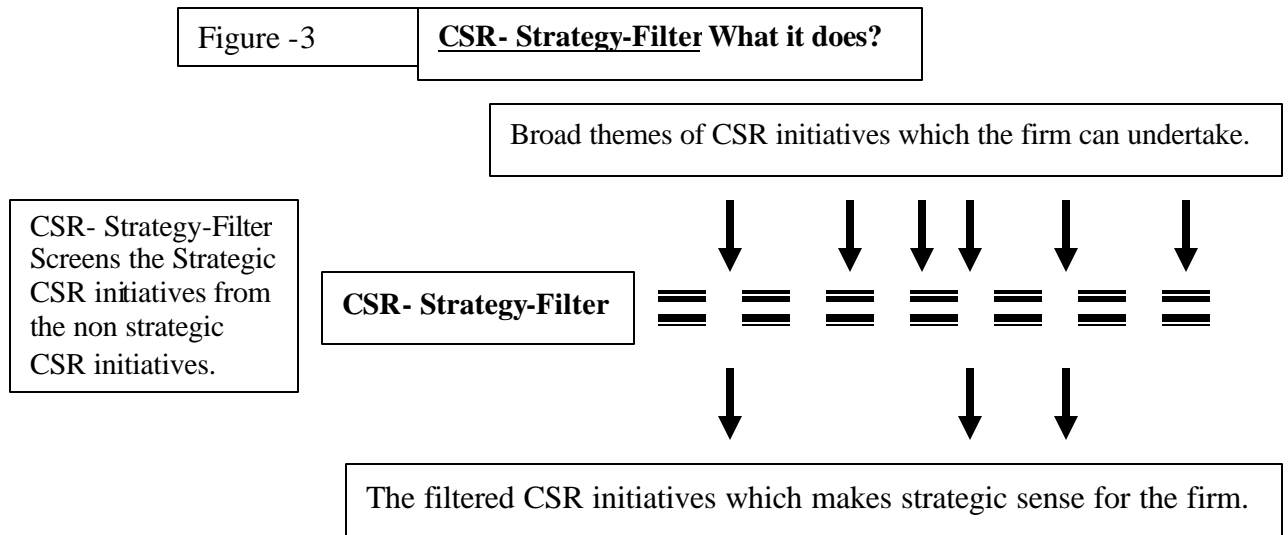
As discussed earlier that the notion that CSR should benefit organizations is no news now. The question is all about which CSR activities organizations should do to gain benefits? This is the domain of figuring out about Strategic CSR. Firms have been asked to do CSR activities by various forces. Managers have the choice to choose from a broad range of CSR initiatives (themes of interventions) which the firm can undertake. In an increasingly competitive context (when resources are valuable) managers have to judiciously undertake CSR activities. CSR managers when asked to do CSR are in constant doubt and ambiguity as to which CSR initiative (theme of intervention) to be done and which CSR initiative (theme of intervention) to be stopped. Porter and Kramer (2002) wrote that most organizations think as strategic philanthropy are not strategic as in reality as the CSR activities are not aligned to the business needs and gains. Even if a CSR action immensely benefits stakeholders it is still non strategic as the firm is not benefited (Burke and Logsdon, 1996). Further the authors wrote that most of the CSR observed in present day are non strategic. Limited literature (and theory) is available on when a CSR activity becomes Strategic CSR. Hence, it is required to build a framework which can guide organizations to undertake strategic CSR (Burke and Logsdon, 1996; Porter and Kramer,2006; McAlister and Ferrell, 2002). This needs to be researched



further for a comprehensive theoretical understanding. Also Managers' need a framework based upon which they can decide which CSR activity to undertake and which not to. This study attempts to fill this gap. It proposes a CSR- Strategy-Framework.

The proposed - CSR- Strategy- Framework

The proposed CSR- Strategy- Framework conceptualizes a filter (figure -3) (as ideated by Werther, and Chandler, 2006). The proposed CSR- Strategy-Filter screens the CSR initiatives of the firm .It screens CSR initiatives which makes strategic sense for the firm from a wide variety of CSR initiatives which the firm can undertake. In other words the CSR-Strategy-Filter filters strategic CSR from non strategic CSR. Managers can use the CSR- Strategy-Filter to identify such CSR activities which can benefit the society as well as their organization. See the diagram-3 what the CSR-Strategy Filter does?

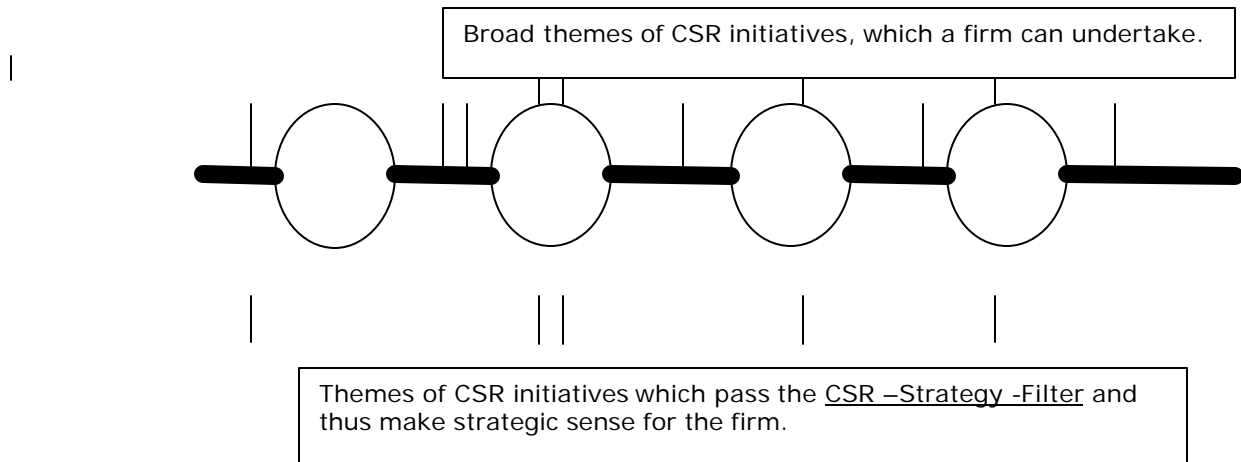


The CSR- Strategy-Filter is constituted of certain number of elements. The CSR- Strategy-Filter element (figure -4) allows the Strategic CSR initiatives to pass through while the non strategic CSR initiatives are halted. This research provides the managers with a filter (made up of set of elements) based on which managers can decide which CSR themes of intervention to follow and which to discard. The set of criteria forming the filter is set from a firm perspective, as to answer how the CSR activities can contribute to the benefits of the firm. The question is all about which CSR activities organizations should do to gain benefits?



Figure -4

CSR- Strategy-Filter with its Elements



The major question is what are the elements of the CSR -Strategy -Filter? As have been discussed that CSR activities that contribute to firm Value Chain Activities or improves the Context of Competitiveness are strategic (Porter and Kramer, 2006). So based on this existing literature on Strategic CSR (reviewed so far) one can conceptualize that

The two elements of the CSR- Strategy- Filter are

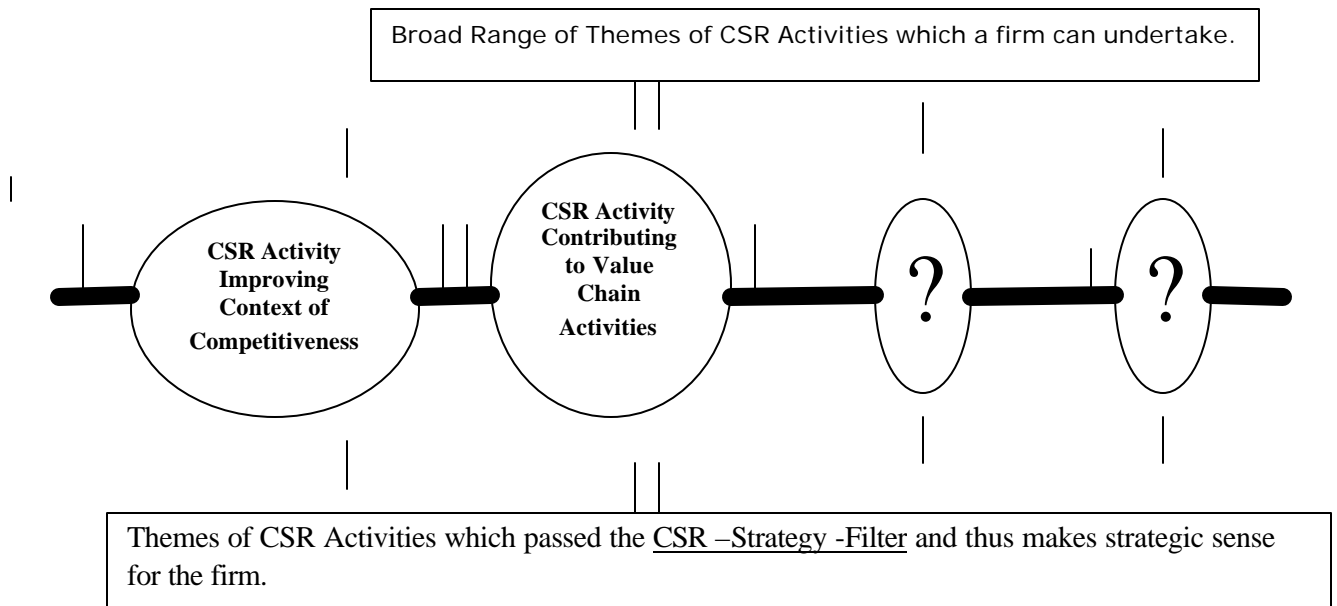
1. CSR Activity Contributing to Value Chain Activities
2. CSR Activity Improving Context of Competitiveness

So the first two elements of the CSR-Strategy- Filter has been generated from the existing Strategic CSR literature (figure -5).



Figure – 5

CSR- Strategy-Filter With three known elements



To find out the other elements of the CSR -Strategy -Filter one has to look beyond the Strategic CSR literature. The ever important notion of Stakeholder theory in management provides for the third filter element.

The Concept of Stakeholders

The Stakeholders approach in management has phenomenally influenced management thinking. Stakeholder thinking was popularized with the publication of Freeman's seminal book "Strategic Management a Stakeholder Approach" (Freeman, 1984). Stakeholder's were defined by Freeman as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, pp.46). According to Clarkson, 1995 stakeholders can claim or exercise ownership or interests on a firm on its past, present or future activities. All the definitions made certain segments of the society as stakeholders. The following eight entities are generally seen as stakeholder for a firm (Freeman, 1984; Greenley and Foxall, 1996; Polonsky, 1996). These are

1. Competitors
2. Customers
3. Employees
4. Government
5. Owners/Shareholders
6. Special Interest Groups
7. Suppliers
8. Top Management



Stakeholder Salience

Bonini *et al.*, 2006 wrote in McKinsey Quarterly that the frontier between business (responsibilities for its actions) and society is shifting towards the organization. There has been a rise in stakeholders' expectation about the social role of business and the management teams have been slow to react to stakeholder pressure. Banks have been criticized for making loans to companies that damage the environment, Information technology firms have been criticized for offshoring, fast food industry for obesity, NGOs' attacked pharma firms for enforcing patents on AIDS medicines. Stakeholder salience has been growing and has been seen important and firms have been expected to figure out whether a stakeholder is a key (salient) stakeholder for the firm or not and then to devise appropriate strategy to deal with it (Freeman, 1984; Blair and Whitehead, 1989; Kimery and Rinehart, 1998; Polonsky, 1996). Generally it is expected in stakeholder thinking that, organizations that address their stakeholders' interests will somehow perform better than firms that do not address these groups' interests (Agle *et al.*, 1999; Berman *et al.*, 1999; Post *et al.*, 2002, Wood and Jones, 1995).

The way stakeholders are identified is actually the starting point for the conceptualization of stakeholder theory (Kaler, 2003). Stakeholders can be identified in different ways. Mitchell and his colleagues offered a popular and widely used set of non-normative criteria for stakeholder identification (Mitchell *et al.*, 1997, p. 858).

Mitchell, Agle & Wood (1997) based upon the work of Freeman's (1994) "the principle of who or what really counts" developed the concept of stakeholder salience. Accounting for the perceptions of managers on three key stakeholders attributes power, legitimacy and urgency for any particular stakeholder, the concept of stakeholder salience talked about the degree to which managers gave priority to competing stakeholder's claims. Mitchell and colleagues' (1997, pp.873) proposed that stakeholder salience would be positively related to the combined stakeholder attributes of power, legitimacy, and urgency as perceived by managers.

Stakeholder Attributes

After the discussion on the rise of the significance of stakeholder, it is relevant to look into the attributes of these stakeholders. Mitchell *et al.*, 1997 developed the notion of stakeholder attributes.

Power- A stakeholder has power if it can harm or hurt the firm. A powerful stakeholder has or can gain access to coercive, utilitarian, or normative means, to impose its will in the relationship with the firm. However, the state of power is dynamic. CSR can be done with stakeholders having differential power characteristics (Mitchell *et al.*, 1997).

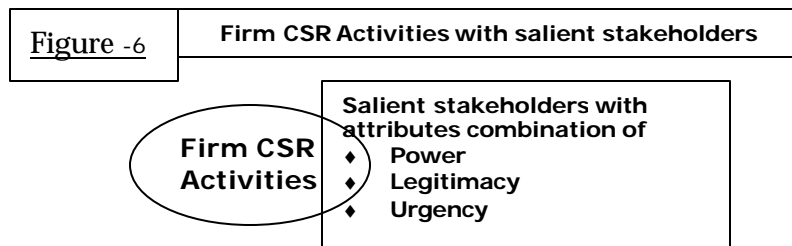
Legitimacy- A stakeholder has Legitimacy if it has legal right, moral right or is at risk status, in the harms and benefits generated by company actions. It is based upon some socially constructed system of norms, values, beliefs, and definitions (Suchman, 1995). Legitimacy arises when a stakeholder is being harmed because of the firm value chain activities (Porter and Kramer, 2006) A business firm has to undertake its value chain activities to produce the goods or services it is meant to produce, but if in this process a stakeholder is harmed or get hurt, then it (stakeholder) has a legitimate claim to be taken care of by the firm. Morally the firm should try to internally minimize the negative externalities of its value chain (by the means of certain CSR activities) and /or it should



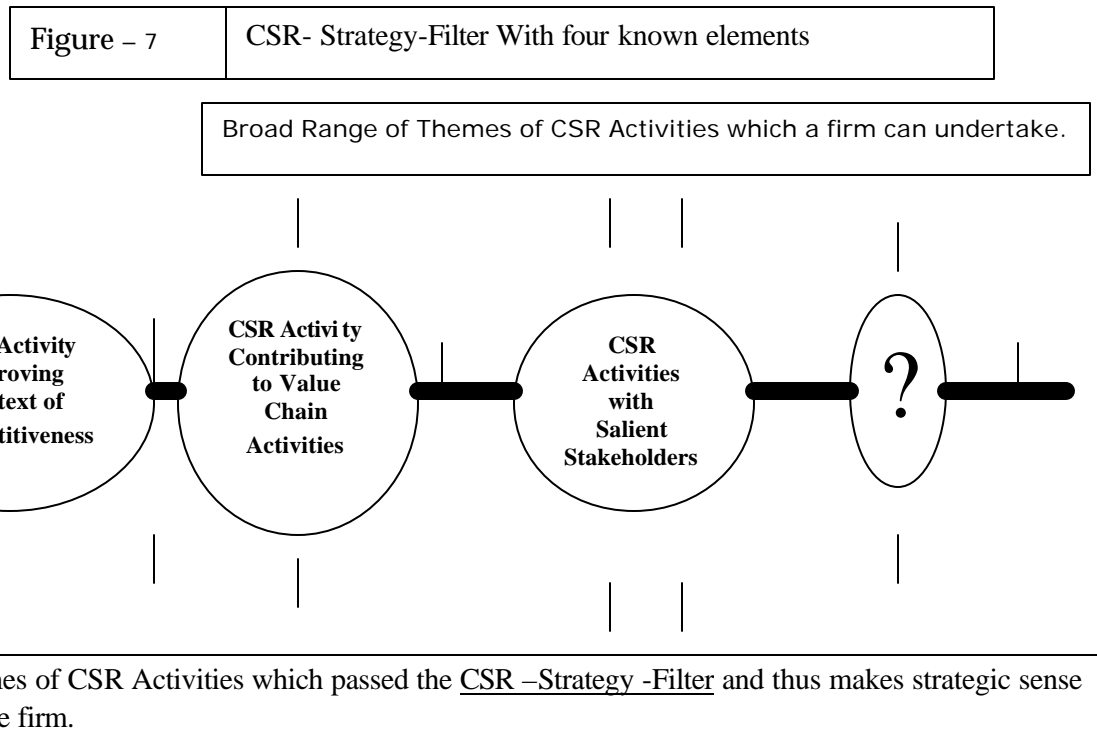
indulge in certain compensatory CSR activities to help the stakeholder. But legitimate stakeholders might not have the power or urgency to influence the firm managers to be taken care of (Mitchell *et al.*, 1997).

Urgency is the degree to which a stakeholder claims call for immediate attention. It consists of time sensitivity and criticality or importance of the relationship. This conditions arises when a stakeholder cannot exit the relationship (without a low cost) with the firm because the stakeholders possess firm-specific assets, or those assets tied to a firm that cannot be used in a different way without loss of value Also there is a risk angle to urgency .Stakeholder salience emerges because of various combinations of the attributes(Mitchell *et al.*, 1997).

Strategic CSR is done only when the CSR activity is with the salient stakeholders. CSR with these stakeholders can help in attaining strategic gains for the firm (Burke and Logsdon, 1996).When a firm does CSR with a salient stakeholder (Mitchell *et al.*, 1997) (figure -6) then this CSR activity has to satisfy the needs and aspirations of the salient stakeholder. If the CSR activity with a salient stakeholder goes wrong then the salient stakeholder might harm or cause damage to the firm. Hence any CSR activity which is done with a salient stakeholder becomes a Strategic CSR activity for the firm. So the questions which needed to be answered is, CSR activities with which stakeholder (exhibiting combination of stakeholder attributes thus the degree of stakeholder salience) make CSR of strategic significance. By becoming more aware of the benefits to both the firm and its stakeholders; managers can make better decisions about CSR activities (Burke and Logsdon, 1996; McAlister and Ferrell, 2002).



So the third element of the CSR -Strategy –Filter is made up of the element -CSR Activities with Salient Stakeholders (figure -7).



To find out the fourth element of the CSR –Strategy –Filter one has to look into the new paradigm in business and society thinking which says that business should take societal and environmental problems as business opportunities.

Social and Environmental problems, as Business Opportunities.

Society is flooded with many problems varying in type and magnitude. Two major broad problems facing the world are poverty and environmental degradation. Environmental degradation is a threat for the healthy existence of our progeny and poverty is a threat for the survival of many today. Drucker among others had told business to treat society’s problems as business opportunities. Firms can solve societal problem by developing market based solutions. Thus firms can make the society better off as well as provide return to their shareholders. This thought is gathering pace on the new millennium.

Tackling Poverty as business opportunity.

Poverty is wide spread in the world. The poor people’s market has been christened as “Bottom of the Pyramid” (BOP) market (Prahalad and Hart, 2002; Prahalad, 2004).Prahalad advocated that catering to the BOP market is substantial and worth pursuing for business). According to him business with the BOP should be a part of core business and should not be just CSR initiatives. Business can create valuable market



opportunities by highlighting unmet social needs and new consumer preferences (Bonini et al., 2006). There are many such initiatives.

Micro Finance is one such initiative. Micro credit venture of ICICI Bank (largest private bank of India) has been labeled as an innovation in finance (Prahalad, 2004). Micro Finance is a CSR activity for many other private and MNC banks in India. So banks which are doing micro finance can see this as a pilot project for a potential self sustained business. Sandra Waddock, 2000 taking the example of Grameen Bank in Bangladesh and other Micro- and Mini-Social Venture Projects further corroborated to the point. In Bangladesh French firms like Danone (dairy products) and Telenor (cellular telephones) has set up a joint venture with Grameen Bank to manufacture and sell bottom-of-the-pyramid. Similarly Microsoft has tied up with the NGO Pratham to deliver personal computers to Indian villagers, while Intel and two large Indian information technology firms, Wipro and HCL Infosystems, have launched the Community PC in partnership with other NGOs to do the same. Integrating Poor into Market Systems (IPMAS) project of International Development Enterprises (India) (IDEI) and India Development Foundation is also another initiative to bring market based solution to poor peoples' market (Debroy and Khan, 2004).

Environmental challenges as business opportunities

The win-win perspective between environmental initiatives and competitiveness (Porter, 1990 pp-855) (Porter and Van Der Linde, 1995) has been a dominant logic for firms for a long time. The positive relationship between environmental initiatives and business benefits have been demonstrated by many studies (Shrivastava, 1995; Berry and Rondinelli, 1998; Russo and Fouts, 1997; Azzone and Bertèle, 1994; Amara *et al.*, 1999). In the present day context Boiral, 2006 had outlined the business opportunities from the Kyoto Protocol Mechanisms (like International Emissions Trading (IET), Joint Implementation (JI) Clean Development Mechanism (CDM)) for firms. Firms in developing countries like India are leveraging this new found opportunities. Indian firms earned Rs1,500 crore in 2005 by selling carbon credits to the developed countries (The Indian Express, 2006). India has the potential to attract \$200 million worth of foreign direct investment (FDI) per year from clean development mechanism (CDM) implementation (Business Standard, 2003). The Natural Edge Project founders Hargroves and Smith wrote that the Environmental degraded state is not just a big issue to be solved, but it should be looked upon as business opportunities (Hargroves and Smith, 2006).

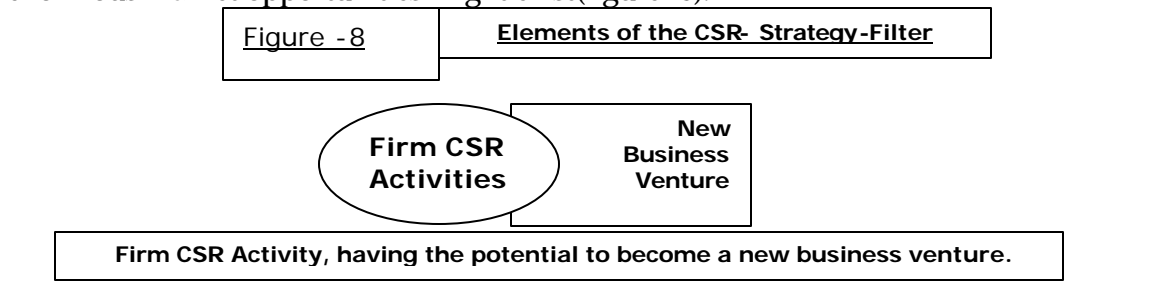
Brugmann, and Prahalad, 2007 gave the example of BP (formerly British Petroleum) to illustrate how BP had developed a fuel-efficient stove for poor consumers in rural India. Toyota's Prius, the hybrid electric/gasoline vehicle, is another example (Porter and Kramer, 2006).

According to the estimates of The Energy Research Institute, the business opportunity of Waste management will be of 10 billion dollars by 2050 (Pachauri, 2004). So firms which work on this can make business out of wastes! National Thermal Power Corporation (NTPC) the sixth largest thermal power generator in the world strives to derive maximum usage from the vast quantities of ash produced at its coal-based

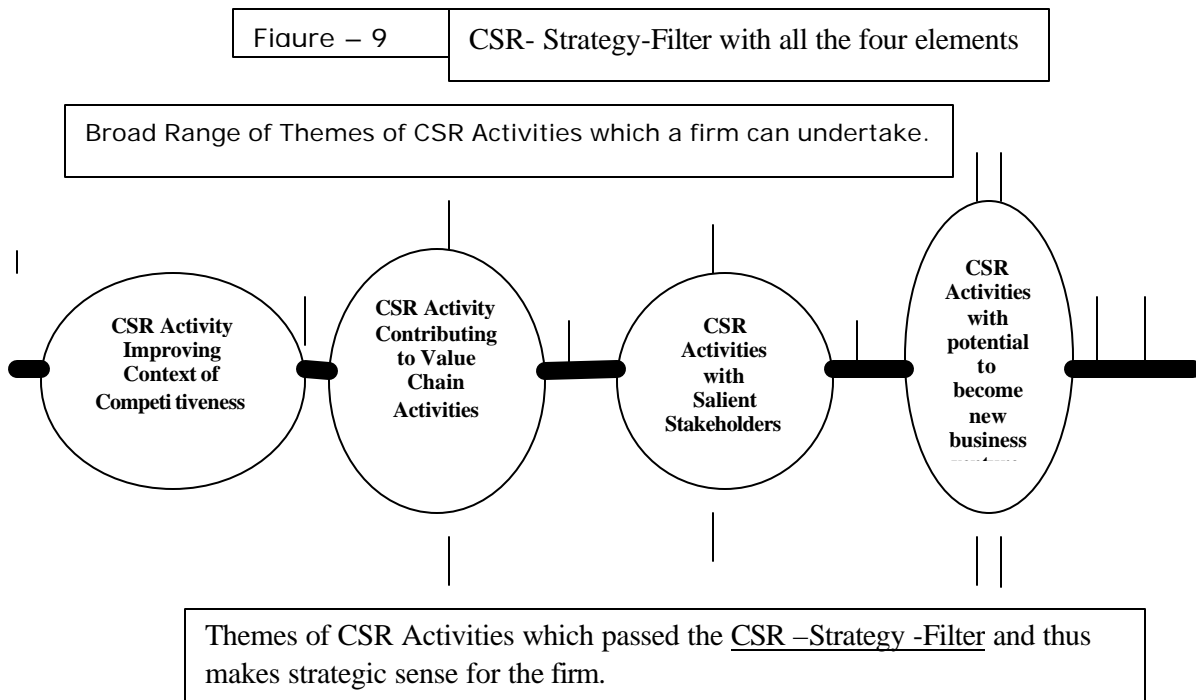


stations. NTPC is utilizing ash by innovative and diverse utilization uses to further broaden the scope. NTPC has brought the ash utilization in the new business division.

The environmental market (green business opportunities) and the market of poor people residing in developing countries (people earning less than \$ 2 a day) are emerging markets. In the developing countries of Asia , Africa and Latin America (like India, China ,Brazil , South Africa, Vietnam) there are special opportunities. Certain CSR/CC activities (the micro enterprises or new business) can cater to satisfy certain need of the society. This new business activity can start of as a CSR activity at the first place (may be as a pilot project) (Brugmann, and Prahalad, 2007) and then the activity can graduate to become an independent business venture. This sort of CSR activities which the top management team perceives to have the potential to become a new stand alone business venture can be of strategic importance to the firm as new and/ or enormous market opportunities might exist (figure -8).



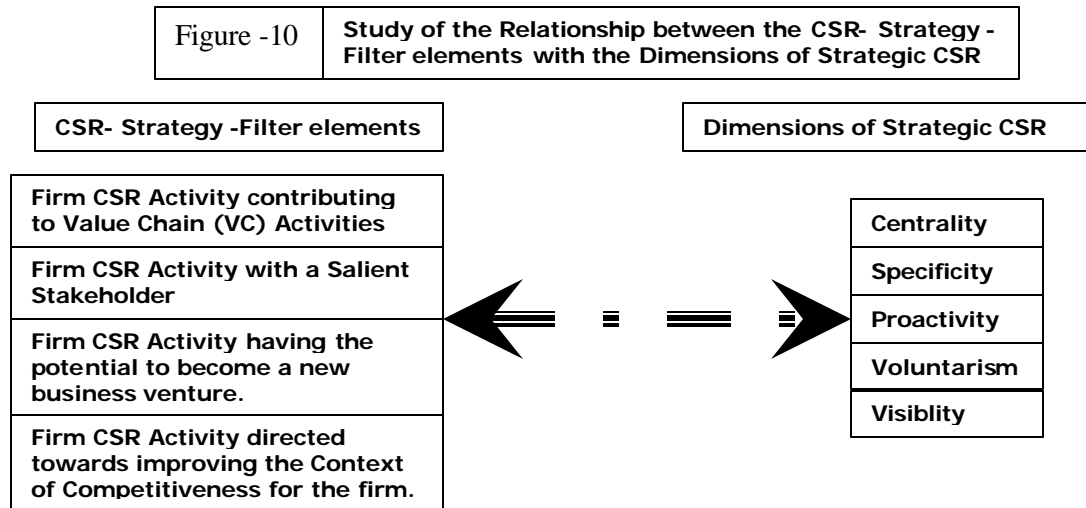
So the fourth and final element of the CSR -Strategy -Filter is made up of the element - CSR Activities with potential to become new business venture (figure -9).





One has to note that these elements might not necessarily be mutually exclusive of each other. The individual elements of the CSR- Strategy- Filter do not compete with each other. The CSR activity has to clear any one of the filter to become strategic. If a CSR activity passes through one filter but doesn't pass through another filter then, still it is Strategic. It is like visualizing the concept of strategic CSR as been seen through many lenses. If a certain CSR activity clears more than one element then one can say that, it is more strategic than a certain CSR initiative which passes through only one element of the CSR- Strategy- Filter. So if a CSR activity passes through all the four elements of the CSR- Strategy- Filter then it is the most strategic CSR initiative while a CSR initiative which passes through only one element of the CSR- Strategy- Filter is less strategic CSR initiative.

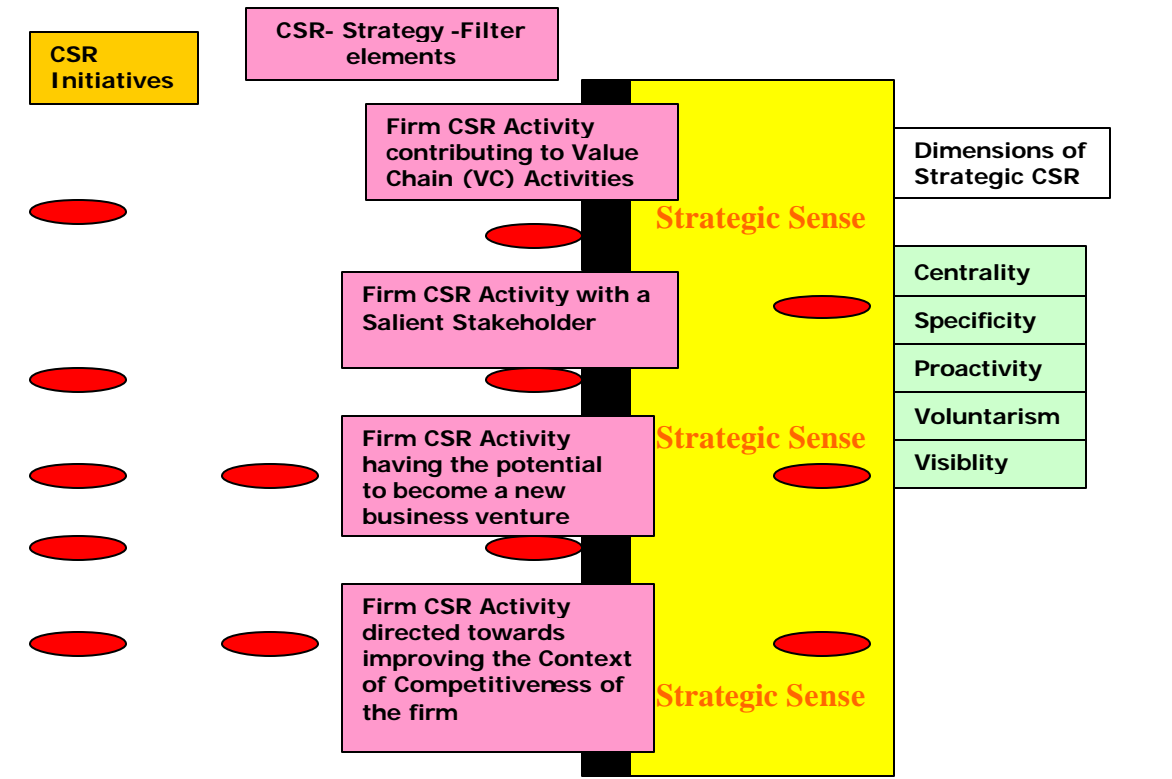
Further this study, seeks to understand the Relationship between the CSR- Strategy -Filter elements and the CSR Strategy Dimensions (figure -10). The elements of the CSR- Strategy –Filter are activity based while the dimensions of strategic CSR are passive features/ characteristics or outcome. Once the relationships are established the CSR strategy framework will be established.



CSR- STRATEGY- FRAMEWORK Canvas has been shown in figure -11. The CSR- Strategy- Framework canvas begins with the different CSR initiatives which firms can undertake (say X in number). The CSR-Strategy-Filter filters out of the X number of CSR initiatives , Y number of CSR initiatives because of their non strategic nature. Or in other words Y number of CSR initiatives does not satisfy the criteria set by the CSR- Strategy- Filter elements. Hence X minus Y number of CSR activities pass through the elements of the CSR- Strategy –Filter making strategic sense. Based upon the concepts of Dimensions of Strategic CSR any activity which is strategic (X-Y in this case) will exhibit some properties of Dimensions of Strategic CSR in some varying degree.



Figure - 11 CSR- STRATEGY- FRAMEWORK Canvas



Research Methodology

Research Objective

To develop a CSR-Strategy-Framework comprising of a CSR- Strategy-Filter, and to understand the relation of this Filter with the dimensions of Strategic CSR.

Research Question

1. What are the elements of the CSR- Strategy-Filter?
2. What is the relationship between the elements of the CSR- Strategy-Filter with the dimensions of Strategic CSR?

Research Propositions for the qualitative phase –

The following are the research propositions for this study.

P1 - The following constitutes as elements of the CSR-Strategy-Filter

1. CSR activity which contributes to the firm value chain activities.
2. CSR activity which involves a Salient stakeholder
3. CSR activity which has the potential to become a new business venture
4. CSR activity which improves the Context of Competitiveness for the firm.

P2- CSR-Strategy-Filter and its elements relates to the dimensions of Strategic CSR



Research Process & Plan (Sample Frame, Sampling Procedure, Sample Size and Sample Unit, Research Technique and Research Tools)

To find answer to the research questions posed one has to explore the reality existing out there in the field. The research to answer these research questions will be carried out in two phases.

- ◆ The first phase of the research provides for the development of a theoretical framework on Strategic CSR.
- ◆ The second phase of the thesis research empirically tests the theoretical framework on Strategic CSR developed in the first phase of the research.

The first phase of research will be the exploratory phase. Qualitative studies are suited for the exploratory phase (Blaikie, 2000; Maxwell, 2005). In this first phase CSR experts will be subjected to an in depth qualitative interview for the understanding of and to capture the rich and diverse experiences regarding the subject of enquiry. The sample size will depend on when the thematic saturation is reached. The Research Instrument to be used during the qualitative first phase of research is the semi-structured open ended questionnaire. The data analysis method will be content analysis, (Weber, 1990). The content analysis of the qualitative interview data will help in the refining of the propositions built from literature as well as for the development of the survey research questionnaire items (Weber, 1990;) to be administered on CSR managers in the second phase of the research study. In the second phase of the research study only organizational managers involved with the CSR management and planning will be quantitative survey questionnaire (Malhotra, 2004) interviewed (self administered). The research instrument will be a structured survey questionnaire. This second phase of the research will provide for the validation and statistical generalization of the theoretical contributions made earlier. The unit of analysis for the study will be one (individual) manager's perceptual data set. The entire study is based upon managers perception as in the Indian context there is absence of sustainability indexes (FTSE Good, Dow Jones Sustainability index) or other social exchanges and very few firms publish and report the social activities or sustainability reports. So other kinds of data will not be available in a larger context. Further CSR literature has sufficient examples in which managers perceptions are used in studies (Lines, 2004; Boel and Perry, 1985). CSR studies in India have used perceptual data in the past. (Confederation of India Industry, 2002).

Managers responsible for the organizational CSR activities from large enterprises with sales turnover of above Rs 500 crores of companies will be considered for the quantitative phase. This will be the cut off for the size of the firms. This research aims to study a statistically significant number of managers for statistical generalization. The data analysis of the quantitative survey data will be done by suitable statistical techniques. The Research Design is Mixed Sequential Exploratory Model Design for theory development and theory testing (Tashakkori and Teddlie, 2003) (figure -12). In this Mixed Sequential Exploratory Model Design the first exploratory (qualitative) phase enables to develop the theory, while the second (quantitative) phase tests and generalizes the theory developed in the first phase. Mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic ground (consequence oriented, problem centered, and pluralistic). It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best



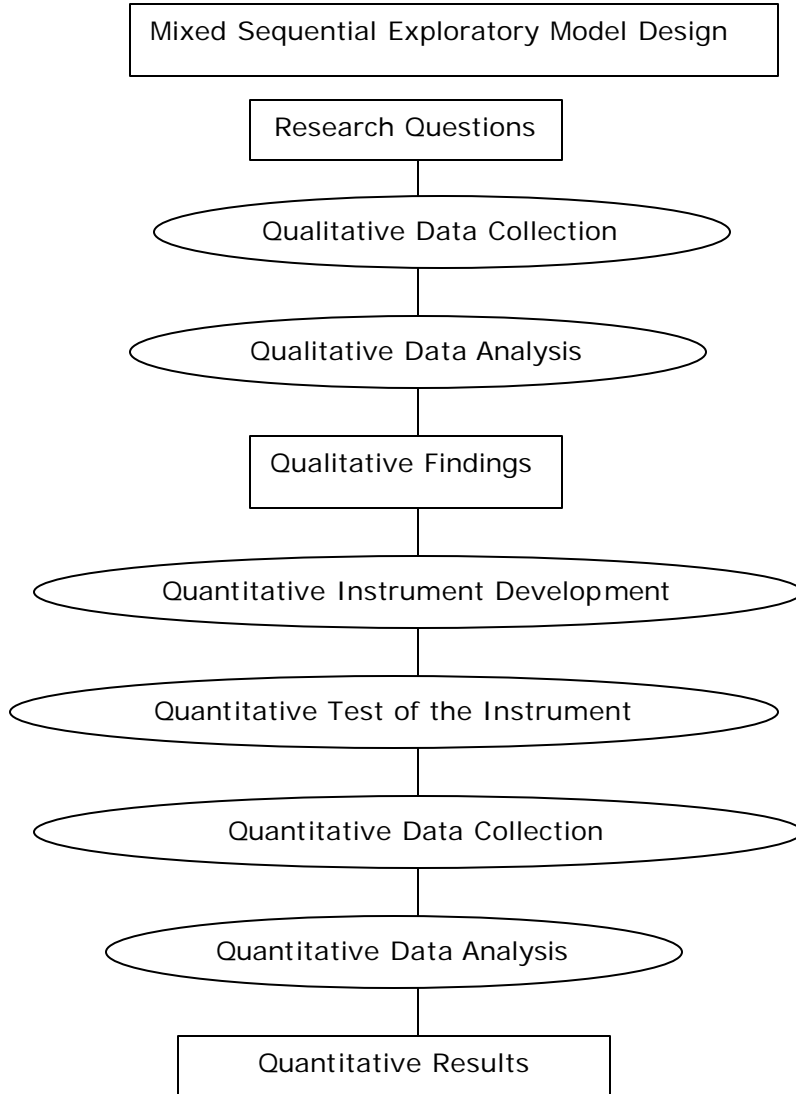
understand research problem. The data collection also involves gathering both numeric information (eg instruments) as well as text information (on interviews) so that the final database represents both quantitative and qualitative information (Creswell, 2003). The research stance has been provided in table-2.

Table-2 The research stance (Source; Blaikie, 2000; Vaus, 2006)-

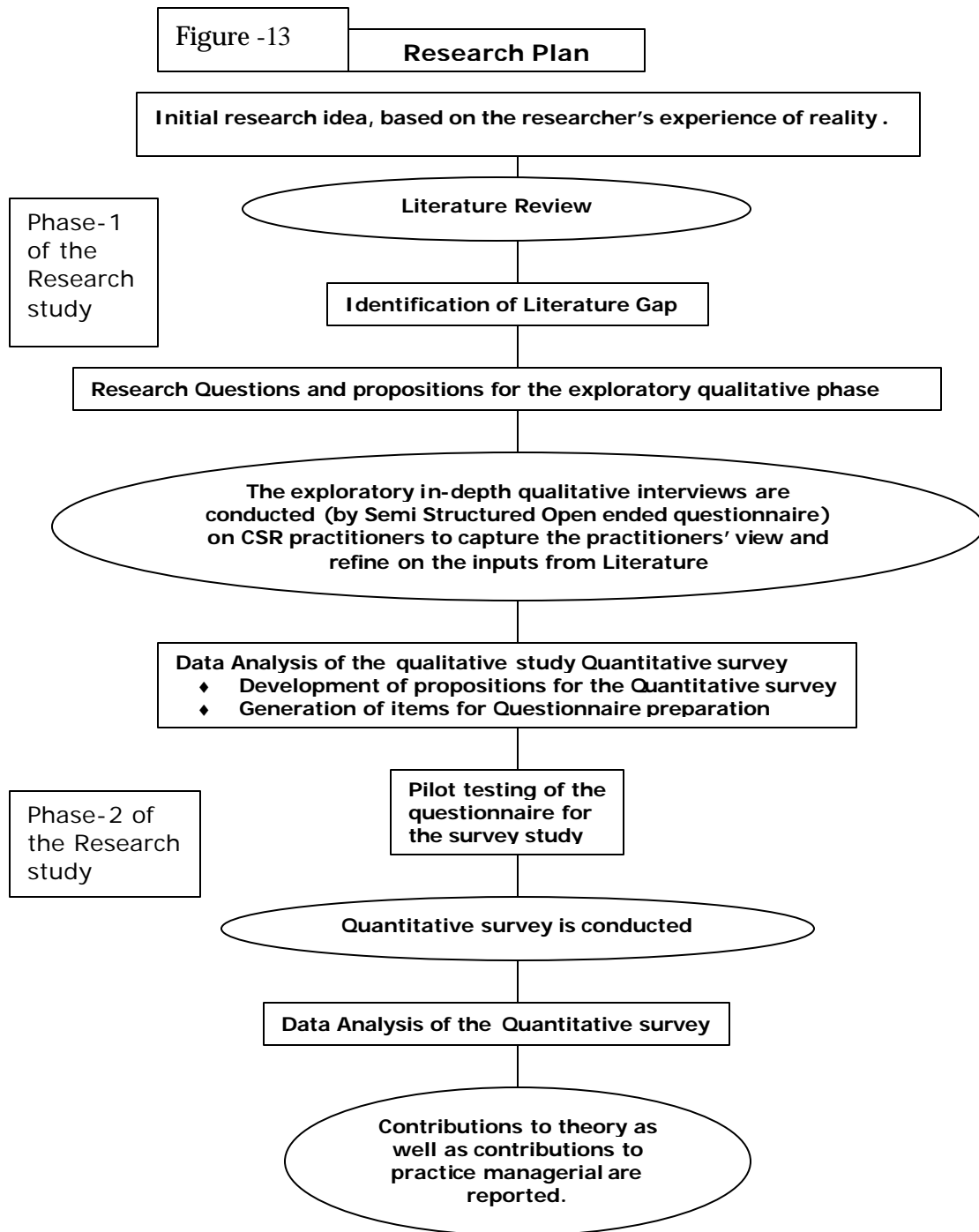
Methodological Perspective	Positivism
Methods	Qualitative + Quantitative.
Ontology	Reality is atomistic, discrete and made up of observable events.
Social Reality	Complex set of causal relationship between variables.
Epistemology	Knowledge is derived from sensory means of experience and observation of events and causal laws, and concepts and generalizations are shorthand summaries of particular observations
Logic of enquiry	Deductive + Inductive
Validity	Based on experience and observation.



Figure 12 , Research Design: Sequential Mixed Exploratory Model Design (Tashakkori and Teddlie, 2003)



For the sequence of the research plan see the figure -13 on research plan.



Intended Contributions

This research study intends to contribute to management theory as well as management practice in the following ways-

Contribution to Theory:-



1. The CSR strategy frame work consisting of CSR- Strategy-Filter and its relation with the dimensions of Strategic CSR will be established. This will be a new contribution to management theory
2. This study will help to contribute to this definitional aspect of strategic CSR.
3. Studies are mostly restricted to developed countries. Very few studies have been done in developing countries like the South Asian countries. This study based in India will fill this gap.

Contribution to Management Practice:-

1. The elements of the CSR- Strategy-Filter and the 'Dimensions of Strategic CSR' will be operationalized. This will provide managers with an operative set of tools by applying which they can decide whether a particular CSR activity makes strategic sense and why.

Limitations

One has to remember that CSR has highly permeable boundaries, so reaching consensus is difficult to be achieved (Waddock, 2004). Considering this one has to remember that the field of CSR will be characterized by a lack of convergence and, therefore, the body of CSR research will remain fragmented in terms of empirics, theory and (non) normative orientation (Lockett *et al.*, 2006). This research attempts to address this challenge by performing extensive literature review from different fields. Additionally, the literature on CSR and especially strategic CSR is almost non existent from India. Thus the entire literature review is dependent upon western literature. The qualitative interview section of this research tries to compensate for this lacuna.



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