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SOCIAL LICENSE TO OPERATE FROM THE STAKEHOLDER'S PERSPECTIVE: THE CASE OF BRÚNEGG

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The term social license to operate (SLO) or social license (SL) is grounded in social contract theory and is the foundation of a company's legitimacy for doing business or carrying out specific activities. The idea is that although businesses receive a license to operate from authorities, in the end it will be consumers, through informal agreements, that determine companies' social license to operate. Stakeholder theory is therefore critical when exploring social license to operate, as SLO is based on a certain trust that the companies are not violating rules or norms. It is claimed that genuinely incorporating a corporate social responsibility (CSR) emphasis into companies' day-to-day business serves as a means to gain and/or maintain this operating license. The media plays a critical role in bringing the attention of consumers to the wrongdoing of businesses, thus influencing companies' social operating license by raising consumers' consciousness. Through collective action on social media, individuals are gaining strength, which can determine the outcome of business actions and even lead to their bankruptcy. In this paper, the SLO concept will be explored by analyzing publicly available data and media discussion about an Icelandic case, namely Brúnegg - an egg production company. This case shows how easily a company can lose its social license if it violates social norms. The aim of the study is also to demonstrate how the complexity of stakeholder dialogue increases if social norms are violated. Instead of dealing with a few stakeholders close to the company, the pressure grows significantly in a relatively short time, thus making it even more challenging for companies to regain social license to operate – if it can be regained at all. Furthermore, the findings are placed in the context of the pyramid model of social license to operate, although the findings suggest that it does not apply to the company in a straightforward linear manner. Therefore a circular model of social license to operate is proposed. These findings have implications for academia by advancing the understanding of the concept, for policymakers in terms of legislation protecting non-human stakeholders, and for the industry as it showcases the risk that companies are facing if they are found to violate customers' trust with greenwashing-type of activities.

Keywords *animals, ethical consumer, greenwashing, production, social license to operate, stakeholder*

MAKING THE WORLD A BETTER PLACE: CONSUMER BOYCOTTS, SOCIAL GROUP IDENTITY, AND OPPORTUNISM IN THE MARKETS

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Consumer boycotts represent a disciplinary mechanism against firms deviating from established social norms. Their role in guiding the choice concerning corporate ethics has, however, been under dispute. The paper introduces a new mechanism leading to such actions in terms of social reference groups as people want to belong to groups having social mission. It is shown that existence of group-dependent consumers may indeed lead to the strengthening of the ethical code and non-survival of the firms deviating from ethical behavior. Those consumers not only discipline the deviant firms but are able to control the pricing of the ethical firms, too. With more independent consumers in the formation of ethical values, a similar though less dramatic effect arises and is the subject of opportunist free riding. Success of consumer boycotts is, however, hard to test as firms will *ex ante* anticipate the risk of becoming the subject of a boycott if caught. It is plausible that monitoring large international firms in today's world is more efficient than monitoring of small local firms raising the incentives of large firms in adoption of the ethical code of conduct. Thereby, the technological development has raised optimism of making the world a better place.

“THE ADMINISTRATIVE BEHAVIOR HYPOTHESIS”: FROM MAINSTREAM CSR TO REFORMULATED SR

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Mainstream CSR is still in the Weberian paradigm. This paper proposes to replace Weber with administrative behavior hypothesis. Such hypothesis leads to Reformulated SR.

The intuition is that current mainstream Social Responsibility is still based on the Weberian ideal of rational behavior of organizations. The manuscript shows that literature suggests Weber is normative, but it is not the reality of organizations. Post-Weber organizational science and microeconomics have gone well beyond Max Weber; however, such literature has not been followed through to its ultimate consequences in the SR literature. Also support by the SR literature shows that such considerations are absent in the SR literature.

The current mainstream view of Social Responsibility (SR) focuses on business firms (Corporate SR), privileging environmental and social issues. Mainstream SR appears to neglect the economic bottom line, assuming it away under the neoclassical paradigm of profit maximization. Implicitly the current theory subscribes to the Weberian paradigm of perfect rationality applied to the business firm. Besides, current Social Responsibility does not include the predicament of irresponsible public administration within its horizon.

This article looks at Social Responsibility from the angle of the economic bottom line and of organizational behavior, which have been neglected in mainstream SR. It moves to a holistic view of SR, not confined only to the corporate world; It defines Social Responsibility more generally, inclusive for all organizations.

The paper is researching a new formulation of Social Responsibility of organizations, based on the inter-sectoral consequences of welfare economics theory. A theory more robust than current mainstream SR, is needed. A theory that is not only based on individual organizations’ good social intentions. Accountability and responsibility should go hand in hand: an obligation to be accountable is the consequence of being responsible for something. Non-accountability is equivalent to irresponsibility.

“The administrative behavior hypothesis” includes a literature review and analysis. It reviews the classics of administrative behavior in order to show organizations do not literally follow their stated missions; therefore, the need for more responsibility in the economic bottom line is derived, than what it is now warranted by financial statements.

Likewise, bodies of literature show public administration’s behavior is far from the Weberian ideal and the classics say - each one their own way - public administration is not accountable. An alternative view to Weber’s is proposed: the “administrative behavior hypothesis”. An analysis of the SR conceptual literature is also provided in order to assess their weak link to organizational behavior and micro-economics and their implicit application of the Weberian rationalistic hypothesis. On the escort of the administrative behavior hypothesis, a reformulated view of Social Responsibility (SR) is proposed.

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES ON FINANCIAL PERFORMANCE OF BANKING SECTOR IN ETHIOPIA

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The effect of CSR practices on the financial performance is a matter of considerable importance, not only for the firm’s management who endorse the CSR practices, but also to different stakeholders. According to Carroll’s 1991 CSR pyramid, there are four responsibilities: economic, legal, ethics, and discretionary. In this study, pertinent primary and secondary data were used to answer three basic research questions: How do firms’ CSR practices are quantified? Do CSR practices have any significant effect on the firm’s financial performance? Is there any optimal CSR practice that could maximize the benefits to both firm and society? Even if such questions of fact have been the subject of several studies, no consensus has yet been reached.

Therefore, firms' financial contribution to the community in the form of donation was used to quantify the CSR practices and employed static model to examine the relationship between CSR and Banks' CFP in Ethiopia. The finding shows no strong relationship between the two at 1% significance level which is similar to the findings of McWilliams & Siegel, 2000; Aragon & Lopez, 2007; & Fauzi (2009). Furthermore, even if the top-managements in the banking sector have clear understanding about CSR, a lot of improvements are expected from firms in order to discharge CSR properly.

Key Words: CSR, CFP, Content analysis, Philanthropic contribution, CSR pyramid

ENCOURAGING CORPORATE SOCIAL RESPONSIBILITY (CSR) IN THE UK IN THE EMPLOYMENT OF PEOPLE WHO ARE DISABLED BY THE BUSINESS, SOCIAL, BUILT AND TRANSPORTATION ENVIRONMENTS.

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When recruiting new staff a company has to bear the cost and risk of the recruitment process in identifying the most likely productive employee and then the cost and risks for any resultant training to enable the new employee to complete the set tasks. These risks maybe perceived to be higher if the prospective employee has a disability or some other disadvantaged background (Borzaga and Becchetti, 2010).

Partly as a result of these perceived risks but also because of societal discrimination (overt or discrete) and or the restrictions that can arise from the built environment and or poor access to transportation, people who are disabled by these factors are nearly twice as likely to be unemployed (Social Market Foundation, 2016).

In recent years various governments in the UK have recognised the social costs that arise from this issue and a range of tactics and legislation has been put in place to help reduce what is referred to as the 'disability employment gap'. In particular the current government has placed great store in the role of firms in terms of their playing a key role in this goal (Conservative Party Manifesto, 2015).

The purpose of this paper is to review the progress that has or has not been made in the amelioration of the four key employment barriers of 'business perceptions, societal discrimination and the restrictions arising from the built and transportation environments' and therefore any resulting impact upon the 'disability employment gap'.

There will be a particular focus upon the role of firms and how their employment practices have responded to these issues and the extent to which this is seen as an important part of their CSR within the greater remit of the equality and diversity debate in the UK with the paper identifying a range of best practice recommendations that firms could consider as part of their overall CSR strategy.

Reference:

Borzaga, C. and Becchetti, L. (2010) The Economics of Social Responsibility: The World of Social Enterprises, London, Routledge.

Social Market Foundation (2016), Closing the gap: Creating a framework for tackling the disability employment gap in the UK, London, Social Market Foundation

The Conservative Party Manifesto (2015) <https://www.conservatives.com/manifesto> (accessed, 29.03.2017).

THE COMMUNICATION OF INTEGRATED REPORTING. THE CASE OF WARSAW STOCK EXCHANGE COMPANIES

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Integrated reporting (IR) originated from CSR and environmental disclosure and today is viewed as one of the most influential developments in sustainability management. Its goals focus on providing long-term, future-oriented holistic disclosure of company performance. Integrated reporting offers a material and relevant information on company strategy and operation delivering a complete picture of a company's financial results as well as its impact on society and environment. Although the primary purpose of integrated reporting is to indicate the organization's ability to generate value for investors and to induce them to allocate capital efficiently, it is also intended to address the expectations of stakeholders, enhance accountability and foster sustainability transition. In result, it becomes a driver to redefine company goals and redevelop strategies for its development.

In this paper we address the communication practice of integrated reporting. We analyze cases of 5 Polish listed companies which are the only firms quoted on the Warsaw Stock Exchange to currently adopt integrated reporting approach in their disclosure policy. We identify their organizational and sectorial characteristics, disclosure dynamics and evolution as well as the practice of integrated reporting. More specifically, using the IIRC framework we analyze the size, the scope, standards and the quality of non-financial information provided by our sample companies. Our goal is to identify the narrative strategies of these early adopters drawing upon the content, size and wording as well as main actors and themes of integrated reporting process.

'THE POTENTIAL OF PLACE TO AUTHENTICATE CORPORATE SOCIAL RESPONSIBILITY'

Anthony Samuel, Gareth R T White and Dan Taylor

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This paper argues it pertinent to consider the development of authentic Corporate Social Responsibility (CSR) through the work of Tuan (1977) who recognized the importance that humans attribute to place. Place, he argued, offers us security and as we attach meaning to it, and organize it, we imbue it with value and thus perceive the places we socially construct as 'ours' and as authentic. Of specific interest to CSR authenticity is how stakeholders view place and how these views offer a sense of belonging built on memories and achievements that Tuan (1977, 154) claims '*inspire the present*'. Place we therefore suggest can represent the authentic as its permanence reassures us in a world that is constantly in a state of flux. Perkins & Thorns (2013.13) suggested that place should be viewed as '*social special interactions of everyday life*' that facilitates who we are. Given people's profound attachment to place, CSR campaigns that engage with place have the potential to be perceived as authentic. However, the literature warns us that authenticity through place must come from the perspective and understanding of the stakeholder groups who hold such places dear to them. Subsequently, one's attachment to place, if managed appropriately through stakeholder engagement, has the potential to play a role in delivering authenticity in CSR campaigning. This view further highlights the importance of stakeholder engagement in CSR. As Beverland (2009, 157) said;

'at a time when consumers find that traditional markers of identity make less and less sense in a globalized, borderless, multicultural world, brands that allow them to connect to national traditions and identity (even if they are stereotypes), regional place and traditions, industry, cultural ideals and subcultures are critical for achieving self-authentication in the marketplace. Authentic brands may operate globally, but they never forget the local.'

References

Beverland, M. B. (2009) *Building Brand Authenticity*, Palgrave Macmillan, London.

INFLUENCING FAIRTRADE CONSUMPTION THROUGH SERVANT LEADERSHIP: BRUCE CROWTHER'S STORY

Anthony Samuel, Martyn Rowling and Helen Martin

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Purpose: This paper seeks to expand the concept of servant leadership to marketing practices related to Fairtrade. Using empirical evidence, it seeks to discover the servant leadership activities of Bruce Crowther, the founder of the Fairtrade Towns Movement.

Design/methodology/approach: This paper's findings are developed from four sequential, semi-structured interviews and a narrated tour of Garstang with the founder of the Fairtrade Towns Movement. It follows a theoretical framework of servant leadership from Spears (1996), and the analysis of the data followed Braun and Clarke (2006) six phases of thematic analysis.

Findings: The findings discover how servant leadership operates in a social, place-based setting to influence Fairtrade consumption. The paper argues the success of the Fairtrade Towns Movement is linked to Bruce Crowther's leadership. The findings presented draw and expand upon Spears' ten characteristics of servant leadership. Utilisation of this framework sees Crowther emerge as a servant leader operating at a community level to influence Fairtrade consumption via the Fairtrade Towns Movement. Servant leadership is identified as operating on a dual level, firstly through the actions and activities of Bruce Crowther and the Fairtrade Towns Movement, and secondly, through Fairtrade consumption serving distant others, i.e. Fairtrade producers.

Originality/value: This paper offers an original contribution to the field of ethical consumerism/consumption and servant leadership by being the first to offer empirical insights into the role of servant leadership to advance ethical consumption. In addition it presents a brand new characteristic of servant leadership, namely *exploring affinity*, worthy of further research.

TOURISM AND DISASTER MANAGEMENT: ENGAGING LESS-INVOLVED CONSUMERS TO IMPROVE THE EFFECTIVENESS OF CAUSE-RELATED MARKETING CAMPAIGNS.

Aliperti Giuseppe, Rizzi Francesco, Frey Marco

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The study investigates the process that may encourage less-involved consumers to become committed to the cause and thus increase participation intent to cause-related marketing (CrM) campaign.

Due to the increasing number of the CrM campaigns promoted within the tourism industry and their common link to disaster-management issue, tourism has been selected as setting of the study. We developed two fictitious campaigns promoted in the hospitality sector and referring to a real disaster-related cause: the Madagascar floods that generate 19 dead and 37,000 displaced in March 2015. One campaign is including a recover-related cause. The other one is including a prevention-related cause. Investigation focuses on the consumers' behavior of Gen Y, European tourists.

According to our knowledge, no previous research compare the efficacy of CrM campaigns developed in order to support a community after the disaster occurrence versus CrM campaigns developed to support a community in order to avoid disaster occurrence. This unique research, through focusing on less-involved consumers, addresses this issue with the aim to better understand consumers' behavior and to provide new information useful to optimize future CrM campaigns and facilitate fundraising activities able to increase the resilience of vulnerable destinations and communities.

We conclude the paper offering a discussion, putting in evidence the managerial implications and highlighting opportunities for further research and limitations of the study.

KEYWORDS: cause related marketing; disaster management; tourism

PROFESSIONAL IDENTITY AS AN UNEXPLORED MOTIVATOR FOR SUSTAINABLE PRACTICES

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The question of what motivates sustainable practice is a crucial one and a variety of psychological models of behavior and motivation have been proposed. We present a study that targets hairdressers, trainers and trainees via a series of workshops on sustainable haircare practices, with a specific focus on exploring the motivators for sustainable practice within the hairdressing sector. Our studies revealed an unexpected and under-researched motivator for sustainable practice which was the desire to be seen as a professional.

Although self-identity has been highlighted as one of the motivating factors underlying sustainable behaviours (Soror, 2010), the role of professional identity has received scant attention. The notion of professional identity also encompasses notions of competence, which has been highlighted as an intrinsic motivator in the literature (Deci & Ryan, 2002). The idea of a profession, as opposed to a job, incorporates notions of expertise, and playing a role in society (Pellegrino, 1983). Both these aspects came through in a quote which drew attention to the somewhat dismissive view of hairdressers, and the desire to be more than that by using professional skills to help address the societal challenge of sustainability and climate change.

Our post-workshop survey (N = 500) indicates that the best motivator overall was cost-savings followed by desire to adopt professional standards. However, the most useful knowledge is what motivates those who are not already eco-minded. When we ran the analysis just using those who did not already have sustainable values we found that desire to adopt professional standards was now the most important motivator. This finding was also supported by open-ended text responses.

Although there have been studies showing the relevance of personal self-identity in sustainable behaviours, little has been explored in relation to professional identity. Our results suggest this might be a fruitful area for further research.

THE ENCOURAGEMENT OF EXECUTIVES IMMORALITY BY ‘JUMPING’ CAREERS

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Recent business scandals encouraged research of executives' immorality, which missed a major explanation: common career advancement by 'jumping' between firms causes gaps of job-essential local know-how and *phronesis* (Greek for practical wisdom), tempting 'jumpers' to use covertly concealing managerial ignorance (hereafter: CCMI) rather than learning through ignorance-exposing vulnerable involvement in practitioners' deliberations, which jeopardizes their authority. CCMI causes vicious distrust and ignorance cycles and mismanagement, it bars performance-based career advancement and encourages immoral careerism (Im-C), advancing by immoral subterfuges. Im-C is a known organizational malady but its explanation missed 'jumpers' tendency to use CCMI, probably due to executives' secrecy, ignorance of their own ignorance and a dearth of executives' ethnographies.

A longitudinal semi-native ethnography of five high-capacity automatic cotton gin plants and their parent inter-kibbutz co-operatives, by a managerially experienced and educated anthropologist, untangled this tendency: 75% of 32 'jumper' executives studied preferred CCMI and Im-C by either detachment from practitioners' deliberations or seductive-coercive autocracy that generated vicious distrust and ignorance cycles, incompetence and concealed/camouflaged mistakes and failures; executives survived in jobs and

furthered managerial careers by immoral subterfuges, including ‘riding’ on the successes of vulnerably-involved ignorance-exposing mid-levellers who created virtuous trust and learning cycles but none of whom was rewarded by promotion to executive jobs. Only 16% of the executives were high-moral vulnerably-involved ignorance-exposing learners of practitioners’ know-how and *phronesis*; they successfully managed and enhanced changes and innovations that led their plants to excel (9% were borderline cases). The findings suggest that common ‘jumping’ careers are a major root of executives’ immorality (Shapira, 2017). Remedies for this corporate malady are offered, with suggestions for further research.

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IS SUSTAINABLE TOURISM LEADING TO THE WELLBEING? GAPS AND CHALLENGES FROM HOSTS AND GUESTS PERSPECTIVE.

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It would be an understatement to claim that the term “wellbeing” is reaching its peak of popularity nowadays. It is used in numerous supranational and national policies, and found its way even into mass culture, very often derived from original understanding (e.g. spa & wellness). Wellbeing appears in academic papers related to environment, economy, psychology, medical sciences and many others disciplines. It is also frequently used in relation to tourism, stating by assumption that tourism adds to the wellbeing. In consequence tourism is involved into many of social and even charity actions.

In the Millennium Ecosystem Assessment (MEA) (2003, 2005), wellbeing is strictly correlated with sustainable development and with ecosystem services, both seen as inextricable elements of one global process, necessary to lead properly “*our common future*”. MEA opened the field for interdisciplinary research, but still, despite growing popularity, the term “wellbeing” is very ambiguous (Tuula, Tuuli 2015).

The following paper presents a theoretical analysis of wellbeing in relation to sustainable tourism and to hosting and guest communities. Wellbeing of hosts, in accordance with UNWTO (2005) or UNGA (2015), should be achieved when sustainable tourism guidelines are fulfilled. The question posed in this article, however, challenges that view. Does it really lead to wellbeing? Or maybe we are missing some important issues on the way? Wellbeing of guests is necessary to make any destination attractive for tourism. For the start, their needs and expectations will not overlap.

The article is divided into three sections. The first section talks about wellbeing conceptual backgrounds including the Societal Indicators (Cummins et al., 2003), index of life quality based on values (Diener 1995) subjective wellbeing (Diener and Suh 1996, Ryan and Deci 2000, Cummins and Nistico 2002) or the responsible wellbeing one (Chambers 1997). The second one focusses on the analysis of wellbeing in sustainable tourism conceptual background, including the differences between the guidelines provided by WTO in 2005, and the latest guidelines published by UNWTO and UNGA in 2015. The third section juxtaposes wellbeing conceptual background with tourism, the most prominent gaps and challenges of wellbeing regarding hosting communities and tourists.

IDENTIFYING THE ROOT CAUSES OF HUMAN RIGHTS VIOLATION IN INTERNATIONAL SUPPLY CHAINS: A SYSTEMATIC LITERATURE REVIEW

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Human rights violation of workers in international supply chains has gained tremendous attention in both academia and civil societies over the past two decades. The aim of this paper is examining the existing literature in order to identify the possible root causes that contribute to the contemporary labor exploitation

practices in international supply chains. In doing so, a systematic literature review is conducted to identify possible causes from previous studies. Then, causes are grouped based on multi-stakeholder analysis to be represented graphically by cause and effect analysis. The paper shows that various stakeholders contribute to the issue, and collaborative efforts are necessary to achieve substantial improvements in labor status. Moreover, the cause and effect analysis illustrates the interdependencies of causes which supports the argument that violation of labor rights in international businesses is a wicked problem due to the complexity of global labor governance structure and conflict of interests of different stakeholders. This research is the first attempt to address the root causes of labor violations in international supply chains based on multi-stakeholders cause classification scheme. The outcome of this research offers stakeholders an insight into the issue and help them develop appropriate solutions to upgrade labor rights and standards.

Keywords: *cause and effect analysis, international supply chains, labor rights, systematic literature review*

CORPORATE FAMILY RESPONSIBILITY AS A DRIVER FOR ENTREPRENEURIAL SUCCESS

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While Corporate Social Responsibility (CSR) refers to the general, broad, responsibilities of enterprises towards their different stakeholders, the environment and the society at all, Corporate Family Responsibility (CFR) is the specific responsibility towards their employees. Work-Life Balance (WLB), employees' wellness and family-friendly policies are the main tools for CFR implementation in both large companies and Small and Medium Sized Enterprises (SMEs). In this view, this work aims to investigate the application of CFR in the context of Italian SMEs. We adopt the case study methodology and analyse a sample of five companies that have successfully implemented good practices of CFR in their strategies during the last few years. Research approach is multi-sectoral and the analysis is conducted in different Italian districts. Data were gathered through semi-structured interviews with CEOs of the investigated companies.

Results of the research conducted emphasize a growing attention by Italian SMEs towards to topics of CFR, WLB and family-friendly policies. Each CEO of the surveyed companies agree that implementing these tools allow to increase both personal and professional serenity levels and reduce stress factors with positive impacts on performance. To this regard, CFR may be considered a potential driver for entrepreneurial success.

THE PERFORMANCE OF SOCIALLY RESPONSIBLE INVESTMENT DURING CRISIS AND NON-CRISIS PERIOD: PRELIMINARY RESULTS

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Ethical investments dates back from centuries. Nevertheless, it is only from a few decades that the so called Socially Responsible Investment (SRI) became an established and widely followed portfolio selection process. With the rapid growth of the SRI industry, a number of studies tried to measure the costs, in terms of lower returns and/or higher idiosyncratic risk that SRIs eventually bear, with contradicting results however. We contribute to this stream of research in a twofold way. Very few of these studies verified whether SRIs are investments that dampen the downside risk, which can be very useful during times of heavy financial crisis. Our first contribution is thus to verify whether SRIs add value during a financial turmoil. The most of the literature referred to the Fama and French (1993) three factors (FF3, hereafter) model and/or to the Carhart (1997) four factors model (C4 hereafter) to measure and discuss the performances of SRIs. Recently, Fama and French (2015) outlined that a five factors model (FF5, hereafter) which adds a factor based on operating profitability and another based on changes in total assets, best describes the cross section of stock returns. Moreover, Racicot (2014) proposed to correct FF3 by including higher moments of the explanatory variables

in order to better modelling non-Gaussian time series. The second relevant contribution of our work is to employ and comparing the FF5 and the Racicot (2014) model to the classical FF3 and C4 in order to analyse the risk/return performance of SRI portfolio strategies. Building on Racicot (2014) conclusions, we also propose and test a model which includes higher moments for all the explanatory variables of C4. Rather than inspecting SRI mutual funds as done by the most part of the existent literature, we concentrate on SRI indexes. In this way we believe to overcome some of the limitation that in our opinion can potentially bias the results of an analysis carried out on SRI mutual funds.

Keywords: Socially responsible investments, SRI indexes; Fama-French five factors model; risk; financial crisis

CORPORATE SOCIAL RESPONSIBILITY AS A STRATEGY TO GAIN MULTINATIONAL ENTERPRISE LEGITIMACY IN POST-ARAB SPRING MOROCCO

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This research examines the activities of ten Multinational Enterprise subsidiaries in Morocco following the Arab Spring. We conducted onsite interviews, site visits and examination of relevant documents following a well-defined research protocol to explore actions of MNE subsidiary efforts to develop legitimacy in the post Arab Spring context by engaging in Corporate Social Responsibility. This research employs the concept of institutional work to investigate the strategic responses to local institutional pressures during stable periods as well as periods characterized by institutional change.

The study found that multinational enterprises are able to use CSR actions to respond strategically and proactively in their host environments during periods of institutional instability. These CSR actions included various activities ranging from collaborative meetings with local actors through highly visible activities such as the introduction of new corporate CSR standards or practices. Furthermore, the research suggests that during institutional change, multinational enterprises have a greater opportunity to act strategically and to capitalize on the transitions occurring to bring about further change to gain a more favorable business environment. Corporate Social Responsibility as an institution gained strength as Morocco expanded economically and became more stable. Specifically, the findings indicate that MNEs are pioneers in terms of CSR in Morocco and influence the CSR practices of local companies. These CSR activities include activities to support to national socio-economic challenges including employment and entrepreneurship, efforts to regain or rebuild reputation in the new social-state context and to anchor organizations to be responsive to the social local environment.

GREEN SUPPLY CHAIN MANAGEMENT IN INDIA – A SYSTEMATIC LITERATURE REVIEW

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Purpose - The emergent issue of green supply chain management (GSCM) has been rapidly evolving, matched by the growth in the number of academic publications in this field. Published studies have focussed on different aspects of GSCM, including performance measurement, analytical modelling, supplier selection and evaluation. The purpose of this paper is to examine the status of research on GSCM in India via a systematic literature review. This review is organised across a number of dimensions, including journal titles, names of contributing authors, state and organisations covered, research methods used, data analysis techniques used, issues discussed, and key findings. The aim of the review is to provide a roadmap of GSCM in India which should be useful for researchers and practitioners in this area.

Design/methodology/approach – Research investigating GSCM issues has developed considerably since the 1990s. For this review, a number of online databases have been searched for paper titles and abstracts published between 1990 and April 2017 using the key words ‘green supply chain management’ and ‘India’. This has led to a review of 170 published articles. Based on these articles, information on series of variables was gathered. In addition, each article was reviewed in detail, and classified under different themes.

Findings – This paper presents a systematic literature review and analysis of studies published between 1990 and 2017 on GSCM in India. An initial finding is that, in terms of research on GSCM issues, questionnaire surveys in India are the most common research method. Another finding is that while the interest in corporate social responsibility (CSR) in India is increasing, studies focusing on the ‘green’ (i.e. environmental) aspects of CSR are rather limited.

Research Limitations/Implication – This research is limited in reviewing articles that contain GSCM and India in the title and abstracts of the articles.

Originality/Value - This study is original. The systematic literature review and mapping of the field will illustrate graphically the publication evolution in India over last quarter of a century, and identify areas of current research interests and potential directions for future research. In addition, it is expected that the findings will provide a robust roadmap for further investigation in this field.

Keywords – *Green supply chain management, India, systematic literature review.*

REVISITING THE QUESTION OF ‘WHAT IS CSR?’: THE IMPLICIT/EXPLICIT DICHOTOMY

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Background: Much of the research and scholarship in the field of CSR has been plagued by the issue of what CSR actually is. The most cited definition is Carroll’s pyramid of CSR (Carroll 1991) proposes four responsibilities of business: economic, legal, ethical and philanthropic. Yet some have debated how philanthropy can be realistically conceived as a responsibility when most are agreed, including Carroll himself, that philanthropy is a discretionary activity (Baden and Harwood 2013). In this paper we draw upon our recent empirical research to shed light on, if not actually resolve, this terminological ambiguity.

Method: The research utilised interviews and surveys with CSR professionals in Jersey. There were 21 interviews with respondents across 11 organisations from financial, governmental, legal, IT and charity groups, and completed surveys from 33 respondents.

Findings: The key finding was a distinct difference between explicit and implicit conceptions of CSR. From an applied perspective, respondents tended to define CSR in the interviews explicitly as philanthropic and tacitly as ethical. For example when asked an open-ended question about what they perceived CSR to entail, almost all respondents referred predominantly to activities that fall under the heading of philanthropy, such as supporting the local community, donating to charity etc. Yet there were also some tacit references to ethical aspects such as ‘doing the right thing’.

In contrast, an electronic survey explicitly listed the four types of responsibility based on Carroll’s pyramid of CSR and asked respondents to rate the importance of each type of activity. The respondents placed the responsibilities of the organisation in order of importance as: legal, ethical, economic then philanthropic. In particular, it is interesting to note that legal responsibilities are placed highest, yet in the interviews there is no mention of legal responsibilities in any of the respondent’s definition of CSR.

Discussion: Rather than see these findings as paradoxical, it may be that the way an organisational actor defines the organisation’s responsibilities is more closely related to a mandatory requirement rather than a sense of doing the right thing, whereas CSR is defined as voluntary activity albeit one that is nowadays pervasive and in effect, pseudo-mandatory.

Conclusions: These findings add an extra dimension to Matten and Moon’s implicit/explicit dimensions of CSR posited by them to account for regional differences in conceptions of CSR (Matten and Moon 2008). Our results indicate that differences in implicit and explicit conceptions of CSR exist within

organisations and may account for the difficulty in establishing a consistent definition of CSR. In our presentation we will discuss what these finding simply for our understanding of the construct of CSR

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UNDERSTANDING CORPORATE SOCIAL RESPONSIBILITY (CSR) IN SMALL AND MEDIUM ENTERPRISES (SMES)

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According to the European Commission (2001 p. C 286/12) CSR is "a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment" and with which "companies integrate social and environmental concerns in their business operations and in their interactions with stakeholders on a voluntary basis". Current research most frequently investigates CSR by focusing on the advantages and disadvantages of its implementation (Smith, 2003; Frederick, 2006), using context specific theoretical approaches (King and Lenox, 2000; Muller and Kolk, 2010). Even though progress has been made towards understanding the idea of CSR, little attention has been given to small and medium-sized enterprises (SMEs) (Spence and Lozano, 2000; Spence and Rutherford, 2003; Tilley, 2000; Vyakarnam et al., 1997; Carrol and Buchholtz, 2006).

Differences between MNCs and SMEs exist, as well as between SMEs themselves, which makes it difficult to fully understand and standardize the SMEs' CSR. The distinctive and intrinsic characteristics of SMEs, in terms of the nature and scope of relationships, size, structure, sector and others, affect the content, motivations, nature and extent of their socially responsible activities (Demuijnck and Ngnodjom, 2012).

The aim of this study is to investigate the formal and the informal environmentally related CSR strategies that SMEs adopt and to look into their effectiveness and relationship with financial performance. Primarily it aims to divert the focus of scholars' attention from the theoretical approach used so far, to a more practical one, by focusing on the actual practices employed, and to address the call for more empirical research (Frederick, 2006; Lindgreen, et al., 2009).

Keywords: *Corporate Social Responsibility, Small and Medium-Sized Enterprises, Environmental Performance, Financial Performance, Informal CSR Strategies, Formal CSR Strategies.*

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A GENEALOGICAL ANALYSIS ON WRONGDOINGS BY ANTHROPOMORPHIZED CORPORATIONS IN JAPAN

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This study reports a Michel Foucault's genealogical analysis on corporate wrongdoings by major Japanese corporations, such as Toyota, Tokyo Electric Power Company (TEPCO), Toshiba, Mitsubishi Motors, and some others within a decade. We have witnessed series of corporate crises of Japanese major corporations that engaged in wrongdoings recent years. Although causes and magnitudes of corporate wrongdoings are various, it analyses the patterns of corporate wrongdoings by major Japanese corporations. By employing a genealogical analysis on corporate crises of major Japanese corporations, this study identifies at least three common features of the crises: (1) inadequate corporate social responsibility (CSR) practices before wrongdoings, (2) poor responses to public criticism, and (3) failing recoveries from crises. In previous studies, these three features of corporate crises have been studied separately. However, this study integrates

them by developing the concept of “anthropomorphized corporations” who do not only act and speak as a human being but also are agents who are supposed to possess moral and ethical understanding as responsible corporate citizens. It is true that there have been still debates over the idea of CSR in Western societies. A genealogical analysis in this study, however, enables to identify signs and symptoms where the managers of major Japanese corporations that conducted wrongdoings have failed to understand CSR and corporate citizens. Due to their failures of understanding CSR and corporate citizens, these Japanese corporations could not only respond inadequately during the crises but also recover too slowly; some even eventually bankrupted. Finally, in order to draw lessons for global audiences, this study also promote the significance of transcultural learning.

Keywords: *Toyota, TEPCO, Toshiba, Mitsubishi Motors, crisis, ethics, CSR, corporate wrongdoings*

CSR IN A SAUDI ARABIAN CONTEXT: EVALUATION OF SOCIAL DEVELOPMENT CENTRES AND THEIR POTENTIAL ROLE

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The Social Development Centres (SDCs) are social institutions within the structure of the Ministry of Labour and Social Affairs in Saudi Arabia tasked with the social development of local communities through partnerships with community members and other governmental and non-governmental organisations. They provide support and resources for the implementation of social development programmes as well as community programmes related to a wide range of areas including culture, health, sports and environment. This study builds upon a framework for the implementation of Corporate Social Responsibility (CSR) in Saudi Arabia, which was developed by the authors. The framework proposed a new role for the SDCs as a bridge between the public and private sectors in order to capitalise on the SDCs’ local knowledge and awareness of community needs. This paper builds upon this previous work by examining the current role and capacity of the SDCs and investigating their suitability to play a major role linking the public and private sectors.

The research was conducted via detailed interviews with key personnel from both the public and private sectors, allowing for a detailed examination of the views and experiences of around twenty-five managerial level workers in key organisations involved in the implementation of CSR between businesses and the public sector. The findings are discussed thematically focusing on the current perception, awareness and evaluation of the SDCs among the private and public sectors, and on understanding of the current role of SDCs and what is needed for them to play a successful role in CSR implementation.

Key words: *Corporate Social Responsibility, Saudi Arabia, Social Development Centres, Public Private Partnerships.*

CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY: A META-ANALYTIC REVIEW OF THE EXTANT LITERATURE AND DIRECTIONS FOR FUTURE RESEARCH

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Corporate social responsibility has provided a 'hot-bed' for CSR as corporate scandals of large firms like Volkswagen, Nike, Shell, Exxon, and others have shifted stakeholders attention from maximizing short-term economic returns to long-term social benefits. Modern firms are under more pressure to demonstrate ethical behavior than ever. Effective corporate governance (CG) enhances ethical corporate behavior that helps firms meet emerging accountability challenges. Management researchers have extensively studied the relationship between various CG aspects and CSR outcomes like performance and disclosure. Yet the results are mixed. Keeping in view the lack of consensus, this study aims to systematically synthesize existing quantitative research on CG-CSR nexus and provide concrete directions for future research. To address our

research question, we conducted a meta-analysis of 88 primary studies using random effect models. The dataset shows 12 different governance mechanisms which have been studied in the literature in relation with CSR performance and disclosure. The effect size analysis reveals all of the governance mechanisms are strongly associated with CSR disclosure except CEO duality. Board size and the presence of CSR committee on board are however closest predictors of disclosure. Unlike these results, not all of the governance mechanisms are relevant for CSR performance. This suggests that not all of the governance mechanisms are equally effective for performance and disclosure. This raises a question about the nature of relationship between CG and CSR outcomes and guides the future research by suggesting that the researchers should take into consideration the fact that CG mechanisms do not act independently to each other and there are complementarities and/or substitutive effects between CG mechanisms when affecting the CSR outcomes. This paper contributes by setting guidelines for theorization process and by providing first meta-analytical review for CSR performance and disclosure separately.

Keywords: *CSR performance, CSR disclosure, corporate governance mechanisms, meta-analysis*

CSR STRATEGIES IN SUB-SAHARAN AFRICA: FOCUSING ON THE BOTTOM OF THE PYRAMID

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In sub-Saharan Africa, the number of foreign-owned extractive industries in natural-resource-rich continues to increase. As these multi-national corporations (MNCs) expand, there is increasing pressure from western governments and NGOs for the MNCs to give back to the “resource-cursed” communities in which they work through Corporate Social Responsibility (CSR) initiatives. This leads to a need to understand the extent to which a MNC operating in sub-Saharan Africa should pursue a CSR strategy. This paper explores the current challenges of CSR in sub-Saharan Africa through the lens of Carroll’s Pyramid of Social Responsibility, which reflects on a corporation’s pursuit of economic, legal, ethical, and philanthropic responsibilities. While other research on CSR in sub-Saharan Africa focuses on the challenges of CSR strategies, this paper focuses on the economic impact of both the MNCs and the countries in which they operate. With a focus on CSR initiatives that have the most economic benefit to both the MNC and the country in which it operates, this paper suggests that in sub-Saharan Africa, the most challenging aspects of the pyramid are the legal and ethical contexts, as MNCs are often operating in countries with autocratic regimes and differing perceptions of the rule of law. In fact, initiatives including the Extractive Industries Transparency Initiative (EITI) have been developed to address these issues. Based on the challenges of having effective CSR initiatives in sub-Saharan countries, this paper will conclude with a recommendation that the most economically effective form of CSR may be requiring more accountability on the part of MNCs and focusing on these companies upholding the legal and ethical contexts of Carroll’s pyramid to retain capital in the resource-cursed countries of sub-Saharan Africa. Implications for theory, research, and practice will also be addressed.

GREENING THE ECONOMY: WAVES OF THE ENVIRONMENTAL SOCIAL MOVEMENT ON BUSINESS DEVELOPMENT

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Our research examines how the movement toward more environmental and ethical business has spread across the British space, looking at both individual and area level determinants of the spread. It also builds on previous research into the political/social movements surrounding 'green governance' (Bradley and Ziniel 2017), by examining support for green politics at the 2017 Local Government and General Elections in the

UK, following the 2016 referendum decision of the UK to leave the EU, a decision opposed by almost all green campaigners. We examine the continuing spread of the movement through empirical evidence on the formation of organisations and businesses that seek to implement 'environmental economic' principles and practices in localities. Our empirical data is drawn from a range of sources concerning the green movement, examining the spread of green businesses within the supply side of the economy (e.g. Ethical Junction, Green Achiever, Social Enterprise Places) and the consumption sphere demand side (e.g. Fairtrade Towns, Transition Towns). This data is then combined with data on governance and other political factors as well as ONS data for particular localities. Our analysis will test the key individual level determinants (i.e. political ideology, education, energy conscientiousness, localism) and area level determinants (such as local governmental structures and party politics) of the spread of ethical businesses found in previous literature. The resulting findings will indicate the extent to which the growth of the ethical marketplace is distributed across the UK space and what factors are most important in determining that spread. Our results have implications for research on ethical business development and ethical consumerism as well as literature in social and political geography, while adding further empirical data and analysis to both areas.

Reference:

Bradley, T. and Ziniel, C. E. (2017). Green Governance? Local Politics and Ethical Businesses in Great Britain. Business Ethics: A European Review, Vol. 26, Issue 1, pp. 18-30, January.

CONSUMING FOR COMMUNITY? HOW PERCEIVING SOCIAL RESPONSIBILITY AFFECTS CONSUMPTION LEVELS

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Our research investigates how consumers' personal ethical identities may direct their consumption habits when patronizing a business that they also perceive as socially responsible (often termed consumer perceived ethicality or CPE). In particular, we examine if consumers holding a community centred perspective, who also identify that characteristic in a business they patronize, leads to greater levels of consumption. Much of the previous literature on CPE has investigated the effect CPE has on the choice to patronize a business or purchase a product in the first place. Our study takes a different route. We examine, for those people who are already patrons, whether greater CPE leads to greater levels of consumption. To explore this connection, we utilize a large customer survey (n=2918) conducted by a major football team. Respondents are fans who have engaged with the team through previous purchases. The team also has a reputation for engaging with the local community in many ways. We scrutinize this data for consumption differences between those fans who see themselves and the team as community centred and those fans who are focused on other priorities. Specifically examining these behaviours in football fans presents a unique context where brand loyalty does not necessarily lead to a purchase as the product of a football team (watching games and sharing in victory) may be acquired without spending money. Therefore, the choice to spend represents an even greater commitment to the 'product'. The findings of this study will help to further develop our understanding of consumer identity, CPE, and ethical consumption.

DO GAINS FROM CORPORATE SOCIAL RESPONSIBILITY VARY BY CONTEXT? A COMPARATIVE STUDY OF THE MODERATING EFFECTS OF CORPORATE GOVERNANCE SYSTEMS

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This study addresses whether and how differences in corporate governance systems may affect instrumental outcomes of a company's corporate social responsibility (CSR) efforts. Based on Gospel and

Pendleton's (2003) model of the impact of financial institutions and corporate governance and Matten and Moon's (2008) framework for differentiating implicit and explicit CSR, we hypothesize that the context of corporate governance acts as a boundary condition on several outcomes of CSR: corporate financial performance, stock prices, and sales revenue. Using a panel dataset of corporate social performance (CSP) ratings and financial data, we find that being in the Anglo-American system strengthens the effect of CSP on stock prices and sales revenue, but does not affect the financial outcomes of CSP.

CORPORATE SOCIAL RESPONSIBILITY AND TERRITORY: THE CASE OF THE YOUNG PROFESSIONALS PROGRAM IN CHILE

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The Maule region in Chile is a territorial area characterized by diminished indicators of competitiveness and economic development. Nevertheless, the University of Talca, an institution of higher education that is located in this area, is classified as one of the most advanced research centers in Chile. Since 2006, the university has started a program of social responsibility with its territory, by means of working in a program with the municipalities of this region and the participation of young professionals who work year after year in the territory generating economic initiatives and social innovation. The social phenomenon that is generated between the university and the different organizations that make up its territory (municipalities, unions, trade associations, companies and civil society), is analyzed through the theory of stakeholders and institutional theory. A database that incorporates municipalities, investments, funds awarded and more than 300 professionals allow to give empirical evidence to the theoretical body used. The results show that for every dollar invested per professional, the return of benefits is 4 times more. In the same way, it is observed that the collaborative work between several social agents allows the implementation of new economic sectors for the territory.

CSR IN DEVELOPING COUNTRIES: CASE STUDY IN VIETNAM

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Corporate social responsibility (CSR) first emerged from the seminal work of Bowen in 1953, it has attracted an increasing attention of either scholars, social organizations and governments or other stakeholders both in developed and developing countries. In developed countries, CSR has received increasing attention from businesses, which is integrated into the business strategy of the business. CSR is considered as a decisive factor for sustainable growth and increased profitability. However, it is difficult to apply CSR in the developing countries because their legal system is incomplete and monopoly, corruption and group interests strongly influence society. In Vietnam, a developing country, many large enterprises were aware that in order to develop sustainably, enterprises must comply with environmental protection standards, gender equality, labor rights, labor safety, equal pay, talent management and community development. However, with more than 97% of registered enterprises are small and medium enterprises (SMEs). The implementation and application of CSR in enterprises are facing many difficulties and limitations. Because limited by the financial resources, personnel, size of the business, and usually the business owner is also the director. Vietnamese SMEs focus more on maximizing profits than on social responsibility. Therefore, the main objective of the paper is to describe the practices of corporate social responsibility in Vietnam, especially in Vietnamese SMEs.

Keywords: *Corporate Social Responsibility, CSR, Developing Countries, Vietnamese, SMEs.*

PERCEPTION OF SUSTAINABILITY ACTIVITIES OF SMALL AND MEDIUM-SIZED ENTERPRISES BY CITIZENS. A REGIONAL CASE STUDY IN A RURAL AREA IN GERMANY.

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Transition processes towards a sustainable economy need to integrate many different actors. In order to motivate small and medium-sized enterprises (SME) to act more sustainably it can be very important to show that social and ecological activities are appreciated by the people – in particular the local citizens. In this article, we will focus on the question if and how citizens in rural areas perceive social and ecological activities of regional enterprises. Therefore, we randomly selected 1,000 households in the administrative district of Steinfurt (North Rhine-Westphalia, Germany) – by the random route method – and interviewed them personally or via telephone on their perception and opinions on social and ecological activities of regional enterprises. The first results of this explorative study show that there are a lot of different understandings and associations with social and ecological engagement and that less than one fifth of the interviewees feel well-informed about the social and ecological activities of regional SME. This points towards a lack of information that could be tackled by more communication. Especially social activities for employees are considered to be very relevant among a majority of the interviewees. In the ecological field, a majority favors local enterprises to take action in order to prevent environmental damage in the surrounding area. These results suggest that the direct proximity or affection concerning the measures is crucial for the perceptions of the citizens. There are different possibilities how social and ecological activities of SME can be better communicated inside a region, which will be also addressed in this article.

SUSTAINABLE DEVELOPMENT CONCEPT IN FASHION INDUSTRY – LITERATURE REVIEW

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This paper explores mainly sustainability issues in the fashion industry in order to build a theoretical platform for better understanding of present and future trends. According to the fact that textile, clothing and footwear industry, that present fashion industry, are one of the biggest environmental polluters in the world, there is a constant need for application of Sustainable Development Concept as an answer to a fast fashion concept. There are a lot of associations that highlight problems and positive examples of applying sustainable development concepts in the fashion industry, but there is still a lack of people's awareness according to the ecological, social and economy issues. As a counterpoint to so-called Fast fashion a social movement of sustainable approach to fashion was born in the early seventies that combines eco-design, emerging fibers, recycling, conscious consumption and other things that are connecting to the contemporary approach to fashion that puts all of its elements into balance.

Keywords: *fashion industry, sustainability, fast fashion, slow fashion*

THIRD SECTOR RETAILING: MANAGEMENT OF END OF LIFE HIGH VALUE FASHION

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Disposal of clothing has increased over the past two decades, stimulated by the availability of cheaper clothing to purchase as a consequence of imported goods from developing countries (Dissanagata et al. 2012)

and increased demand for new items stimulated by fast fashion business models (Birtwistle and Moore, 2007). The amount of waste generated by consumers is considerable. Over the past 10 years, clothing has been the fastest growing waste stream in the UK (Smithers, 2017). WRAP (2012) estimate that by extending clothing life by 3 months can reduce carbon, water and waste footprints by up to 10%. The source of waste clothing is not only from end of life consumers' fashion, retailers also contribute. Surplus stock, for example, samples, end of line runs, cancelled orders and out of season fashion may be diverted to other forms of distribution than those first intended, some going straight to landfill. Third sector retailers provide an effective channel for disposal of fashion with an increased demand for third sector retailers' goods as the rising cost of living and the economic downturn lead the public to increasingly depend on them (Seager, 2014). In turn, the redistribution of clothing provides third sector retailers money to support their causes. Whilst traditionally the operating model of third sector retailing involves collecting donations and directing their disposal through retail outlets (Li and Ko, 2011), a more complex business model has emerged wherein a more market oriented approach is adopted (Tagg, 2005; Li and Ko, 2011).

Adopting a single case study approach, this research develops a business model for the redistribution of high value end of life fashion goods. In doing so, the research will generate benefits to society via impacts on the environment, sustainable business practices and responsible management.

Key Words: CSR, Third Sector Retailing, Fashion, Responsible Management

« HOW TO TRAVEL NOWHERE BY GOING EVERYWHERE » - WHY CULTURALLY IRRESPONSIBLE TOURISM IS HARA-KIRI TOURISM -

Frantz Dhers and Guiomar Payo

<http://letsbeoriginals.com>

Tourism is a transforming sector which is having a growing impact on local places that can lead to identity loss and standardization. Tourism actors, in order to be sustainable, will so have to find the balance between this development and keeping authenticity alive worldwide.

Airbnb is facing the first critics about its consequences on places and people: standardization of the interior designs of the rented flats, creation of empty and artificial neighborhoods only formed by the tourists themselves. On the other hand, low-cost's tourism face the paradoxical consequences of our open-world: by opening the world, we take the risk to standardize it. And by accessing the world, we take the risk to remove its authenticity.

Sadly, some places are losing their identity precisely because of the lack of a long-term vision in tourism: tourism is slowly killing touristic attractiveness. And that's why the current big success of these models could paradoxically lead to their future fail: a globalized disenchantment of the world would automatically lead to the disenchantment of tourism itself.

This way, tourism has to make sustainable the identity of the visited places and people in order to be sustainable itself, by avoiding an « how to travel nowhere by going everywhere »'s scenario for the future. Tourism just needs balanced solutions on how to enjoy the today's open-world and cultures by allowing the next generations to enjoy them too.

By opening societies, globalization created new needs: people desire authenticity when the world becomes aseptic, people need communities when the world becomes individualistic, people need identities and cultures when the world becomes standardized. People just need humanity when the world becomes deshumanized, and tourism will have to deal with this new « post-globalized » con-text.

It is definitely time for tourism to respect the traveller, the travel and the « travelled ».

CSR PREFERENCES OF YOUNG JOB-SEEKERS. A COMPARISON BETWEEN GLOBAL CULTURAL CLUSTERS

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A number of scientific papers argue that Corporate Social Responsibility (CSR) increases the attractiveness of companies for employees. At the same time it has been shown that cultural and socio-economic variables moderate the effect of CSR on (potential) employers. However a comprehensive and geographically over spanning analysis of CSR preferences of young job-seekers is lacking until now. The current paper seeks to contribute to research in this area. Building on a sample of 6000 surveys collected by research partners from 26 countries, it analyses and explains cross-cultural differences in expectations of young graduates regarding their future employer. In the first step, potentially relevant cultural and socio-economic variables that may influence CSR preferences are discussed and 10 global cultural clusters are identified and characterized. In a second step, the results of a survey based on the conjoint analysis approach are presented. Bachelor and MBA students from in their last year of studies were asked to evaluate the importance of 25 potentially relevant employer attributes. Some of these variables are non-CSR general attributes - such as salary, work atmosphere or career opportunities-, while other attributes are related to three dimensions of CSR, namely "employer responsibility", "socio-ecological responsibility" and "ethics and governance". It will be shown, that there are significant differences in preferences of students from different cultural clusters. However, also other socio-demographic variable (e.g. gender) seem so influence the importance of selected criteria for employer choice. Interestingly, for the majority of students, most CSR attributes play a minor role when compared to other, non-CSR attributes.

DON'T MENTION THE S-WORD

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The people side of sustainability, whether and how is it embedded in the organisational culture and structure, and what progress has been made in this, is still under-researched (Glavas and Godwin, 2013). The limited body of research that does exist, usually focuses on the impact of CSR on employees (Jones, 2010; Glavas and Piderit, 2009; deLuque, 2008; Carmeli, 2007). However very little research addresses the organization culture and structure that supports CSR. In this paper we utilise the role of the sustainability officer as the lens through which we better understand the implementation processes of sustainability and the structural and cultural barriers and opportunities to these.

Drawing on data of twenty five sustainability officers across four countries, this paper critically evaluates the extent to which progress is being made. This study is located within the interpretivist paradigm as it seeks to understand the social reality of the work of sustainability officers and this is best captured through the perspectives of the actors themselves (Creswell 2009; Crane 1999).

In particular, we focus on the way that officers speak about the language that is effective in getting various members of the organization on board with sustainability. The word sustainability has both metaphorical and action-guiding power. In this paper, we do not focus so much on the ambiguity surrounding the word sustainability per se (Waas et al, 2011), nor on how definitions particularly narrow or broad definitions guide business decisions (Berns et. al, 2009), but rather on the-meaning-in-use (Wittgenstein, 1958). We discuss how the sustainability officer (who sees sustainability as a normative term) experiences and responds to the misuse of, and resistance to the term "sustainability" and place that in the bigger context of the difficulty to speak to what is really important in organisations.

FROM CSR PRACTICES TO GOVERNANCE FOR SUSTAINABILITY

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UFPE, Brazil; NHTV – Breda, NL; Brighton Business School, UK

What if we switch focus from people's responsible consumption to understand sustainability social practices in their different contexts and users? As consumers we often assume to have freedom of choice and it is partially true, but not fully accurate. "Our consumption choices are powerful decisions that we make in our everyday life; they shape markets and production patterns and have tremendous impacts on our natural resources and ecosystems as well as on our global community – contributing to issues such as climate change and human rights. Through our purchasing choices, we vote in the market, by supporting or rejecting certain corporate practices, and also send messages to decision-makers in governments, industries and companies.", states UNESCO on its Education for Sustainable Consumption initiative, imposing major responsibility over individuals choices when decisions prior to what becomes considered as available choices are not made by those individual consumers.

Practice's users switches common sense belief of choice into consumers' practices focusing more on practices and their users than individuals themselves. When the call for this ICSR 2017 conference highlights that "Contemporary research suggests that CSR has become disconnected from **people who make it happen**", our approach while supporting this call is to discuss what If we switch CSR focus to understand practice aligned with Shove's materials, meanings and competences as three elements which combined helps to understand practices.

This paper addresses some what if possibilities as creative imagination experiments. Having authors who live in different countries, it allows open discussion of possibilities ranging from waste disposal, shopping bags reuse, coffee cups recycle to small adjustment which could be easily provided by industry with no expected negative profit consequence such as smaller shower equipment heads and lower water pressure, reduced water container capacity in toilette flows and returnable glass bottles.

NATURE BASED BUSINESSES AND SUSTAINABILITY REPORTING – WHAT ARE THE ASPECTS AND REASONS FOR ADDRESSING SUSTAINABILITY?

Anna Sörensson and Annika Cawthorn

Mid Sweden University

In Sweden, nature based businesses are seen as of great importance. Nature based business are companies that base their businesses on land, forest, garden or other assets from the nature. These industries are also often seen as more sustainable businesses since they are highly dependent on the nature based resources. The question is if it really is that way? The aim with the study was to explore how nature based businesses work with sustainability reporting. This was further examined through the following research questions: Do nature based businesses focus on different aspects of sustainability? What are the reasons for working with sustainability for nature based businesses? The study was conducted with a qualitative approach were 100 large sized companies in Sweden from nature based businesses was studied during spring 2017. The companies was studied both through their annual reports and homepages (and in some cases through interviews). The result show that the nature based businesses focus mainly on economic and environmental issues. They are large sized businesses and they are highly dependent on the nature. They are not particularly interested in presenting social issues. The result show that they want to earn money and that many of the companies are aware that they must work with environmental sustainability. Environmental sustainability are of importance for two reasons. Firstly, the customers see is as important with environmental sustainability and secondly, the nature based businesses are aware that the nature is important. Without the nature, the nature based companies would not exist.

TYPES OF CORPORATE FOUNDATIONS IN POLAND - RESULTS OF RESEARCH

Mateusz Rak

Wyższa Szkoła Bankowa we Wrocławiu

This article shows the three types of corporate foundations (altruistic, profit-oriented for the enterprise, separating philanthropic activity from the commercial in the enterprise) operating in Poland.

The paper contains the results of quantitative research, which was carried out on 30% of corporate foundations in Poland. The survey was attended by corporate fund managers who provided information on how co-founder's collaboration should look and what it looks like at the moment. The article also presents the conclusions of the web research of 125 corporate foundations and their founders. Based on literature research, the concept of corporate foundations has been operationalized, and models of corporate foundations have been identified.

This paper shows corporate foundations as one of the tools of corporate philanthropy. This knowledge about corporate foundations is important to describe them in detail because this kind of organization are increasingly established.

Key words: *Corporate foundations, strategic philanthropy, socially responsible business, cause marketing*

JEL: [M14](#).

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FINANCIAL EDUCATION, LITERARY FICTION, AND CORPORATE SOCIAL RESPONSIBILITY

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The roots of Corporate Social Responsibility lie on the sensitivity to environmental and social sustainability. This sensitivity obviously includes corporate managers and must be developed throughout their education. This paper focuses on how to develop the sensitivity of finance students to sustainability by the analysis of literary fiction. Literature is, in fact, an excellent source for being confronted with human feelings and attitudes. The central goal is to associate human situations to the cool figures of complex calculations, and, furthermore, to relate them to behavioural finance. With this aim, this paper develops a brief analysis of two plays: Shakespeare's *The Merchant of Venice* and Ibsen's *The Wild Duck*.

The Merchant of Venice presents an interesting interweaving of financial and social sustainability. We find in it an absolutely unregulated financial system in which lenders can freely decide the clauses of the contracts. Turning to the social side, the play shows a society dominated by the male of a social class (Antonio, Bassanio, the Dux et alii), against whom the outcast Shylock plans revenge, while, in different ways, women try to overcome their social secondary role. After the reading and class discussions, students should be able to answer questions like: Which social consequences foster the lack of fair financial regulation? How do pride, hate, revenge, and greed create a web that becomes a barrier for social progress? *The Wild Duck*, in turn, can be taken as a metaphor of how humans cannot live confronted with nature. The environmental outrage (the illegal cut of the forest) that pervades the play and the tragedy that, in the end, it creates is analysed as the result of an egotist management that puts aside environment and society. The Old Eklund's last sentence, the forest has taken its revenge, summarises the failure of men going against nature.

CORPORATE SOCIAL RESPONSIBILITY IN PUBLIC ENTERPRISES: WHAT MOTIVATE THEM TO ACTION?

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The purpose of this study is to answer a question: “Under what circumstances are public enterprises willing to invest resources for socially responsible activities?” While businesses incorporate corporate social responsibility (CSR) into their daily operations to provide innovative solutions for societal problems, public enterprises are also increasingly asked to act socially responsible way. This is in part because they face a daunting challenge in finding a balance between business goals and social/environmental consequences, and in part because they are now asked to answer questions about their management failures, recurrent budget deficits, and parachute appointments. In addition, isomorphic pressures from international megastandards such as ISO26000 and the UN Global Compact demand public enterprises to be carriers of social purposes, especially in areas where the state fails or underprovides.

We assume that public enterprises will invest their resources for socially responsible activities when benefits from such activities exceed costs for CSR. Benefits not only include economic gains but also any returns for maintaining long-term sustainability of the institutions such as brand image improvement.

Testable hypotheses include: public enterprises are willing to increase CSR spending when they have economic strength, ethical management, and a certain level of management capacity.

Five years of panel dataset between 2011 and 2015 will be drawn from all 332 public enterprises in Korea using various sources: a survey of all 332 CSR unit directors, All Public Information In-One(ALIO) database, Anti-Corruption and Civil Rights Commission, websites of individual public enterprises.

Our dependent variable is the percentage of CSR spending out of gross profits in the public enterprise. There are six independent variables that measure when to invest resources for socially responsible activities. Economic strength will be measured by net profits. Ethical management will be measured by five levels of corruption indexes. Management capacity will be measured by: whether to publish sustainability report, whether to have a CSR unit, the number of employees and CSR experts in the CSR unit.

Pooled OLS regression will be used for data analysis. Although fixed effects model may be used to take unobserved characteristics of each public enterprise, time-invariant independent variables, such as CSR unit, may generate insufficient coefficient estimates.

The findings of the data analysis would provide practical recommendations to both government policy makes and CSR experts about how to create enabling conditions for public enterprises to promote socially responsible activities.

MAKING CSR NETWORKS FOR SMES WORK: THE ROLE OF ENABLERS’ SOCIAL CAPITAL

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Small and medium-sized enterprises (SMEs) are the main drivers of many nations’ economies. In Germany, for example, they employ more than 60 percent of the workforce and were accountable for 34 percent of Germany’s economic turnover in 2011. Besides their importance for the overall economy and thus also for the labour market, SMEs often stand out as very socially and environmentally active. This also relates to the engagement of many SMEs in offering innovative places of employment with flexible work models or additional social benefits, their efforts to produce more environmentally benign products or the efforts numerous SMEs put into further regional development. At the same time, SMEs are often restricted in their activities by their size and lack of (time and monetary) resources. In some prominent cases, SMEs have therefore started to co-operate in networks in order to direct and bundle their social, ecological and often regional activities.

This article sheds light on SME's CSR engagement that is enforced through cross-sector and local networks with a focus on the enablers' building and maintaining these networks. Drawing on the theory of social capital, prominently framed by authors such as Bourdieu, Coleman and Burt, the article centres on the question about the role of social capital for network enablers, i.e. initiating entrepreneurs, network administrators and moderators. Of interest is specifically, how the enablers' social capital influences the CSR network. Therefore, the analytic categories of social capital – including norms, trust, obligations, sanctions and the role of group closure –are used for the analysis. Based on a literature review and qualitative interviews conducted with enablers of different German SME networks, preliminary results indicate that these actors meet most of the above named theoretical criteria. In relation to their social capital, this contribution will also highlight success factors for enablers and networks in different network development phases (i.e. formation, operation and stabilisation).

Keywords: CSR; enabler; Germany; network; SME; social capital

COMMUNICATING CORPORATE SOCIAL RESPONSIBILITY IN TOURISM INDUSTRY; A PRELIMINARY CASE STUDY IN BALI, INDONESIA

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Communicating CSR is very important because stakeholders nowadays do not only demand companies to implement CSR, but also to provide data and information about its scopes, quantity, progress and achievements (e.g. de Grosbois, 2015). Zeff (2008) insisted the importance of integrating CSR into companies' communicative functions by building relationships with internal stakeholders through internal communications, with 'market' through marketing communications and with 'society' through Public Relations. The stakeholders as the main target for communicating CSR can be approached through informing, responding or involving strategy (Morsing and Schultz, 2006). In spite of its apparent practice in tourism industry, research on communicating CSR seems to be critically new and limited (Coles et al., 2013), slow and in steady progress (Ricaurte et al., 2012), and too much focused on hotel sector than others such as tourist attractions, tour and travels, restaurants and airlines. This study investigates how companies in Indonesia-Bali tourism industry communicates CSR – in short:; What are their communication goals? To which audience do they communicate, what CSR information? Using what methods, channels, and stakeholder communication strategy? To answer these questions, thirteen semi-structured qualitative interviews were conducted with representatives from four business sectors; hotels, tour and travels, restaurants and tourist attractions. The study shows that obligation and branding are the two most prevalent goals of communicating CSR, followed by reputation and society relationships. Bali's tourism companies mostly communicate CSR to internal stakeholders such as employees, owner and head office than to society and market. However, there is no specific policy on what CSR issues and themes the companies should communicate. Instead, the companies communicate nearly all CSR information. Print media, face to face meetings and online media are the most preferred channels to communicate CSR, with electronic media is least used. Among the three stakeholder communication strategies, the involving strategy is prevalently used.

Key words; Corporate Communication, strategy, CSR, Stakeholders, Tourism Industry.

SUSTAINABLE MANAGEMENT OF A CITY IN THE CONTEXT OF THE THEORY OF HUMAN NEEDS

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Due to the growing ecological awareness of modern societies, the development of cities is increasingly frequently planned based on the concept of sustainable development as a way providing for balance between

economic development and state of the environment, and between modern consumption and needs of future generations. One of priority tasks becomes conscious development management with consideration of the natural environment and quality of life of residents. Quality of life is usually defined in reference to parameters of the natural environment, availability of medical, educational, and social services, level of public safety, etc. Meanwhile, the concept of sustainable development is worth attention, where quality of life is defined as the level of meeting both basic needs and social needs of a higher order, including the need of belonging, respect, recognition, acceptance and self-realisation. They are needs describing man as a social unit. Failure to meet them leads to many dysfunctions resulting in problems at the individual and collective scale. Sustainable development should therefore be defined as a way of managing a city where an important element is the development of a life environment in which man develops in the intellectual, spiritual, and cultural dimension, can be incorporated in community structures, and experience the sense of belonging to a place. It is a more demanding model, representing a higher level of development not just involving efficient management of environmental and economic resources, and investment in ecological technologies and modern urban infrastructure. Its implementation requires the development of a truly social space, allowing for constant integration of residents with the environment. The objective of this paper is the justification of this concept, and an attempt of its operationalisation, based on relevant examples.

COOPERATION OF ENTERPRISES WITH NON-GOVERNMENTAL ORGANISATIONS IN POLAND– EMPIRICAL RESEARCH

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Warsaw School of Economics

Due to the development of the corporate social responsibility concept there is a change in the economic model based on maximising the shareholders value and simultaneously ignoring the interests of the other business process participants. Enterprises are becoming more aware of the potential benefits of a skilful cooperation with the third sector. The employees of the NGOs have unique competences, which makes the organisations an important partner in achieving the companies social goals. The purpose of the paper will be to present the results of a research conducted in 2016, which aim was to verify, whether the criteria of professionalization of the NGOs and the formalization of the cooperation are for the companies in Poland vital in regard to a satisfactory cooperation. The results of the research revealed that companies in Poland take action to formalise the cooperation with NGOs. However, in general they do not apply international standards in this regard. Most frequently they collaborate with organisations that are recognizable, but do not necessarily act in a professional way. The cooperation itself is often spontaneous, unstructured and lacking an action plan and projected results. This shows that the business – NGO relations as a part of the company's CSR policy are in initial growth phase. Nevertheless, the enterprises perceive the cooperation with the third sector very positively. Almost all of them were satisfied or very satisfied with the results of the cooperation and are willing to continue this kind of activity in future. They are aware of the need for development in this area as well.

Keywords: corporate social responsibility, stakeholder theory, managing for stakeholders' relations, non-governmental organisations

MORAL EXPERIENCES OF BEING CHALLENGED – MORAL JUSTIFICATIONS IN THE EVERYDAY WORK OF ORGANIZATIONAL RESPONSIBILITY PRACTITIONERS

Anu Penttilä

Aalto University

Practitioners 'doing' organizational responsibility as their everyday work often face challenging of the justifications of that work. This challenging is surfaced by the role of the responsibility practitioners as

mediators between their emerging professional field (CSR) and the members of their work organization. To tackle the moral experiences of being challenged, I investigate morality in the everyday work of organizational responsibility practitioners. Empirically, I combine concepts and methods of everyday life studies (Heller 1984, Gardiner 2000) and phenomenology (Tiili 2011, Zigon & Throop 2014).

My previous research (Penttilä 2016) indicates that practitioners of organizational responsibility use ‘responsibility’ norms – e.g. promoting sustainable activities, taking care of environment, respecting human rights – reflectively. This results from their work being constantly challenged by superiors, colleagues, customers etc., preventing ‘responsibility’ norms from becoming taken-for-granted. Using norms reflectively in the daily work results in the potential for change, ie. to mold or re-define existing practices related to organizational responsibility. Similarly, my previous research (Penttilä, forthcoming) shows how the moral experiences of responsibility practitioners indicate that the moral justifications to do organizational responsibility work lie 1) in the potential to take moral responsibility within that work, and 2) through their long-term commitment to the responsibility issues, thus being able to use the capacities of agency in the field of organizational responsibility.

In my presentation, I consider how the mediating role of the practitioners of organizational responsibility is connected to these two ways with which the practitioners live the morality of their work into being: 1) being aware of their moral norms, and 2) their long-term commitment to the responsibility issues. These ways create the moral ground on which organizational responsibility is justified as a work for the practitioners themselves and others.

INNOVATION BY EXPERIMENT - DESIGN AS A RESOURCE FOR ECONOMIC DEVELOPMENT AND DEMOGRAPHIC CHALLENGES IN THE REGION

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Social innovations bring participatory design, above all, to the fore as a methodical approach. In combination with User Experience Design social innovation can become a success factor. All the more important then is the design of a platform that, in a simple way, enables CSR project teams or virtual organizations to assemble as required. This prototypical platform can be a space in which things, ideas and also philosophies can be tried out and encounters take place. During the course of the research project „Innovation by Experiment“ – supported by the Bavarian Ministry of Economic Affairs and Bayerndesign GmbH - it became apparent from exchanges among companies and corporate social responsible, with local actors and initiators that a culture of experimentation needs a specific site. The concept „MakingCulture®“ came about as a result of the analysis of factors associated with, and of relations between, resources and drivers of innovation.

MakingCulture® is to be understood in a double sense. On the one hand, it is a matter of linking companies, experiments and the region, and on the other hand offering a platform that responds to corporate social responsibility. There would also be space provided for the integration of disabled and other disadvantaged young people, or for offering a protected space – including for dealing successfully with a failed idea. Because to risk thinking the unthinkable in the context of the experimental process can lead to real innovations. And it has a positive effect on employees’ attitudes to openness and creativity. In this way, a culture of experimentation can emerge and grow that, in the long term, makes essentially untapped potential accessible to companies. Not only does MakingCulture® make a decisive contribution to the revival of vacant urban spaces, it also represents – in connection with a transdisciplinary philosophy – an asset for the university and enhances the way the entire region is perceived.

EXTERNAL PRESSURES AND CSR CONFIGURATIONS: LOOKING FOR HETEROGENEITIES

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This paper moves from the consideration that interest about Corporate Social Responsibility and Corporate Sustainability has been growing in the last years, both in the academic world and in the executive one, due to the increasing pressures companies are subjected to. Indeed, businesses need to comply with the requirements coming from their different stakeholders and, hence, the pressures to which they are subjected are highly variegated. This has led to a rapid growth of the possible configurations in terms of CSR strategies companies can adopt. Given the wide range of configurations which exist, this paper narrows the investigation to a specific sector, the energy one, as it is highly impacted by growing pressures in terms of societal challenges and globalisation. Within this industry, the first goal of the paper is to identify common paths among CSR configurations companies adopt. However, what the preliminary findings suggest is that even companies which are subjected to homogenous pressures could answer with different strategies. Hence, the second goal of the paper is to explore which are the sources of heterogeneity for CSR strategies adopted by different companies operating in the same competitive environment. In order to take into account the effects of the external pressures, an institutional framework is used and, in particular, an institutional logics perspective is employed to enable the investigation of the tensions which could arise. The empirical analysis is held through six case studies selected from the Italian energy sector. Semi-structured interviews have been carried out with 42 informants and the qualitative data are analysed with the support of a content analysis software, NVivo10. Results suggest that, despite being immersed in the same institutional environment, companies can answer to stakeholders' expectations with different CSR strategies due to further influential factors, such as their size and the behaviour of the management.

EMOTIONS AND CSR

Kristine Demilou D. Santiago

The overarching principle of being attached is what makes a relationship strong and compact. This is the element that emotions create to every individual to reach a sustainable relationship. In Corporate Social Responsibility, the primary brick that is built is relationship. Whatever relationship may come out from the attempt made by initiating party of Corporate Social Responsibility, may it be good or bad, are under the same umbrella of the term called emotions.

The movement of people in the society are basically driven by what they feel on top of what they think they should. It is because emotions are powerful that they manage to manipulate the output and response of an individual to a particular circumstance he/she is positioned to. Therefore, the promoter of CSR programs should tackle first and foremost the highest viable chance of getting a good emotional attachment with their intended recipients of their CSR programs.

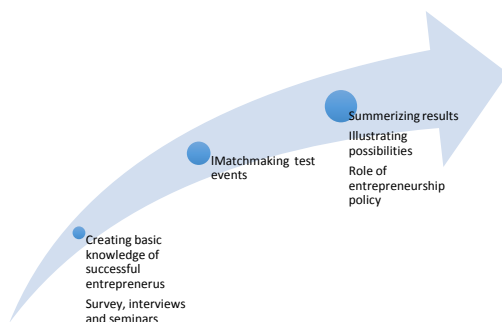
Emotional intelligence is the key to creating a sustainable relationship among stakeholders in the society. The success of Corporate Social Responsibility lies at the heart of every individual touched by its programs. The deeper the immersion of CSR programs in the real lives of the stakeholders, the greater the impact to the recipients. These individual recipients will have indirect feelings that they are supported by CSR programs in the transformation of their living standards into a beneficial ones.

Emotions are supplementary blocks in the pathway to a successful launch of Corporate Social Responsibility. This is where any corporate institution starts to measure the extent or impact their companies have been accomplishing the intent of their CSR programs to individuals, families and to the community as a whole. Therefore, the value by which CSR efforts are being appreciated are results of taking an important note in sympathizing with the emotions of the stakeholders in the society.

CREATING SOCIAL RESPONSIBILITY IN THE MIGRATION PROCESS – A CASE OF SWEDEN

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During recent years a huge number of individuals have arrived to Sweden for creating a better life in their future. They all have aspirations of getting job possibilities or becoming entrepreneurs by founding their own companies. So how can different actors in the Swedish society assist in these individual processes? This is what we are going to discuss and present in this paper. It is a summary of different subprojects there the aim is to illustrate possible activities and cooperation in the migration process. See figure 1- Creating social responsibility for successful entrepreneurs with foreign background



We have during the last year focus upon how existing successful entrepreneurs with foreign background can act in a social responsibility way and supporting newcomers in their attempts to enter the Swedish labour market or starting a new company. We have worked with this perspective in a number of connecting steps.

Finding successful entrepreneurs with foreign backgrounds in Sweden.

Interviewing roughly 100 such entrepreneurs around Sweden and also creating three special seminars with roughly 45 entrepreneurs.

In these seminars and interviews much of our efforts were about their willingness to support the newcomers by discussing e.g. their own experiences from entering the Swedish market as entrepreneurs.

We then summarized the opinions from the entrepreneurs there one main point that almost everyone thought they would like to assist in the coming process.

We therefore then created specific matching events between entrepreneurs and newcomers by organising meetings during a day in three different cities in Sweden. During these days roughly 400 meetings there carried out after a matching process there we took into consideration sector and wishes from each individuals.

The results are astounding these meetings have created a lot of follow up activities between newcomers and entrepreneurs. Some have already got an agreement or a job.

WE are now going to extend these activities to different parts of Sweden.

In the coming paper for the conference we would like to present a paper of our approach and analyse why this could be regarded as a positive way for creating a more effective migration process as well as a possibility for existing entrepreneurs to act in a social responsibility way.

THE ROLE OF PEOPLE AND CULTURE IN THE GROWTH OF CLOTHING MANUFACTURING IN NORTHERN PORTUGAL

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In the early 1990's the textile and apparel industry in northern Portugal consisted of small specialist manufacturing, contrasted with large mass production of good quality basic jersey ranges, exported mainly to the rest of Europe. Fast forward twenty-five years and apparel manufacturing in this region is completely transformed and enjoying a slow but steady growth. Highly technical developments of manufacturing processes, together with the very best design and scientific application of performance textiles makes this part of the world essential to the global supply of top brand fashion and performance apparel. This part of Europe is at the cutting edge of lean, technical manufacturing and its highly responsive supply needs. The importance

of new designers for the supply chain process is recognised, and strategies to collaborate with them to realise a mutually beneficial relationship are widespread. This change in direction means that despite being one of Europe's poorest countries, according to the country's textile and clothing association (ATP), textiles now represent 10% of all exports from Portugal and with other European countries textile exports in decline, Portugal has an increase of 669 million Euros over the period 2011 to 2015. This is a study of the changes in the product development, manufacturing and supply model in this region and how the development of productive, people focussed, company cultures has produced this change. Unlike other European countries that simply accepted that, following the ending of the multi-fibre agreement, it was impossible to compete with the China, Portugal changed direction, looked for gaps in the market and then specialised so building an enviable reputation. Portugal is now successfully targeting high design - high quality fashion and specialist technical apparel. Despite high unemployment in this region, the investment in people as the driver of this change is discussed in relation to the resulting growth in Portugal's importance as a centre for the global supply of quality clothing.

Keywords: People, Culture, Quality, Design, Technology, Sustainability

COMMUNICATIONS WITH LOHAS CONSUMERS IN RETAIL TRADE MARKETING

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Goods produced in a socially responsible way answer to the need of conscious consumption whose core aspects are health and environmental preservation. At the beginning of the 21st century a new consumer segment appeared on markets, the so called "green consumers" or LOHAS consumers (LOHAS is the acronym of *Lifestyle of Health and Sustainability*) who actively seek out healthier and more sustainable lifestyle, product and service options.

The activities of companies based on the CSR conception should lead to the creation of trust in companies among LOHAS customers. In all the activities concerning CSR, marketing communication plays an important role. The marketing communication of a company should be clear and transparent; it should provide customers with certain values thanks to which they would be ready to go to greater expenses to purchase the company's goods. In the process of marketing communications various instruments can be used, ranging from traditional ones to those used in modern media. Of great importance is the fact that goods produced by companies using CSR should be appropriately visible and distinguished from the rest of the assortment in a shop.

It would be worth pointing out that the CSR conception requires of companies to conduct well-thought-out activities in order to become successful on markets.

UNDERSTANDING THE DYNAMICS OF THE COMMUNICATION AND PRACTICE OF SUSTAINABILITY IN EL NIDO RESORTS – TEN KNOTS DEVELOPMENT CORPORATION: IMPACT ON INTERNAL STAKEHOLDERS

Aiko Castro

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The rapid growth of tourism in El Nido, Palawan is inevitably bringing adverse impacts on the destination that seemed to have overlooked the importance of wise planning and consensual management. El Nido's touristic overdevelopment, therefore, poses a challenge for private sector El Nido Resorts – Ten Knots Development Corporation (ENR-TKDC) to mitigate the impact of the industry in order to ensure long-term business success and to sustain the destination for the benefit of future generations. Thus, the purpose of this research is to understand the value of strategic communication in engaging the internal stakeholders of ENR-

TKDC to the company's sustainability commitment and to validate the role corporate social responsibility plays in tapping the direction of tourism development in El Nido, Palawan. The research seeks to assess and determine how sustainability is communicated and practiced within the internal stakeholders of ENR-TKDC.

To accomplish the study, a mixed-method approach will be used: survey questionnaires will be distributed to measure the impacts of communicating sustainability to ENR employees; key-informant interview will be conducted with ENR leaders to validate the alignment of their vision and what the company actually communicates on operational level; finally, texts used for internal communication will be analysed to determine the consistency of themes related to sustainability.

The research paper can be utilized by organizations in pursuit of sustainability as reference on how communication strategies could be tailored to engage internal stakeholders in adopting the same commitment; also to bridge the gaps in their internal communication. Moreover, the study can be used to develop a coherent corporate brand that employees could confidently identify themselves with. All things considered, the role of an organization in society is most represented and achieved by the internal stakeholders through the corporate brand values they bring from the confines of their organization to their own communities.

KEYWORDS: Sustainability, Sustainable Development, Tourism, Philippines

IS THERE A CONVERGENCE TOWARDS A SUSTAINABLE BEHAVIOR OF INDIVIDUALS AND SMES IN THE EUROPEAN UNION?

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The sustainable and responsible behaviour should be manifested at all levels – individuals, SMEs and corporations, governments, NGOs. A lot of literature covers the Corporate Social Responsibility concept, while individual sustainable behavior and especially SMEs' behaviour received less attention. This paper uses the databases from two Eurobarometer surveys (one conducted on individuals and the other on SMEs) to study the convergence of individual sustainable behaviour of Europeans, and also the convergence of the sustainable behaviour of European SMEs. The findings of the quantitative analysis indicate there are differences in sustainable behaviours of both individuals and small companies that are explained by geographical, socio-demographical and cultural factors.

Keywords: individual sustainable behaviour; SMEs; convergence in EU

A MODEL BASED ON THE ECOLOGY OF INNOVATION, A NEW PERSPECTIVE ENABLING THE EVALUATION OF THE ENGAGEMENT OF SMART FACTORIES' WORKERS IN CSR POLICIES AND THE IMPACT ON THEIR QUALITY OF LIFE.

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Smart-factories, from the stakeholders' perspective, are intended as sub-systems formed by heterogeneous actors accessing distributed resources and operating on different domains: technological, human, economic, and environmental. Smart-factories, intended as multi-level ecosystems, can be considered complex entities. Our study investigates why a growing number of smart factories do not achieve an appreciable reputational payback despite investing in CSR policies.

We propose a model based on the "ecology of innovation", enabling the analysis of the phenomenon and dynamics through a homogenous and coherent vision of the smart-factory "system". This way we are able to evaluate relatively 'hidden' dynamics driving or enabling the scientific-technological-economical-policy

innovation processes. Our objective is to emphasise clearly visible but yet unmapped social behaviours which may impact, directly or indirectly, on the performances of CSR policies.

The model comprises 45 nodes extending through 4 main domains casing the multi-level complex ecology and its dynamics. The domains are: 1) smart-factory; 2) stakeholders; 3) environment and 4) social sphere. Whilst we propose a simple multi-level model, selected for its native capability adaptable to different typologies of smart-factories and social environments, it allows us to define specific characteristics through the node structure. Moreover, the model draws from different bibliographic sources and connects several CSR conceptualisations into a unified framework. This allows us to benchmark conceptual CSR policies against real cases of CSR application and define/characterise its implementation.

The mapping analysis involves 150 scientific publications and policy documents on CRS models applied to smart-factories investigating policies and position papers of public and private stakeholders. Our aim was that to highlight shortcomings in the systemic approaches and frameworks of analyses of the social, technological and economic performances. In particular, this study provides a theoretical framework for the understanding of CSR implementation from an individual-centric perspective taking into consideration the 4 domains of the stakeholders' perspective.

FEATURES OF ENTREPRENEURS IN AGING AND SHRINKING RURAL COMMUNITIES: A LITERATURE REVIEW OF ENTREPRENEURSHIP AND ITS SOCIO-ECONOMIC ASPECTS

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This paper examines the features and functions of entrepreneurial leadership in aging rural communities in developed countries. Rural communities in developed countries such as Japan and Germany confront declining and aging populations and structural problems in their regional economies. This is a common challenge for many countries. Such communities require creative solutions to redefine and recreate local businesses in order to maintain the living standards and quality of life of the residents.

In successful cases, entrepreneurial leadership is remarkable. Such entrepreneurs engage in new combinations of local resources, including aging human capital, to stimulate residents to participate in their enterprises, and to remodel their conventional business content to restructure the economy of the community. Their efforts include social aspects. However, in discussions about the kind of entrepreneurs required in rural agricultural communities, the reasons for which such entrepreneurs engage in their enterprises seem to be unclear. Various questions about the nature of entrepreneurship therefore arise. Are entrepreneurs conscious of social responsibility and ethics relating to the community? Are they entrepreneurs of a classical type who have both ambition and vision, or rather of a new type and a variation of CSR actors? Some such entrepreneurs believe that they pursue their own business interests, and that positive effects for the community just follow spontaneously.

To identify the features of such entrepreneurs, this paper reviews theories of entrepreneurship, social entrepreneurship and CSR, and examines to what extent theoretical discussions about social entrepreneurship make contributions to research on the type of entrepreneur outlined above. This may provide some insights with which to reconsider and reinterpret entrepreneurship theories. This paper will also discuss whether classical theories of entrepreneurship need to be amended in order to explain social responsibility of firms in economically declining regions with aging populations.

SOCIAL ENTREPRENEURSHIP FACTORS OF SUCCESS: REGIONAL AND AGE DIFFERENCES AND SIMILARITIES

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Social entrepreneurship is becoming a widespread phenomenon all over the world; even in Russia it is getting more and more popular. However, the differences in the social entrepreneurship factors of success and failure among regions and age groups are not studied deeply enough. The aim of this research is to explore the factors of social entrepreneurship success and failure to understand regional as well as age differences and similarities.

The research is based on the qualitative research method particularly focused on a phenomenological approach. To conduct the survey, we used such methods of data collection as random face-to-face interviews with social entrepreneurs and an online Google questionnaire. For the aim of this study the answers from 74 respondents were analyzed.

Our findings show that social entrepreneurs across different regions of the world identified the following factors of success: social networking; motivated leader and project team; previous experience of the team members and project leader; ability to find resources and financial and organizational support; institutional and market context; organizational context. The regions and age groups matter a lot for the prioritization of the factors of success. The factors of success are more similar among young people: regardless of region young people identified network, motivation and experience as the most important, but the priority of these factors was different across the regions.

The factors of failure were found out only for Russia (the Omsk region) and were the following: lack of team motivation and cohesion; poor networking; organizational context; lack of funding; institutional and market context. It was found that inside each age group the most important factors of the failure were related to the most important factors of success.

The research results may provide a basis for further empirical studies on social entrepreneurship factors of success and failure in the context of region, generation, gender and education.

Keywords: *factors of failure, factors of success, social entrepreneurship, young and adult social entrepreneurs.*

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THE IMPORTANCE OF CUSTOMARY INTERNATIONAL LAW FOR THE RESURRECTION AND ENFORCEMENT OF *THE NORMS*

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It has been six years since the establishment of the UN Guiding Principles on Business and Human Rights (UNGPs), but its impact still seems far from clear, in terms of improvements worldwide. UNGPs were proposed by UN Special Representative on Business and Human Rights, Professor John Ruggie (SRSG), and endorsed by the UN Human Rights Council in June 2011. The SRSG rejected the idea of enforceability of the former UN Norms, (the Norms), due to several propositions: mainly, that the Norms would create direct legal accountability issues towards corporations, subjugating the custom of corporations to be held liable only indirectly, that the soft law mechanisms for human rights accountability, will prove fruitful substantively in the future; rejection of the Norms due to “No Legal Standing”, vagueness and unnecessary development of the international law. However, this article stresses that the Norms were in fact a better option instead of the existing mechanism and therefore, should be resurrected. The article attempts to justify this point through several reasoning: most importantly, the Norms’ “Legal Standing” partially stems from the Customary International Law (CIL). CIL is considered as the *Law of the Nations* which has importance equivalent to legally binding instruments. Therefore, rejecting the Norms was in fact devaluing CIL. Secondly, the Norms assign companies to protect; respect and remedy the human rights abused and put the burden of proof on the

companies for performing these duties in compliance with the Norms' provisions, unlike UNGPs, which are voluntary in nature, ambiguous in guidance and recommend companies to set their own legal accountability standards, which is clearly not their job. Lastly, several attempts have been made on different forums, pleading for a more specific regime towards an improved guidance for corporate human rights accountability. For instance, the recent European Parliament Resolution passed, stressing for improved CSR mechanisms and the draft resolutions of Intergovernmental working group (IGWG), proposing an internationally binding treaty for businesses and human rights.

ACTIVITY OF LOCAL COMMUNITY AS AN IMPORTANT ELEMENT OF SUSTAINABLE MANAGEMENT OF NATURAL HERITAGE IN RURAL AREAS

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Responsible and sustainable management in rural areas requires full involvement not only of local authorities but in the first place the local inhabitants and businesses operating within the specific territory. It is particularly important when the territory comprises areas with special natural values – covered by legal protection.

The following article aims at depicting the scope of involvement of local communities and local businesses in the development of tourism in rural areas, especially with respect to sustainable tourism. In addition, authors discuss if, how, and why local communities create ecotourism products and infrastructure in areas where natural and cultural assets are under strict supervision. Dwellers of the Kuyavian-Pomeranian Voivodeship who live in the communes found in the vicinity of the E70 waterway answered a number of surveys and questionnaires. Those individuals were selected on the basis of their involvement in the preparation of the ecotourism offer. Local entrepreneurs, members of the Local Activity Groups, and inhabitants answered questions regarding local development, relationship between protected areas they lived in and the possibility of managing them according to the principles of sustainable development. Respondents mentioned the potential, chances and barriers to the development of sustainable tourism in their area. Moreover, various ecotourism products were listed and compared to current strategic plans, which impact the development of tourism in the studied area.

Key words: *local communities, local business, rural areas, ecotourism, sustainable tourism, tourism product*

A GUIDANCE AND EVALUATION CRITERIA THAT CAN SUPPORT CORPORATE EXECUTIVES IN THE INTEGRATION OF CSR

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We hear more and more about sustainable development, ethical corporate governance, ecological footprint and similar concepts that are inspiring us to behave and operate responsibly, from individuals to large enterprises. In today's globalized world there is often a blurring of geographical boundaries in business, therefore the corporate executives must keep pace with the parent companies and partners' expectations as well as with the needs of the market and society. Responsible managers should think of social efficiency as an evaluation criterion of their own management processes. Today, most companies have recognized the need for CSR (Corporate Social Responsibility). The question is no longer why it is worth operating in a socially responsible way, but how this approach can be integrated into the corporate practice? In Hungary, CSR is not widespread yet. Especially multinational and foreign-owned companies apply CSR practices. Previous research on the subject have highlighted the fact that most of the company executives are not aware of the elements of the CSR concept and they identify CSR mainly as environmental protection and charity. The study introduces a new model, the CSR EMAT (CSR Excellence Management and Assessment Tool) which is a

guidance and evaluation criteria that can support the corporate executives in responsible decision making and applying the CSR approach to strategic level. The CSR activities of the companies are evaluated in 5 areas: leadership, strategy, employees, society and environment, product and service. Companies can be divided into different groups according to their CSR excellence as it is supported by the measurements that were carried out in Hungarian companies. The results of the research show the organizational factors that most contributes to responsible management.

Keywords: Corporate Social Responsibility, EFQM Excellence Model, CSR EMAT, CSR excellence management and assessment tool

CSR ATTITUDE OF THE FUTURE MANAGERS – WHAT ARE THE STUDENTS THINKING OF THE SOCIAL RESPONSIBILITY?

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The most important key-questions of the future of the humankind are the protection of the natural environment, to avert the demolition of the nature, and to take into consideration the social principles. Nowadays, the question is in the lime-light as the social responsibility could be a competitive advantage for the firms on the product and service market, and it will be a principle requirement, almost a functional condition, sooner or later. It is very important that the companies must not use the Corporate Social Responsibility just as a greening marketing tool – but they should take a commitment toward for the Sustainable Development, in the economical/financial, environmental and social aspects.

In our study we examine how do the university students – as the future company leaders / CEO / shareholders think about the social responsibility, and how important for them the questions of responsibility in case of the firms' economical and financial life. We try to compare the present managers attitude toward CSR with the future generation's thinking. We use the experience based education of CSR at our university to support and reinforce the commitment of young people of the society and the future economical leaders and managers.

THE DILEMMA BETWEEN “COMPLY OR EXPLAIN” AND SRI, ESG METHODOLOGY; TRANSITIONAL TERMINOLOGY

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This paper tries to find out what the difference is between the ESG and SRI. ESG and SRI are interchanging their methodologies, and it creates difficulties between their concepts, also it can make difficulties for their methodological development. Therefore, both concepts need to be rechecked Against the ancient (principle) model. ESG and SRI have a different investment strategy which tries to capture both financial returns and societal good. The methodology for the ESG quantitative analysis reflects the value of an intangible asset such as the different types of social capital in their financial rating. Usually, human-related factors are embedded in social criteria.

The fundamental question of this dilemma between SRI and ESG is analysed with three steps;

At first, the difference between the SRI investment approaches was investigated. The logical implication of SRI refers to a segmentation (Euler diagram). It contains three segments. The economic segment forms the smallest circle in the core and the social segment embedded within the environmental component. The Euler diagram is showing a clear stance for the limitation of environmental resources, compared to Venn's idea. The Venn diagram reveals an interactional relationship between the economy, society and the environment but is not interdependent, that is why stocks were selected on the basis of investment assessment in favour of unlimited inclusion rather than limited exclusion.

Secondly, as far as the SRI and ESG investment approach is concerned, the stocks should serve as a screen in the evaluation process. The screen can be applied with either exclusionary (negative) or inclusionary (positive) methodology. According to GSIA, The largest sustainable investment strategy globally is exclusionary screening (\$15.02 trillion). However, the “exclusionary strategy” that several index firms are using still include the stocks dealing with Alcohol such as Diageo plc, and others exclude industries such as Gambling, Tobacco, Military Weapons, Civilian Firearms, Nuclear Power, Adult Entertainment and Genetically Modified Organisms. Therefore, this paper gave a trial difference between SRI and ESG from the historical and methodological point of view. SRI needs to be in place before the introduction of the “comply or explain” idea in 1992. After that, the index used might be ESG, which assesses more through the “included exclusion” criteria.

Finally, the performance of ESG and SRI are investigated, compared with a known-ESG index such as the MSCI world index. The DJSI World index is applied as an SRI category and the FTSE4GOOD index as the ESG group. There is scepticism between social responsibility and financial performance. Then, we found stability in SRI in the long term capital performance, especially during the crisis. However, ESG methodology reveals almost the same movement, like the MSCI world index.

Keyword: ESG (Environmental, Social, and Governance; ESG), exclusion criteria, Mainstream investment method, Passive investing, SRI (Socially Responsible Investment; SRI)

HOW WE FEEL, WHAT WE DO AND WHAT WE GET: THE ROLE OF EMOTIONS AS ANTECEDENTS AND CONSEQUENCES OF CONSUMER ETHICAL DECISION-MAKING

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A significant body of business literature assumes that consumer ethics is primarily a cognitive, deliberate and rational process. Despite this certainly valid contribution, recent advances have extended this approach and suggest that ethical decision-making is a result of intuitive, automatic and emotional evaluations, inscribing the study of how emotions influence consumer ethical decision and behaviour as one of the most relevant and imperative research topics in consumer behaviour literature. The current research examines this ‘other side’ of consumer ethics and has two main objectives: first, measuring the influence of positive and negative emotions in each stage of the consumer ethical decision-making process; and secondly, evaluating the derived emotions arisen from this consumer ethical deliberation. Comparing three (3) different ethical scenarios, results indicate that consumer current emotions explains almost one third of their ethical intentions and behaviours. Furthermore, findings show that positive emotions stimulate consumer ethical decisions, while negative feelings negatively influence consumer ethics. Moreover, consumers that express ethical decisions are more likely to feel positive post-decision emotions and to reduce negative ones. Finally, positive post-decision emotions have a positive and significant effect in consumer future behavioural intentions involving ethical situations, while negative post-decision emotions discourage the intention of future ethical actions.

Keywords Ethical Decision-Making; Consumer Ethics; Positive Emotions; Negative Emotions.

FROM BOUNDED ETHICALITY TO MORAL AWARENESS AND A NEW MINDSET OF PLANETARY STEWARDSHIP: UNDERSTANDING AND ADDRESSING PSYCHOLOGICAL BARRIERS TO SOCIAL RESPONSIBILITY IN SUPPLY CHAINS

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Over the past decades, our value creation models have changed dramatically and supply chains have become increasingly complex, global, and vulnerable. Four years ago, more than one thousand workers died in the Rana Plaza factory collapse in Bangladesh. Since this tragedy, a growing movement of activists puts pressure on businesses to act in socially responsible ways throughout their supply chains. However, despite numerous initiatives, compliance with social and environmental standards in supply chains is still one of the greatest challenges for companies. An important but understudied question, therefore, is why the individual decision maker in the supply chain shows behavior that violates codes of conduct, ethical guidelines, and very often his or her own moral standards. One theoretical concept that holds promise for a partial answer to this question, but has not been systematically applied to the supply chain context, is bounded ethicality. This concept implies that humans are constrained in systematic ways that can result in behavior that contradicts ethical guidelines and moral standard. People engage in these unethical behaviors without an awareness of wrongdoing. Drawing on this concept as well as on other important psychological mechanisms, such as moral disengagement, this paper provides a conceptual framework for understanding and addressing psychological barriers to socially responsible behavior in the supply chain context. Accordingly, on the individual, organizational, supply chain, and social system level moral awareness is key and needs to be promoted. The framework presented in this paper offers new insights on how to accomplish this.

‘TRUST ME; I’M A ~~DOCTOR~~ AN ACCOUNTANT’ –QUESTIONNAIRE DESIGN AND ANALYSIS

Chandres K Tejura

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They always chuckle, or make an offhand comment before I can finish answering their question... What is the area of your PhD study? ‘Ethics and accounting.....’ They being the public, active members of society made up of friends and strangers. The two words ‘ethics’ and ‘accounting’ seem incompatible, why?

This paper takes heed from an earlier chapter which cemented a strong case for empirical exploration of ethics in accounting education and training. The driving force behind the questionnaire is the paper and survey by Uyar and Gungormus’ (U&G), 2013, and to a lesser extent, Tormo-Carbo et al. (2016). These two studies closely correlate to the area of research contained in the research proposal. Both concern ethics in accounting, both offer valuable yet differing insights, and to that extent are paradoxically incomparable. However, the questionnaire in Appendix 1 combines the virtues of the two previous studies and more importantly explains why further work in the UK is a necessity. For, as valuable as their contributions are, they have missed a trick. This piece advocates a different approach to exploring ethics in accounting education and training. The voice of future requires amplifying. Recent graduates (RG’s) form the cohort which, it argued requires surveying. RGs represent a cohort neglected from research concerning ethics and accounting, and unlike previous studies, challenging and sensitive questions will potentially offer valuable and reflective insight.

In critically analysing U&Gs questionnaire, this paper calls for change, and a far more extensive survey applicable to RGs and the UK. In addition, the selection of RGs is far more appropriate than U&G’s wider approach. The questionnaire provides fruitful information and understanding of ethics in accounting education at the University, and after that in work orientated training. Analysis of the questionnaire forms part of a three-part exploration, to determine whether society is right to chuckle at the terms ‘ethics and ‘accounting’.

CAN INTERNAL SOCIAL MEDIA BASED ON SENSEMAKING THEORY HELP TO BRING CSR TO PEOPLE WHO MAKE IT HAPPEN? - NEW RESULTS FROM QUALITATIVE AND QUANTITATIVE SURVEYS IN GERMANY

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According to the call for paper to this conference, CSR has become disconnected from people who make it happen. This is the case not only in a globalized world, but also within individual companies of any sizes. This paper is therefore arguing that it is very important to look not only on the external communicative perspective of Corporate Social Responsibility (CSR), but even more on the internal one. Internal communication has very strong role in understanding of the role individuals have in shaping CSR practice, policies, and discourses.

Therefore this paper wants to ask for an appropriate approach towards a excellent internal CSR communication with a focus on the communicative approach used (sensegiving or sensemaking according to Weick 1995, Weick et al. 2005, but applied also with Hanke and Stark 2009, Richter 2011, Mill 2003 and Schultz and Wehmeier 2010) as well as on the technology implied (classical communication within hierarchies or really open use of internal social media).

The main methodology of this paper consist in a quantitative online interview survey among an existing sample of about 200 German companies related to the question how intensively and how successfully internal social media can be used in the future for internal CSR communication; to gain very actual data for the conference, this research is currently realized during June 2017 with a clear focus on the sensemaking perspective to make employees really engaged in CSR activities and strategies.

With more knowledge how to answer every day anew what does it mean to be socially responsible and to whom, the main focus should be on a more participative sensemaking approach – probably in combination with modern collaboration tools.

PUBLIC ADMINISTRATION AND SOCIAL RESPONSIBILITY

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In the Romanian society, the fact, that public administration is a multiplicative personality, damages the rights of the parties, of collaboration and interests, especially of the citizen. We believe that society as a whole is responsible for solving social problems, within ethical and legal limits. Actions, such as communication strategies and public involvement in society, are a good model for developing the ideal modern citizen, to build a long-term, educated, solid and self-sustaining society.

This paper's research focuses on a quantitative method built by the authors to gather information from public administration employees. The questionnaire data will be analysed with the help of SPSS program, which will help us investigate social responsibility behaviour of the public administration in favour or at the expense of the citizens. Any organization made up of individuals and groups of individuals, whose actions have or may have substantial effects on the mentality and beliefs of citizens, is a matter of knowledge and calls for a research that comes with clear evidence. We want to see that public administration regard- for the general good of society, and whether it is a voluntary action or a forced one.

The democratization of public institutions in Romania is socially aware not only through legislative framework but also through the instruments of mass communication with the large public. These strategies and techniques should include objectives such as public awareness, transparency and collaboration.

If public administrations have control and authority to serve the society, what is the approach in reality, in Romania? This is the question that we would like to be answered by our research, and our objective is to make a deeper sense of the public actions in our country.

Public administration, through civic education and other policies is an ideological vision of the world, that gives unity of attitude and mutual respect to building a society with ethical and responsible behaviour, creating a new horizon of human evolution.

Keywords: *social responsibility, public administration, ethic, communication, statistics.*

CSR AND EDUCATION (FASHION)

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The practitioner currently works with students and industry partners to develop placement and work experience opportunities and is particularly interested in exploring the link between CSR/global citizenship as an employability skill.

Aim: To explore the development of student knowledge and attitudes towards CSR through curriculum design

Fashion Industry Trends

According to Business of Fashion (2016), the six fashion careers of the future include ‘Sustainability expert.’ *‘Many fashion companies are prioritising sustainability and putting sustainable business models at the heart of their organisations. This means taking how they produce their products more heavily into consideration and hiring sustainability consultants whose sole function is to ensure that the company is doing whatever they can to integrate sustainable sourcing and environmentally friendly practices.’* (Business of Fashion, 2016)

This is supported by the emergence of two new 12 month internships to start in June 2017. ‘Sustainability Fashion Internship’ and ‘Corporate Responsibility Internship’ (ASOS, 2016)

Education for Sustainable Development (ESD)

HEFCE (2009) states that *‘The greatest contribution HE can make to sustainable development is by enabling students to acquire the skills and knowledge that allow them to make a lasting difference. What they learn and what they are taught are therefore critical.’* (HEFCE 2009:15)

Context

Students studying BA (Hons) Fashion Buying & Merchandising (Level 5) undertook an Employability module ‘Synergy’. The assessment title ‘An Exploration of Responsible Fashion’ using a PESTEL model allowed students to explore a very wide and complex topic. The rationale for this topic was to develop student knowledge in this area; as graduates, they have the opportunity and responsibility to define how sustainable the fashion industry will be in the future.

A survey was distributed at the beginning and end of the module to understand if there was a change in student knowledge/attitude in this area. This data will be analysed. To further develop students understanding of industry practice a collaborative approach was adopted. Two industry partners delivered guest lectures discussing current industry practice, including good practice and challenges in the area of CSR. Students were required to produce an individual written report in addition to responding to a brief set by industry partners. Students presented these findings to industry.

KEYWORDS: *Global citizenship, CSR, Responsible Fashion, Employability*

INVESTORS AND CORPORATE SOCIAL RESPONSIBILITY: AN OPPORTUNITY FOR OPERATIONALIZED SUSTAINABILITY?

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Arguably, in the United States over the past three decades there has been an overt grassroots investor movement across retail investors, as well as, private and public organizations to promote sustainable and

socially conscious practices by public companies. The demand for responsible investing has led in some cases to highly publicized divestiture campaigns. However, divestiture though a significant public relations action has had limited to no impact with respect to a given company's actions. Evidence supports that divestiture ultimately results in a change of equity ownership from socially responsible investors to those with limited to no socially conscious objective in their investment preferences. This condition has reduced investor activism to marketing campaigns to be countered with corporate social responsibility programs targeted to branding rather than operationalized company-wide sustainability practices.

This paper explores investor activity in the United States since 1997 and reviews the relationship between investor activism and corporate social responsibility practices. Outlined in the narrative are the basis for investor activism; the impact of activist efforts on short-term and long-term share price, corporate practices, and corporate social responsibility reporting; and the relationship between investor activism, consumer behavior and corporate brand premium. The discussion highlights disconnect between visibility and outcome in investor initiatives and concludes with an explanation and potential solutions to align investor activism with corporate social responsibility practices.

TAPPING INTO THE LABOR MARKET POTENTIAL OF REFUGEES: A SOCIAL ENTREPRENEURSHIP CASE

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In 2015 and 2016 refugee migration to Germany has reached the highest level since WW2. To a steadily aging population and the resultant shortage of skilled labor, this influx of mostly young people can serve as a rejuvenating cure. Even if most refugees are not readily employable when they arrive and often lack formal certification of their competencies and degrees, many do possess professional skills that can be useful. Tapping into the labor market potential of refugees is a central challenge for both companies and society at large.

This social entrepreneurship case focuses on the start-up and first two years of *Jobs4Refugees*, a Berlin-based non-profit, founded to help place refugees in jobs and apprenticeships commensurate with their levels of skill and education. The case tells the story of the founder, Robert Barr, describing how he reached the conclusion in summer 2015 that both government agencies and the private sector were incapable of linking refugees' productive potential with employers' willingness to hire. His original idea to fill this gap and act as a charitable matchmaker still guides the organization.

Currently, *Jobs4Refugees* provides professional support to 17,000+ refugees in identifying a suitable field of work and imparts knowledge about the specifics of the German labor market. Simultaneously, the non-profit closely collaborates with 300+ companies and suggests potential candidates to them. It supports employers with their administrative challenges when recruiting refugees. And as labor market integration does not end with the signature of an employment contract, *Jobs4Refugees* remains in close contact with both parties to ensure a sustainable working relation.

Having mastered the early stages of a social start-up, *Jobs4Refugees* currently faces the challenge of significantly scaling its operations, while ensuring the necessary and steady stream of revenues to finance its growth.

Keywords: *Case study; labor market integration; social entrepreneurship; refugee crisis.*

CORPORATE SOCIAL RESPONSIBILITY CO-CREATION AND A REFLECTION OF THE EMPLOYEES' VOICE

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This paper presents a reflection on the relevance of the employee's voice regarding the social responsibility initiatives of the firms. Indeed, including different stakeholders on the study of CSR is an urgent call from literature. Based on Value Co-Creation (VCC) theoretical perspective, the paper highlights the process of Corporate Social Responsibility (CSR) value co-creation between firms and employees. The objective of this paper is to provide new insights to employees' relevance on the CSR experience. Additionally, CSR is viewed as an interactive and dynamic process rather than a static phenomenon, mostly related to marketing and management responses to stakeholders' pressure. In this paper, we go beyond the perception that considers CSR as an exclusive top-down reality. Instead of passive recipients of CSR initiatives, employees can also be co-creators of CSR. Supported by academic insights on the relevance of internal CSR, we propose that CSR value co-creation occurs when firms' CSR value proposition intersect employees' CSR value proposition. Considering the firm and employees' relationship, the aim of the paper is to explore CSR as a co-created reality, in view of the respective organizational context.

To address this discussion, a qualitative approach was adopted. In-depth interviews were performed in Portuguese firms and foreign firms operating in Portugal. Individuals directly involved in the CSR conceptualization and execution of the firms were interviewed. Results presented an "inside-out" process for CSR value co-creation. The results indicate that the CSR is often promoted by the employees, and the focus of CSR initiatives and programs is often within the firm. The use of platforms of interaction between firms and employees are understood as relevant in order to share and act upon social and environmental responsibilities. The results also showed that employees are willing to have a meaningful role in the CSR value co-creation experience.

Keywords: *Corporate Social Responsibility, Value Co-Creation, Interaction*

SOCIAL VALUE PROCUREMENT IN POLICY CREATION: DEVELOPMENT OF A SOCIAL VALUE FRAMEWORK FOR PUBLIC PROCUREMENT SYSTEMS.

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Public procurement represents 17% of the GDP of EU Member States [1]. As a result of the recent economic downturn, it has become essential to achieve efficiencies through optimisation drives aimed at maximising value from public spending. In addition, the importance of social value in public service delivery is widely documented. In 2010, the European Commission (EC) published a report highlighting the importance of procurement whilst accounting for social and labour rights, social inclusion, ethical trade issues, corporate social responsibility (CSR) and the promotion of SME's [2]. This was consolidated the following year with the EC's CSR strategy, which stated that enterprises should have processes in place to integrate social value into their core strategies and business operations [3].

Therefore, there remains a strong need for integrated procurement systems that can effectively incorporate social value frameworks and policy creation. This research shows that systems currently used for public procurement are constrained in this regard, resulting in disparity of data as well as a lack of transparency and integration. The study also reviews the structure of public procurement systems, and shows that some organisations typically tend to source public procurement services separately e.g. through outsourced providers. Concerns are raised, mostly by SME's [6] over issues associated with data control and data inaccessibility, which tend to tie organisations into contracts for long periods.

This paper describes the need for development of a framework aimed demonstrating social value coherence and managing compliance with legislation, whilst enabling optimisation and efficiency drives

across diverse stakeholders. The study conducted research with heads of procurement of several public procurement agencies across the North West England. The study was challenging in that it addressed relationships between a large number of asset types, users, roles, stakeholders and relevant legislative requirements. The study found that many of the data types were characterised by non-standardised formats, with different organisational and user-contextualised KPI's and diverse benchmarking standards. As a result of the above, many offer further exploitation opportunities of their data sources through big data analytics initiatives.

The study proposes a framework, which will be incorporated into a system demonstrator. The system demonstrator will be based on the data warehouse model and platform-as-a-service (PaaS) – application; allowing for plug-in's in the areas of facilities management, environment, health, transport and finance. The framework will enhance current methods of procurement, by utilising big data models and providing centralised architectures that bring together cloud services, big data sets and legal frameworks. The novel algorithms and embedded frameworks will allow for data mining to extract and measure social value, something that cannot currently be measured in its singularity. It will have at its core the principles set out in the Collaborative Framework Standard BS11000 [4], [5] and will provide the building blocks for the development of a new Process classification Framework for Public and Private Sector Organisations. This will then be managed through the Business Process Management layer creating unique referencing points for delivering a business analytics approach to achieve process efficiencies and positive outcomes.

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