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MODELS OF CAPITALISM, INSTITUTIONS AND CORPORATE SOCIAL RESPONSIBILITY

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One of the intriguing research topics related to corporate social responsibility (CSR) concerns the noticeable discrepancies in terms of the level of CSR uptake across economies. These discrepancies are especially well noticeable among well developed countries such as the USA and Western European countries. The purpose of the paper is to show that the differences in the level of CSR involvement between countries result from the distinct institutional environments characteristic for the different models of capitalism, particularly, for different models of the welfare state. The respective models of welfare state vary in terms of how the institutional arrangements determine the form and level of public delivery of social services such as health care, pensions, education, culture and social assistance. Using the comparison between Anglo-Saxon (USA) and Western European countries, it is argued that companies operating under stronger institutional pressure occurring in countries with an extensive welfare state model (such as Western European countries) are less likely to engage in voluntary provision of social services such as health care, pensions and education. In contrast, when companies operate in countries with a relatively minor role of the state in creating and redistributing well-being (e.g. the USA) and a relatively low institutional pressure in this regard, it increases the chances of their involvement in socially responsible activities.

Key words: models of capitalism, welfare state, institutions, social services, corporate social responsibility

GIVING FOR PROFIT OR GIVING TO GIVE: THE PROFITABILITY OF CORPORATE SOCIAL RESPONSIBILITY

Michele Fioretti

Sciences Po

Is corporate social responsibility (CSR) profitable or do firms engage in CSR to contribute to the greater good? This paper investigates the profit-optimal level of CSR for a firm whose CSR expenditure can be easily quantified: a monopolist offering charity auctions of celebrities' belongings. Donations influence both revenues and costs. A structural auction model is used to estimate the elasticity of demand to donations. Procurement costs for each item are estimated exploiting the way the firm sets the reserve price. Counterfactuals show that despite prices increase as the firm donates more, such increase does not compensate for the donations. The comparison of the estimated costs and revenues indicate that the firm can significantly increase its profits by donating the profit-optimal amount. This suggests that firms' objectives may extend beyond profitability as, in this case, the firm also cares about its social impact.

Keywords: objective of the firm, CSR, donations, structural estimation

WILLINGNESS TO CONSUME AT GREEN RESTAURANTS: THE MEDIATING EFFECTS OF GENERAL ATTITUDE, ENVIRONMENTAL CONCERN AND RESTAURANT IMAGE

Kim, Oi Mei Kuok and Joanne, Sow Hup Chan

University of Macau

This paper reports the findings from a study in Macau SAR involving Chinese university students examining if personal values affect intention to consume at green restaurants, and whether their general attitude, the image of the restaurant and environmental concern are factors influencing willingness to consume at green

restaurants. Whether potential factors such as general attitude, environmental concern and image of the restaurants may mediate the relationship was also examined.

Findings reveal that a majority of university students (n=94) have heard of and/or have interest to consume at green restaurants. Chinese millennials have preference to consume at green restaurants. Significant positive relationships was found between personal value, general attitude, image of the restaurant and environmental concern. All these factors were positively related to willingness to consume at green restaurants too. Although both general attitude and image significantly mediated the relationship between respondents' personal value and their willingness to consume at green restaurants, surprisingly, environmental concern did not have a mediating effect, suggesting that respondents' concern for the environment does not necessarily translate to actions to alleviate sustainability issues. Further studies may verify this, and confirm reasons for the behavior. The findings provided several implications. First, to attract more potential customers to consume at green restaurants, restaurant owners can add more green elements in their promotions to strengthen their restaurant's image. Second, more awareness is necessary from the part of restaurant owners, educators and government to dispel the fact that "green" restaurants are not more expensive. By doing so, consumers who have concerns about the environment may be encourage to visit green restaurants. Lastly, the government could introduce "Green Restaurant Award" to enhance the visibility of green restaurants. Such campaign can further raise the awareness level of availability of green premises in the city, and the understanding of sustainability issues.

Keywords: personal value, general attitude, image, environmental concern, willingness, green restaurant

THE INTEGRATION OF CSR IN RETAIL TRADE MARKETING – THE NATURE, THE CREATION OF VALUE, AND COMMUNICATING.

Marek Drzazga

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The turn of the 20th and 21st century is the moment when CSR activities start to gain importance in marketing activities of companies, as the conception of CSR and values connected with it meet the still growing need for smart consumption. The central aspects of smart consumption are, among others, health and environment protection.

From marketing perspective, customer and company value are created when a given demand becomes satisfied. Value, as seen by a customer, is the difference between the envisaged assessment of all profits and costs of a given offer and a competitive offer.

CSR enables companies to build competitive advantage of qualitative character, and as the potential area of success for trade companies, requires well thought out activities on their part. The creation of trust among stakeholders is one of the most important activities within this area. The process of value creation for customers enables trade companies to gain competitive advantage, as well as to open the path of qualitative measures. The process consists of several fundamental phases, 1) determining advantages of products that are decisive for competitive advantages, 2) transformation of these advantages into benefits to customers, 3) comprehensible, authentic marketing communication.

On the one hand CSR is connected with marketing strategy of companies, and, on the other hand, its initiatives, are connected with the value for customers that is offered on the market. Values created for customers within the frames of CSR have become a battle field for customers in modern retail trade.

The aim of the present paper is the presentation of the nature and importance of value creation in marketing activities of companies.

Key words: CSR, customer value, marketing, retailer

THE ENTERPRISES' ATTITUDE TOWARDS ENVIRONMENT AND CSR LEVEL

Magdalena Rojek-Nowosielska

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Research problem: Do the enterprises which achieve higher CSR level are more responsible toward environment than those on the lowest one?

Goal: An attempt to find the relationship between the CSR level and the company's responsible attitude toward the environment. In addition to discussing the concept of the CSR model that allows to determine the level of social responsibility the own study results will be presented. The aforementioned own study concerned undertaking the analysis and assessment of the impact that the company exerts on the environment. Detailing the conducted considerations, the analysis will be carried out from the perspective of the size of the enterprise, measured by the number of employees.

Research method: theoretical part - desk research, empirical part - a method of a diagnostic survey using a questionnaire as a research tool, as well as descriptive method and analysis of the structure

Conclusions: taking into account the fact of analyzing and assessing the impact that the company exerts on the environment, it should be noted that this is a task that is implemented only by a few of the surveyed entities (almost 60% of respondents do not carry out such activities). Among entities that do not analyze and assess the impact that the company exerts on the environment, there are the fewest companies that have the highest (remarkable) CSR level (11.7%).

Keywords: CSR, corporate social responsibility, level, environment, model

GREEN COMMUNICATION: BUSINESS INNOVATION ASSET FOR SMES? CASE OF SMES SPECIALIZING IN BIOLOGICAL COSMETICS-REGION MARRAKECH SAFI-MOROCCO

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Starting from the early 2000's, the environment has become a major component of the companies' managerial vision. Worried of their image but also of their promotion's techniques, the companies made of green communication a cornerstone of their commitment to promote ecologically their products.

This communication uses new strategies to promote an ethical conception based on the transparency and on the respect of the sustainable development, but also as a major innovation asset in response to new consumer expectations and pressure from different stakeholders.

In the present article, we are particularly interested in the relation between the green communication and the commercial innovation at the level of the biological cosmetic sector in the region of Marrakech-Safi.

After a literature review that clarifies our key concepts, we are going to expose the main results of our qualitative study.

Keywords: biological cosmetic, green communication, commercial innovation.

CORPORATE SOCIAL RESPONSIBILITY OR CORPORATE BRANDING? RHETORIC OF A DIVERGENT PHENOMENON

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Corporate Social Responsibility (CSR) is arguably one of the most misconstrued, misunderstood and misinterpreted concepts in today's business circles. While the practice of CSR dates back to the 1950s,

modern CSR frameworks has been deeply rooted in pseudo practices and quasi business strategies that makes its distinction, implementation and assessment difficult. From the academic literature, the debate as to what exactly constitute CSR activity has received a growing number of scholars aligning in each of the contending divides: corporate social responsibility or corporate branding? Today, the quest by organizations to creating social impact or be perceived by society as responsible corporate citizens has led to the adoption of different promotional-based activities branded as corporate social responsibility initiative. Using critical discourse analysis approach, this paper attempts at clearly positioning what is, and what is not corporate social responsibility. Furthermore, the paper highlights the salience in each of the commonly identifiable aspects of CSR: economic, legal, ethical, and philanthropic responsibilities. Our study also reveal that philanthropic activities dominate most of the activities that company report as CSR. The paper has implications for theory and practice as it enriches the theoretical literature. From the managerial perspective, the paper provides a guide on how organizations can properly embed this ‘divergent’ phenomenon into their overall business strategy to further advance the practice and acceptability of reported CSR outcomes by society.

Key Words: Business Strategy, Corporate Social Responsibility, Corporate branding, Critical Discourse Analysis.

BELIEFS, DESIRE, AND VOLITIONS TO USE ORGANIC OLIVE OIL: COMPARING CONSUMERS FROM SPAIN AND SWEDEN

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Olive oil is considered a key element of the Mediterranean Diet. For centuries, it has been included, raw or cooked, in almost every meal. On the contrary, its use was unusual in the Northern European cuisine, but, although still limited, the consumption has increased tenfold in the last 25 years. The penetration of olive oil outside the Mediterranean Basin depends on attitudes and social norms that have been shaping a trend of change in eating and culinary habits. These include beliefs about the healthy properties of this oil, which are increasingly related to more environmental-friendly and sustainable processes of growing olives and extracting oil.

In this context, the present paper makes a cross-cultural analysis of the intention to use extra-virgin organic olive oil (EVOOO) as the main edible oil, comparing consumers from the largest olive oil producer in the World – Spain – with those from Sweden, a Nordic country where the consumption increased steeply and where the environmental-friendly claims are most valued. A sample of 800 olive oil consumers was selected in each country to answer a standardised online questionnaire. The model here assessed proposes that intention depends on social norms, on behavioural desire, on the strength of beliefs regarding attributes of EVOOO, and on how consumers consider producers’ environmental-friendly claims.

Results from an importance-performance map analysis (SmartPLS) show that beliefs and descriptive norms are stronger in Spain. Regarding the impact on the intention, the descriptive norms are the most important factor in both countries. The beliefs about EVOOO are more important in Spain. Concerning claims, the allegation to be organic as some importance in both countries. Claims such as first cold pressed or carbon-neutral have no importance at all in Spain, and a relatively small importance in Sweden. From these results, we derive some suggestions to increase the share of EVOOO in edible oils consumption in both countries.

Keywords: *Importance-performance analysis, Organic olive oil, Food claims, Attitudes, Intentions.*

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SUSTAINABILITY EFFORTS AMONG MUNICIPALITIES IN SWEDEN – WHAT CONDITIONS INFLUENCE THEIR WORK?

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In 2015, the 2030 Agenda for Sustainable Development (SDGs) was adopted by all United Nations Member States. The SDGs consist of 17 different goals that should work for peace and prosperity for the planet and its people, now and into the future. There is a long way from these UN goals down to the operationalization of these goals in smaller municipalities in Sweden. Sweden consist of 290 different municipalities that have very different conditions, both economically as well as socially and environmentally. Therefore, there is a gap both between the UN and the municipalities as well as between different municipalities in Sweden. The aim is therefore to gain an increased and deeper knowledge on what it is that influences municipalities work with sustainability? The study was constructed with a qualitative approach, with a selection of 80 different municipalities from Sweden. Data was collected from written materials like annual reports, sustainability reports, home pages and leaflets. The data was then categorized based on location, population size, size of the municipality, tourism attractions and growth. The data was then analyzed with an interpretative approach. From an economic point of view the results show that municipalities situated in a more rural setting have performed less with their sustainability work. From a social aspect the result show that it is often the work conditions for the employees that are in focus among the studied municipalities. The municipalities often have similar visions that focus on the inhabitants but from a social aspect it seem that the employees are more often in the spot light in their everyday life. Environmentally, it is clear that the municipalities focus a lot on environmentally friendly transportation. They mention for example how many places they have for charging electric cars and how many electric cars they have as working vehicles.

Keywords: *sustainable, sustainable reporting, municipality, setting, tourism*

ETHICS AND SUSTAINABILITY: THE ROLE OF SUSTAINABLE POLICY EVALUATION TESTS

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As is common knowledge, our way of life is not sustainable. From climate change to the consumption of resources, the manifestations of unsustainability are constantly increasing and a change in our way of life is urgently needed. Such a change must inevitably be linked to environmental ethics. The solutions presented within philosophical reflection are almost always based on traditional ethics. The study of such ethics should be introduced as early as possible in the education of all citizens. However, it is considered that education to promote values that will enhance environmental behaviour is insufficient to solve the problem of sustainability because it demands continuous moral conflicts in citizens with regard to consumption. Thus, starting from the difference between citizen and consumer established by Sagoff, this paper intends to show that individual morality is insufficient to solve problems that require collective action. In order to solve collective problems, it is necessary to create political and economic structures favourable to individual decision-making. This study presents a test based on general principles of classical deontology that allows the concrete intention of sustainability of certain policies in political campaigns to be verified. This test allows ecological risks to be minimized in the choice of certain government leaders and functions as anticipatory ethics in the field of governmental policies. It is a model of political evaluation that denounces environmental and public risks. In short, an answer to the question of sustainability must be based not only on education for sustainability but also on economics-based environmental policies. I claim that tests of sustainable policies should be implemented to recognize policies that are contrary to sustainable development and the interest of citizens.

Keywords: *Education, ethics, sustainability*

ANALYSING SOCIAL INVESTMENT PROJECTS

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This paper aims to deliver a systematic review of the main available methods for the analysis of social investment projects, including the links among them. An important feature of any social investment project is the different nature between its inputs and its output: the inputs are monetary, while the output is measured through social indicators, although the economic implications of these indicators can be regarded as highly relevant as well. The increasing interest in social sustainability and, also, the need of improving the performance of the management of public and non-lucrative institutions, has fostered the development of different methods for the analytical study of social projects. Our approach separates ex-ante and ex-post methods. The former focus on estimating the projects' capacity for creating social value. The latter centres on estimating the performance of those projects already undertaken. This division parallels the corporate finance topics of capital budgeting and performance analysis. Among the ex-ante methods, we revise and compare the classical Cost-Benefit Analysis, the Social Rate of Return (widely used by the OECD for educational projects), the Blended Value proposition, and the Impact Rate of Return. To them, we add Real Options Analysis for its capacity of capturing and analysing opportunities. Among the ex-post methods, we study the implications of the Social Progress Index, the Global Investing Network, and the performance measures centred on the Sustainable Development Goals. A central point of both financial capital budgeting and financial performance evaluation consists of identifying which methods are more appropriate for being applied to each project and each scenario under consideration. This paper studies the equivalent relationships for social methods. In our case, the institutional nature of the project issuer often becomes central for the choice of the approach that best relates the features of the project with the issuers' vision and mission.

Keywords: Social return, social performance, social sustainability.

UNETHICAL CSR: THE PARADOX OF ENVIRONMENTAL-RELATED POVERTY IN OIL-RICH NIGER DELTA REGION

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Since the discovery of crude oil and the subsequent exploration activities over six decades ago, communities in the Niger Delta region of Nigeria have continued to suffer environmental hazards that have negatively impacted on their socio-economic livelihood. Air pollution, water pollution, Land pollution, natural resource depletion and deforestation are some of the major environmental issues confronting the people of the region. However, while good ethical adherence is key to successful CSR practice, many CSR frameworks are seen by some scholars as mere greenwashing strategy aimed at obtaining public legitimacy as good corporate citizen. Furthermore, despite the number of CSR initiatives by multinational companies operating in the region, the paradox however, is that little progress has been made in lifting peoples of the region out of extreme poverty. From research findings, a number of scholars have drawn a link between firms' unethical conduct and the prevailing poverty that characterizes the oil-rich region. Also literature evidence has shown that firms' unethical behaviors have led to huge corporate scandals. Consequently, there is urgent need for companies to enhance their governance and develop efficient and effective ethics programs to enable them operate more responsibly. This paper, grounded on a literature-based exploratory overview research methodology, highlights the importance of ethical practices by business for sustainable development and attempts to draw a nexus between unethical conduct of firms and environmental-related poverty in the context of the Niger Delta region. The paper argues that if firms respond to good ethical practice, particularly in furtherance to its CSR programs, the level of environmental-related poverty in the Niger Delta region will be mitigated.

KEY WORDS: Corporate Social Responsibility, Ethics, Niger Delta Region, Multi-national companies, Nigeria

WHY ME? A LOOK INTO THE MIRROR (NEURONS) OF HUMAN MIMETIC DESIRE APPLIED TO THE UNDERSTANDING OF WORKPLACE BULLYING PSYCHODYNAMICS

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Governments understand the necessity of erasing workplace bullying. Its negative impact is so important that the United Nations has prioritized eradication of workplace bullying.

Since the early 90's, the logical and social enthusiasm for workplace bullying has quickened, and our comprehension of this inescapable and impeding social issue has progressed. Research has focused on the outcomes of bullying. While existing exploration has given strong and broad proof to the prevalence, outcome, and predictors of bullying, there are still gaps in knowledge and some key difficulties inside the field that should be explained to create successful hierarchical mediations and clinical treatment techniques notwithstanding making a strong information base for our comprehension of this relevant issue.

The predominant paradigm approach is a functionalist one. So far, research focus on the outcomes of bullying using quantitative methods. The current state of scientific knowledge of workplace bullying leads to a description of the main manifestations of harassment and, to a certain extent, an inventory of the conditions under which there is a risk that workplace bullying will occur. By only looking at workplace bullying prevalence, antecedent, or outcome, the research has not yet scrutinized what Faulx calls the "blind box" of harassment: the deep understanding of the psychological mechanisms at work between the bully and the victim. This research work applies, for the first time ever in the field of bullying, the theory of mimetic desire set up by René Girard in the exploration of the "blind box."

We explore workplace bullying through the new lenses of an interpretivism paradigm. Scrutinizing the mimetic rivalry in action through the mirror neurons of the victim during the bullying process. An answer is suggested to the painful question of the victim: "Why me?"

Keywords: *workplace bullying, René Girard, mimetic desire, rivalry, mirror neurons.*

AGENDA 21 AND THE FASHION CHARTER: A PATH FOR SUSTAINABILITY MANAGERS IN FASHION COMPANIES

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The 27 Principles of Agenda 21 issued from Rio Earth Summit in 1992 remain the basis to promote sustainable development and though progress might be made so far, most of the outcomes have not been achieved. The Fashion Industry is supposed to be one of the the most pollutant industries and, therefore, it has a key role to play in order to restore the health and integrity of the Earth's Ecosystem. In December 2018, some Fashion brands and Textile manufacturers signed the Fashion Industry Charter for Climate Action as a commitment to collaborate (both companies and organisations) in order to achieve the goals agreed in the Paris Agreement in 2015. To deliver on the Climate Agenda contributes to the broader Agenda 2030 for Sustainable Development, as energy is not only related to environment, but it is cross-cutting to all aspects of human life in modern societies.

In order to meet the goals of Agenda 21 and the Fashion Charter, Sustainability Managers have to perform daily a diverse and complex set of activities linking together issues such as forms of energy used, emissions of CO₂, sourcing of materials, control of hazardous or pollutant chemicals, labour and human rights and principles of circular economy, to name a few.

The Fashion Charter has been signed so far by 20 companies. In order to find out how their Sustainability Managers are performing their role now and what their main goals for the future will be, a research was carried out. This study was based on qualitative methods: analysis of the documents on Sustainability produced by

the companies and an analysis of information gathered in semi-structured interviews. From the data obtained the study may highlight main roles of the Sustainable Manager and how they are related to Agenda 21 and the Fashion Charter.

These findings might be of interest for policy makers, educational institutions and companies alike, three main components of the systems of innovation.

Key words: Sustainable Manager, Agenda 21, Fashion Industry Charter, Co-responsibility, Learning CSR

CORPORATE SOCIAL RESPONSIBILITY AND STOCK PRICES AFTER THE FINANCIAL CRISIS: THE ROLE OF PRIMARY STRATEGIC CSR ACTIVITIES

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We analyze the relationship between corporate social responsibility (CSR) and the stock market performance of U.S. companies in the post-global financial crisis period. The link between the CSR and the corporate financial performance (CFP) has been examined and discussed in the academic literature since 1972, but no general scientific consensus has been reached so far. The analysis is conducted with a novel CSR measure released by Thomson Reuters in 2017, called the Thomson Reuters Environmental, Social, Governance, and Controversies Score (TRESGC Score). The re-examination of the impact of the CSR on the CFP with this unique proxy for the socially responsible activities of companies provides the latest insight into the field and helps to clarify the relationship between the CRS and stock market performance after the global financial crisis. The results of the fixed effects regression show a positive and statistically, as well as economically, significant impact of the TRESGC Score on the financial results of companies. As a novel feature of our analysis, socially responsible activities are further divided into those closely related to the core business of the examined companies, called primary strategic activities, and those that are not directly related to the companies' business core, called secondary activities. The impact of primary activities on corporate stock market performance is significantly positive, while secondary activities do not have a substantial effect on the financial results. A one percentile point increase in primary CSR score is associated with a 0.5% or 0.6% increase in share price quarterly. These results empirically support the views of some famous theoretical economists and business strategists, who claim that economic and social value creation are closely connected. The empirical results thus suggest that if companies aim to increase their share prices via the corporate social responsibility channel, they should select their socially responsible initiatives strategically.

Keywords: *corporate social responsibility, strategic CSR, business ethics, corporate financial performance, fixed effects.*

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INVESTING FOR ACHIEVING THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS EMPLOYING A DEA APPROACH

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Since the outcome of the United Nations' Sustainable Development Goals (SDGs) investors have been led to align their responsible investment practices with the broader sustainable objectives of society. However, the financial system is still not operating sustainably and investors have a central role to play where they should

re-orient their investment flows towards the new innovative products in order to achieve the SDGs. The aim of our study is twofold: Firstly, we analyze whether it is profitable to use ETFs that track companies which cover the SDGs principles. Secondly, we evaluate whether it is useful to employ the Data Envelopment Analysis (DEA) model which helps us to identify the efficient assets from the evaluation of different decision making units (DMUs). We improve the previous empirical evidence by suggesting a two-step procedure, where the first step is to employ the potential of the DEA procedure for selecting the efficient ETFs, and the second step is to use the returns of those selected ETFs for estimating the asset allocations and, therefore, the performance of two investment strategies. To the best of our knowledge, there are no studies which combine the use of the DEA approach and asset allocation procedures in order to obtain the best portfolio performance neither with SDGs ETFs nor in the way we apply it.

Our findings reveal that it is profitable to invest in these SDGs ETFs, especially those which are connected to Goals 3 and 9. That means that they should outweigh the Healthcare and Biotechnology assets on their portfolios. We also show that investing in these ETFs is more profitable than investing in a conventional stock-bond portfolio composed by the SPDR S&P 500 ETF (SPY) and the iShares Core US Aggregate Bond ETF (AGG) that have been typically considered the best way to protect investor investments.

Keywords: Sustainable Development Goals; Exchange Traded Funds; Data Envelopment Analysis; Portfolio Performance.

SUSTAINABLE DEVELOPMENT GOALS AND INVESTMENT STRATEGIES. THE PROFITABILITY OF USING FIVE-FACTOR FAMA-FRENCH ALPHAS

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Recently different studies have been developed with the main objective of analyzing the performance of a broad of asset pricing models, however, there is scarce evidence which focus on developing investment strategies from them. This study fills that gap and focus on assets related to the Sustainable Development Goals, SDGs, which are the most recent framework of the Socially Responsible Investment and have concentrated the interest of investors due to their investment opportunities. Our methodology is not based on the expected returns but on the alphas of these models and, more precisely, on the alphas of the Fama-French five factor model due to its best performance when compared to the rest of the asset pricing models. This alpha, which is also known as the Jensen's alpha, is the constant (intercept) in these asset pricing models and "risk adjust" the excess returns for the different factors in the models. It is considered that a statistically significant positive (negative) alpha indicates a superior (inferior) performance of the asset in relation to the market. We estimate the Fama-French five-factor model using a rolling window and then we develop a long-only, a long-only with risk free asset, and a long-short strategy where the signals are provided by the Jensen's alpha. Therefore, a buy (sell or investing on risk free asset) signal appears for an asset on period $t+1$ when the alpha for the rolling window ending on period t is positive (negative). We show the profitability of developing an investment strategy based on the value of the alphas obtained from the estimation of the model when compared to an equally weighted portfolio, even when transaction costs are considered. Additionally, we show that investors should focus their investments on two main SDGs: Good health and well-being (Goal 3) and Industry, innovation and infrastructure (Goal 9).

Keywords: Sustainable Development Goals; Exchange Traded Funds; Data Envelopment Analysis; Portfolio Performance.

DO CONSUMERS' VALUE SYSTEMS IMPACT THEIR CONSUMPTION OF SUSTAINABLE GROCERIES? AN INTERCULTURAL STUDY

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This research aims to reveal cultural discrepancies of buying motives for groceries with ecological and social product attributes. For the purpose of measuring cultural influences, we chose intercultural validated values as explanatory variables. The conceptual model builds on the one hand on Schwartz's value theory (1992), in particular on the altruism vs. Selfishness dimension. On the other hand, the Values-Belief-Norm model from Stern, Dietz and Guagnano (1995) provides a means to explain the influence of consumers' values on their behaviors (via their opinions and norms). Based on theoretical reasoning we substantiate three research hypotheses. In a nutshell, we postulate that altruistic vs. selfish persons are more vs. Less inclined to purchase groceries with ecological or social product attributes. In addition, we consider the macro- and microenvironment as important side constraints driving consumer behavior. Cultural differences are tackled by including one industrialized and one emerging economy.

The postulated relationships are tested by means of a qualitative study, consisting of expert interviews and focus group discussions. Research is conducted in two culturally different countries, namely Austria, and Sri Lanka. Results imply a positive effect of biosphere, altruistic and egoistic values on the purchase of sustainable groceries. These observations seem to be valid independent of cultures, but strength of the relationship between the variables is moderated by country specific factors like price and availability of the products as well as individual factors like awareness of ecological and social issues and trust in certification.

Key words: sustainable groceries, value system, industrialized vs. emerging economies

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PRIVATE COMPANIES AND NON-PROFIT ORGANIZATIONS: PRACTICES, ACTIONS AND EXPECTATIONS.

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Non-profit organizations and private companies are traditionally perceived (and perceive themselves) as belonging to two hermetic worlds. Historically, companies have paid little attention to social responsibility and sustainable development issues. If their actions in this area are now more documented, it is under pressure from legislative developments, as Parliaments have forced them to report CSR matters. In this context, companies and non-profits have sometimes come closer together; in particular, the latter is involved in examining the relevance and veracity of the content of non-financial data provided by commercial companies in their reports: it is therefore to be expected that relations are sometimes tense. Generally speaking, the link between commercial companies and non-profits around the themes of social responsibility and sustainable development seems to be gradually developing, within predefined strategies such as "Business as Usual". But is that so certain? *Does the integration of corporate responsibility strategies and practices change the ways in which organizations operate and, if so, what does this change consist of ?*

To answer this question, the creation of a dialogical space, where representatives of companies and representatives of the non-profit sector discuss the production of non-financial data in the presence of researchers, is rich in lessons. On three occasions, three years in a row, we have hosted a seminar for representatives of companies and associations who discussed why and how to produce an extra-financial

report, in debates led by researchers from several countries. Within the framework of these seminars, everyone was able to question their own practice and confront it with the expectations and actions of others. Our qualitative analyses of the spontaneous oral speeches thus obtained show that the inflection is moderate and slow; however, the consideration of stakeholders, particularly for organizational reputation issues, is empirically established; non-financial data reports also allow organizations to improve their practices.

Keywords : Private companies/ Non-profit organizations/ CSR/ extra-financial report/ Practices

TRANS-SUSTAIN: TRANSVERSAL COMPETENCE MANAGEMENT FOR INTEGRATING SUSTAINABILITY IN THE APPRENTICESHIP OF GERMAN BUTCHERS

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„TRANS-SUSTAIN“ stands for the research and development of a holistic and transversal competence framework as well as the associated competence-promoting environments and instruments in the application field of vocational training in small and medium - sized butchers' enterprises in Germany.

The concept of sustainable development, as defined by the Sustainable Development Goals (SDGs), reflects the highly complex challenges facing today's and tomorrow's companies in dealing with the new and disruptive developments in the environment, economy and society. Industry and politics are called upon to implement the globally uniformed SDGs and the goals defined in the World Action Programme Education for Sustainable Development (ESD) in their structures, systems, processes, etc. However, the right instruments and application formats are often lacking at the actors' level, especially in small and medium - sized industry and skilled trades, as well as in vocational training, in order to build up the actors' knowledge and the necessary action competence to implement the sustainability goals.

The design of a transversal and integrative competence management is a key to the implementation of complex qualification goals and to the attainment of vocational action competence against the background of permanently changing framework conditions at actors' level. Transversal competence management makes it possible to design systems and content for systematic competence building and thus to make the system levels between practice and application-oriented vocational training more permeable and connectable. The term „transversal“ stands for the inclusion of all levels of competence development, from economy, educational institutions and training companies to the individual actor.

The aim of this article is to analyze the current integration (or lack thereof) of sustainability here, while at the same time showing the sustainability issues and demands for butchers' to address these, also in times of lack of qualified personnel for small and medium - sized enterprises.

Keywords: *vocational education, apprenticeship, education for sustainable development, transversal competence management, butchers', small and medium - sized enterprises*

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TOWARDS A DIRECT MECHANISM FOR EXERTING CONSUMER INFLUENCE ON CORPORATE SOCIAL RESPONSIBILITY: LEARNING FROM A HALF-CENTURY OF ETHICAL CONSUMERISM AND BOYCOTTS

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The issue of corporate social responsibility emerged to reflect that competitive pressures may drive corporations to undertake activities which are legal, but are also controversial and even undesirable by

societies. Corporations face responsibilities at a variety of levels, the most urgent being the economic pressures to generate profits for owners, then legal and regulatory obligations associated with operation (Duarte et al., 2010). Companies also have ethical and philanthropic responsibilities, but these are less urgent than the economic and legal responsibilities. CSR seeks to incentivise firms consider these ethical and philanthropic duties alongside economic and legal responsibilities, guiding firms away from controversial, undesirable behaviours. But CSR is purely voluntaristic, reflecting firm philanthropy: citizens seeking to actively challenge extant controversial behaviours must change the legal frameworks or undermine firm economic performance.

Citizen boycotts emerged in the last half century from consumers to compel firms by inflicting economic damage to respond to citizen ethical wishes (Friedman, 1999; Klein & John, 2001). Boycotts provide ex post signals of issues that citizens find significant that could potentially be incorporated ex ante in regulatory frameworks. This paper explores this signalling role by analysing the factors associated with boycott success. Drawing on a self-compiled database of 100 boycotts, a model is proposed for how boycotts may function to fill a regulatory gap. We test hypotheses linking boycott success with magnitude, duration and associated social issue, and control for boycott date. Boycotts serve as an alternative regulatory mechanism to signal consumer ethical wishes to corporations. CSR should seek to be more responsive to these consumer signals, to use CSR processes to more directly fill the regulatory mechanism. More effort should be made to develop aggregation channels by which citizen ethical judgements can be coupled to corporate behaviours to allow CSR to reflect citizen wishes rather than corporate philanthropy.

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Keywords: *Ethical consumerism; consumer boycotts; corporate misconduct; responsible corporate regulation; exploitative corporate behaviour.*

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THE POTENTIAL OF SDG TO ENHANCE SUSTAINABILITY REPORTING IN HIGHER EDUCATION: EVIDENCE FROM MINHO UNIVERSITY

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Four years have passed since the approval of the United Nations 2030 Agenda, in 2015, which defines 17 Sustainable Development Goals (SDG), placing education at the heart of the strategy to promote Sustainable Development. In the context of higher education institutions (HEI), public universities are typically larger and they can even be considered as "small cities". The SDG are an opportunity to improve university management. Thus, HEI need to be able to assess their social and environmental impacts and review their strategies and practices. For that purpose, to collect and report new data are necessary. So, it is important to align the universities' strategy and their reporting with the SDG. Among the goals of Agenda 2030, target 12.6 encourages organizations to adopt sustainable practices and to integrate sustainability information into their reporting cycle. Thus, transparent and relevant reports on SDG are important to communicate to stakeholders how HEI are meeting with their set goals. Dissemination and information through sustainability reporting is, therefore, a key element in the transparency and accountability of HEIs. Therefore, reporting can play a key role by informing the progress of HEIs in alignment with the SDG. This paper aims to develop a longitudinal

study of sustainability reporting by a Portuguese public university - Minho University - analyzing how corporate reporting can be linked with the SDG. This study used a content analysis methodology, based on the Sustainability reports published since 2010 until 2015. UMinho reporting is at a fairly advanced level. The university has always adopted the Global Reporting Initiative (GRI) guidelines. The alignment with the UN goals was made for the first time, in the last sustainability report. in the last published report. The findings can serve as a learning process for universities interested in implementing sustainability reporting practices.

Keywords: Higher education, Sustainable Development Goals, Sustainability Reporting

LIGHTING THE SPARK OF SUSTAINABILITY

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A US national company with its headquarters in the community contacted a professor about using a Marketing Creativity class to work on sustainability. This was an old-line manufacturing company and they were looking at corporate responsibility to attract customers and employees. The presentation will be on the two rounds that were done with the company and some of the memorable things that they learned in having students look at their business.

Students who knew nothing of the business began their tours with interest and amazement. They began to see opportunities for improvement to help the company to be more sustainable or at least to think more sustainably. What about recycling in the employee kitchen? What happens to the pots of glue that do not get used in a process? Measure the trash. Did you know that you throw away a Blue Whale full of trash every week? That resonated with the President. Are any of your suppliers offering environmentally friendly products? The management team seemed wide awake with all the observations of a class of creativity students. The next Meeting was all about what to do with the Blue Whale of Trash as the president was now calling it. It was not just trash but material scrap that was generated from cutting up raw materials to make the product s customer's desired. One line of attack might be to use more sustainable materials the other might be to think about what you could make with the materials Which was the path explored.

How many companies could ignite the spark of sustainability or corporate responsibility with some outside perspective. What a use for creativity classes to interact with business. The opportunity is ours in Academia – will we accept the challenge?

Key Words: Sustainability, Creativity, Corporate responsibility,

CORPORATE SOCIAL RESPONSIBILITY, GEN Z, AND SUSTAINABILITY

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A packaging executive, a communications professional, and a marketing professor try and understand Generation Z. The packaging industry has many sustainable options to use in the marketplace. Their customers are the product manufacturers who sell, in this case to generation Z. You know the ones, born after 1996, raised on technology and popular brands, who do not focus for long periods. How does CSR efforts need to work with Gen Z? How does a packaging company sell more product by being more responsible? This paper will report on the the author's work with gen Z students to find out what they care about, what they know about, and what actions if any they take in the marketplace in terms of the environment. What do they see as the market segments in their generation that might care about sustainability? How will they put it into action? It is great to talk sustainability but not so great if you do not do it. This abstract is written with a paper cup of coffee next to the author on the third of four flights this week. Is this sustainable? Does the consumer want to walk the walk of sustainability? What is the corporate responsibility to try and get the consumer into a more sustainable mode?

What segments of the GEN Z market would consider the packaging and where in the process of deciding on a product. How does a corporation attempt to move any given market segment in the direction of more sustainable actions, purchasing products with more sustainable packaging? Are consumers all about good looks and feel vs feel good about looks of a truly sustainable package? What is the role of a channel member like the packaging company in changing the consumers' sustainable choices? How do Channel members implement CSR?

Key Words: Corporate Social Responsibility, Generation Z, Sustainability, Market Segments, sustainable packaging, and empathy.

STRIVING FOR SOCIETAL ACCEPTANCE - CORPORATE SOCIAL RESPONSIBILITY IN GERMAN AGRICULTURE

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The development of agriculture in industrialized and emerging countries has led to a rapid increase in the production of food. While also traditional agriculture has been supplier of fiber and other raw materials the recently surging substitution of fossil raw materials and energy by agricultural produce has fueled a booming bio-economy sector. Much of that progress came with substantial negative external effects and societal concerns arose, e.g., over greenhouse gas emissions, surface and ground water pollution, loss of biodiversity, animal welfare, decline of soil quality or of the recreational value of landscapes. Thus, intense public discourse emerged on the role and responsibilities of modern agriculture and on the justification of the considerable public support it receives in industrialized countries. In this context, agricultural producers are facing increased public criticism. The discrepancy between societal expectations towards agriculture and modern operational farming practices is frequently explained with an increasing alienation of society from modern production realities. Agriculture is thus facing a twofold challenge: it must reduce information deficits, while at the same time addressing justified criticism and changing its operational practice accordingly. One way of meeting these challenges is the strategic integration of corporate social responsibility into all levels of farming operations.

The study proposed for presentation assesses the extent of CSR commitment of agricultural enterprises, i.e. of services they provide voluntarily and without payment for the benefit of societal interests. We approximate the extent of CSR commitment by indices that measure the variety of implemented CSR-activities in different ecological, social, and cultural domains as well as on aggregate level. Based on a 2017-online survey among German farmers we explore (a) the diffusion of different types of CSR activities and of overall CSR commitment on farm level, (b) farmers' motivations for implementing CSR activities, and (c) modes of operational embedding of CSR in farm management. Additionally we examine characteristics of farmers and of farms that typically correlate with varying degrees of CSR commitment.

Keywords: Corporate social responsibility (CSR), agriculture, external effects, CSR measurement, explorative analysis, Germany

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PROMOTING CONSUMPTION REDUCTION: A BEHAVIOUR CHANGE PERSPECTIVE

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Current consumption and production practices are already exceeding the sustainable limits of ecological systems and are degrading them, creating severe environmental and social risks (Bengtsson et al., 2018). With forecasts that up to three billion people will join the global middle class by 2050 (Tukker, 2015), finding ways

to transform our societies and economies to reduce material consumption is one of the most fundamental challenges confronting businesses and policy-makers.

New approaches to creating a less material-intensive and lower-carbon economy are being explored, focussing on technical innovation, sharing and greater circularity of resource flows. Although considerable work has gone into demonstrating the theoretical, technical and economic feasibility of these more ‘circular’ production and consumption systems (Tukker, 2015), the behavioural challenges involved are often under-estimated and/or under-researched. In practice, persuading consumers to consume differently, through consumption reduction, less wasteful consumption practices, collaborative consumption or engaging in more resource efficient product-service systems will be challenging. More radically, progress towards sustainability will also involve persuading consumers to reduce aspects of their consumption and seek satisfaction through alternative behaviours or from alternative sources. Even for those new approaches and business modes that offer promise, there can be a challenge in extending them beyond niche markets into the mainstream, whilst maintaining their original values and avoiding unintended consequences, such as exploitative labour practices (as have been observed in the case of Uber) or community disruption (as with Airbnb) (Scholz 2016).

This paper considers the challenge of achieving the collective consumption reduction required to meaningfully tackle sustainability and climate change from a behaviour change perspective, and explores the approaches to behaviour change that might stand a chance of success in promoting more materially frugal behaviours and lifestyles in pursuit of sustainability.

Keywords: Circular economy; consumption reduction; behaviour change.

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A STARTING POINT FOR TEACHING CSR: MAPPING THE CONTENT

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Due to the multi-disciplinary and complex nature of Corporate Social Responsibility (CSR) as a subject, the teaching of CSR in higher education is challenging.

This paper aims to develop a framework for teaching CSR in higher education by identifying, linking, and structuring the most important topics within the widely extended subject of CSR. A content analysis and mapping approach is applied to the literature to develop a conceptual model of CSR. This model consists of detailed maps as well as a mega map to highlight the most important CSR topics and their relationships. Detailed maps are generated by identifying different CSR topics and mapping the concepts under these topics. The topics are determined by analysing the text of selected widely-recognised books and articles on CSR. To provide an overview of CSR main topics, a mega map is produced. This is achieved by merging the derived detailed maps and restructuring them into a mega map.

The model implies that CSR knowledge can be classified into eleven types under three main sections. These sections are CSR Learning, CSR Application, and CSR Management. The model is used to provide educators with a curriculum framework for teaching CSR. This is done by rearranging CSR topics in a progressive and logical flow. This framework is generic enough to be used as a source and a guideline for developing customised CSR curriculums to meet different degree requirements.

This research work contributes to teaching CSR in higher education by providing an informed and structured input for the design of a CSR programme. Such programmes are essential if the goal is to provide societies with graduates who can be advocates and promoters of CSR within different platforms and roles.

Keywords: *Corporate Social Responsibility (CSR), higher education, teaching, mapping*

FOOD POVERTY AND LIMINAL SPACES OF COMMUNITY-BASED FOOD AID PROVISION

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One of the UN's Sustainable Development Goals is zero hunger. Yet, food insecurity across Britain has never been higher. Over fourteen million people are living in poverty (SMC, 2018), experiencing vulnerability on multiple dimensions. Statistics on UK community-based food aid are largely based on individuals who use the 1,200 emergency services provided by the Trussell Trust food banks. However, another 2,000 independent community-based food services operate independently (IFAN, 2018). The invisibility of independent community-based food aid providers and their clients are a challenge for policymakers and NGOs, which remains largely unaddressed.

In response, this research provides a more nuanced understanding of consumers' temporal experiences of austerity and food access exclusion, including how liminal transitions (Kimball, 1960) occur and are managed, from a position of requiring food access support to potentially not needing it anymore. Further, while recognising the contested definition of 'vulnerable', the research also examines what additional types of support might be needed to facilitate these liminal transitions for individuals experiencing vulnerability. We address these research aims through an interpretive lens. The research involved twenty-four in-depth interviews with clients of food aid providers in the city of Birmingham and the Greater Manchester area.

Our research suggests nuanced, temporal experiences of austerity and food poverty, and flexibility in how vulnerable consumers navigate their period of liminality. We establish that prolonged liminality and the liminoid co-exist in food access exclusion, going against existing Trussell Trust discourses regarding food aid being a short-lived service. Further, liminal stigma emerges from the data, which is then counteracted by caring, non-judgemental food aid spaces, a sense of community, as well as ethical reciprocity among those experiencing vulnerability and the volunteers who enable food aid provision. We propose social policy recommendations aligned with Scotland's Right to Food approach, and operational guidance for community-based food aid providers.

Keywords *Food poverty; liminality; vulnerable consumers; sustainable development goals;*

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SOCIAL INCLUSION THROUGH PUBLIC PROCUREMENT: WHICH APPROACH IN THE PORTUGUESE PUBLIC PROCUREMENT CODE?

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Public contracts can be an effective tool as regards the promotion of social inclusion. Therefore, the Portuguese Public Procurement Code, which transposes the 2014 Directives on public procurement, addresses those matters.

Procurement planning and the definition of the subject matter of the contract, technical specifications, exclusion grounds, selection criteria, reserved contracts, award criteria and performance clauses represent the most strategic mechanisms concerning the implementation of social considerations in public contracts.

The exploitation of such potential is being increasingly regarded as vital for fostering a sustainable public procurement paradigm in which social inclusion is an achievable outcome.

Keywords: Social public procurement; social inclusion; human dignity.

THE SUSTAINABILITY OF THE ITALIAN AGRIFOOD SUPPLY CHAIN. DIVERSIFICATION OF TECHNOLOGICAL HERITAGE AND NEW SUPPLY CHAIN RELATIONSHIPS

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Building resource-based view and network analysis the purpose of this paper is to empirically explore the relationships among Italian firms belonging to diversified sub-sectors of the Italian agrifood (suppliers, packaging materials manufacturers, machinery manufacturers) and inter-company performance in a global context.

The purpose of this research is also to promote research methodological approaches to analyse different uncertainty scenarios for the future such as legislative constraints for a sustainable development, biotechnology innovations, digitization of technologies, processes and sustainable relationships, international development of Italian agrifood through the internationalization of the entire supply chain.

Another significant investigated phenomenon is the repositioning in the international supply chain by Italian agrifood firms operating in B2B markets.

With regard to the methodology adopted in the research, still underway, we wish to clarify that the inductive method was used with empirical verification, in order to correctly interpret the management phenomena that emerged regarding supply relationship management. During the empirical survey, forty Italian firms belonging to various sub-sectors of Italian agrifood supply chain and located in central Italy were taken into consideration. The analysis covered the period 2010-2018 and involved the industrial firms, the industrial clients and other economic operators (startup, incubators, innovation community, etc.) in the Italian agrifood supply chain. Drawing on an explorative analysis of quantitative and qualitative data, we investigate strategies and characteristics of their organizational structure in order to protect new “interstitial spaces” (or micro-segments) in international markets.

More recent NPD studies start to show challenges of managing suppliers in a buyer’s innovation process. There is mixed empirical evidence regarding the effectiveness of supplier involvement for enhancing buying company NPD performance.

During the empirical survey, it was noted that, especially in recent years, small and medium-sized industrial firms belonging to an Italian agrifood supply chain formulate strategies that make them variously interdependent with different supply chain stages.

Key words. Sustainability, green innovation, supply chain integration, business model design

ENVIRONMENTAL INNOVATION AND BRAND'S PERCEIVED VALUE: THE MEDIATING ROLE OF CUSTOMER PRIVACY

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Over the past two decades marketing literature has showed a consistent increase in research related to sustainability. Among the specific topics surrounding sustainability, of high prominence are those linked to environmental or eco-friendly innovation (EI). The research attention in this theme commonly focuses on the costumers' perception, attitudes and reaction regarding the EI. One important aspects in EI is that it embodies ethical arguments into the brand. Those arguments are even more important for brands associated to products or services that involve the storing or handling of customers' private information. In such contexts, there are many ethical issues related to customer privacy. Unfortunately, there is a lack of empirical results on the perception of customers facing EI and privacy concerns.

Theoretically, EI per se would not be enough to deal with privacy ethical issues in the above-mentioned markets. In fact, customers' perception about privacy practices in the company would be needed to increase the perceived value of the brand. Hence, this study aims to test the mediating effect of privacy practices in the relationship between EI and brand's perceived value. In the current competitive market, perception of good value leads potential clients to choose a company's product/service, ultimately driving business success. The theoretical model proposed by this research suggests that EI increases the perceived value of the brand only when the customers recognize privacy practices implemented by the company. Data collected from 337 end users of products and services from Apple (192) and Microsoft (145) in Brazil were analysed by using a PLS-SEM approach to test the proposed model. Results provide evidence that customer privacy practices by the company fully mediates the impact of EI on the perceived value of the company's brand. Hence, this study contributes to a significant understanding of customer's behaviour on EI.

Keywords: *Environmental Innovation; Privacy Practices; Ethical Concern; Brand's Perceived Value.*

THE IMPLICATIONS OF SUSTAINABILITY FOR MARKETING DEPARTMENTS AND MARKETING PROFESSIONALS: A THEORETICAL PERSPECTIVE

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The integration between Marketing and Sustainability is today an imperative, not an option. Despite the tensions between the market and the sustainable logic and their different sources of legitimacy (Kemper, Hall & Ballantine, 2019), companies are increasingly aware that their long-term success is inseparable from social and environmental progress. The response to the fundamental question - "how" to conciliate them - is coming from new measurement systems, like *Shared Value* (Porter & Kramer, 2011), with a focus on the intersection between economic progress and social progress, through a logic of business with social purpose. Simultaneously, the interest on corporate political responsibility (Lyon et al, 2018) and brand activism (Sarkar & Kotler, 2018) is increasing, with an explicit call for action and non-neutrality. Companies are being pressured to make choices, signaling what they are (and what they are not) and demonstrating how they can contribute to a better world. This transition is thrilling however, it also raises risks, exposing vulnerabilities and contradictions. The sustainability imperative is complexifying and reconfiguring the role of marketing professionals, especially the Chief Marketing Officers (Yosle, Simmons & Ashken, 2016), nevertheless, research on these challenges is still scarce. This study develops a theoretical perspective on the implications of sustainability for marketing professionals, with a focus on marketing departments and Chief Marketing

Officers, their relationship with other business functions, their potential role as integrators and their potential ability to facilitate corporate alignment and reduce internal disconnections. More specifically, it examines the relationship between Chief Marketing Officers, Chief Sustainability Officers and, also, Chief Philosophy Officers, as they all are in a natural/good position to embed purpose into the organizational structure.

Keywords: sustainability, marketing professionals, chief marketing officers

DIVERSITY OF CSR PRACTICES IN INTERNATIONAL MARKETS: THE ROLE OF HOST COUNTRIES

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In the era of globalisation, many business models for international companies emphasise not only profit-making, but also corporate social responsibility (CSR) for their ‘soft power’. CSR is understood not just as one single practice like philanthropic work, instead, it comprises multiple aspects responding to different kinds of concerns, such as social, environmental, economic, human rights, consumer, and labour concerns. However, the overall picture of CSR practices conducted in international markets is not clear, including how multinational companies (MNCs) diversify their CSR practices when they operate in different host countries. The primary aim of this research is to analyse the diversity of CSR practices in host countries, with a focus on international construction markets, thus to examine the role of host countries on CSR practices. It is hypothesised that the diversity of CSR practices in host countries measured by entropy is positively related to their development levels, measured by Human Development Index (HDI). Content analysis is first adopted to extract CSR practices in specific countries from collected 369 CSR reports. By reorganising data, 56 host countries are thus selected as the sample. Regression model and cluster analysis are then applied to test the hypothesis and further elaborate on the results. It is found that CSR practices by MNCs would be more diversified when the development level of the host country is high. Our findings suggest that the contexts where MNCs are embedded in play an important role in the conduct of CSR. Host countries with low development levels have more needs to settle the basic livelihood. Instead, in the developed market, there are more expectations or compliance pressure for companies to contribute to society. MNCs need to consider the expectations of diverse stakeholders in the host markets to make their CSR strategies and conduct their CSR practices properly.

Keywords: corporate social responsibility (CSR), diversity, international market, host country

SOCIAL ENTERPRISES AND SUSTAINABILITY PRACTICES: THE EVIDENCE FROM RUSSIA

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Social entrepreneurship in Russia is a growing phenomenon. The concepts of social enterprise and social business are still very new and even aren't enshrined precisely in Russian law. In fact, social enterprises exist in Russia in legal forms of associations (unions), social and religious organizations (associations); funds; communities of indigenous people of the Russian Federation; non-profit partnerships; consumer cooperatives and others. In this research we will follow a definition of social entrepreneurship as entrepreneurship that pursues a social mission, not a profit, but may earn commercial income and profit to accomplish its mission. The concepts of sustainability and sustainable development are now increasingly associated with social entrepreneurship as well as with zero-waste economy. Sustainable development ensures a long-term development balancing between economic, ecological, social, and institutional principles. Our research is focused on sustainability practices of social enterprises in Russia and their influence on markets and society as well as visa versa.

The research questions are as follows:

- Do sustainability practices that are implemented by social enterprises shape markets, local communities and societal logics?
- How do markets, local communities and institutions shape social enterprises and sustainability practices?
- Do Russian social enterprises use pseudo-sustainable practices e.g. greenwashing?
- Are there any emerging markets that are inherently responsible in Russia?

To conduct our study, we used a method of in-depth face-to-face interviews with Russian social entrepreneurs.

Keywords: social entrepreneurship; sustainable development; sustainability practices; responsible markets.

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THE MORAL SUPPLY CHAIN, *PHRONËSIS*, AND MANAGEMENT EDUCATION

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In recent years there has been an increased interest in the research dedicated to the ethics and morality of supply chains. The ethics of the supply chain is considered in the literature under the dominant influence of corporate social responsibility concepts in management education. The objective of this paper is to develop some propositions to complement and look more broadly and differently on these management concepts. Supplementing these concepts with the fundamental questions on the meaning of ‘what moral supply chain is’ and ‘what moral supply chain ought to be’, we develop some descriptive and normative propositions for management education on ethics of supply chains. Against a descriptive viewpoint, we propose that judgments on the morality of supply chains should be viewed from multiple perspectives, often conflicting. Against normative viewpoint, we propose some reflections on how to apply Aristotelian practical wisdom in management education of supply chains.

Keywords: moral supply chain, practical wisdom, Aristotle, management education, virtue ethics

MARKETING ASPECTS OF CARBON EMISSION OFFSETTING EFFORTS OF A SPECIAL AUTOMOTIVE FACILITY

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Zala Zone proving ground is a state funded project under construction in Western Hungary. The facility provides **modern testing environment for automotive sector** research and development. Beside the economic and societal impacts, the developer has defined ambitious environmental, specifically climate action goals. The operation of the facility is supposed to be climate neutral, that is, **greenhouse gas (GHG) emissions are compensated** with various measures. In the presentation we focus on the marketing aspects of carbon offsetting efforts.

First, the emission estimation model is shown briefly. The proper calculation of emissions is crucial to **specify the offsetting targets precisely**. Afterwards, offsetting options – CO₂ sequestration with forestation and green surface development; CO₂ offsetting by energy plant plantation, and using the biomass for energy and heat generation as well as CO₂ offsetting by the establishment of a photovoltaic farm – are compared and the selected option of mixed measures is presented.

After that, the target groups are defined and analysed, in order to be able **to choose optimal communication channels and tools**. In accordance with the operator of the facility, four key stakeholders have been selected:

the general public, industrial customers, academic customers as well as “future engineers”, that is, young generations. From the point of view of marketing communication, industrial and academic customers are especially important. Aiming climate neutrality is an extra benefit for them, while other aspects are suspected to be more important when choosing among similar services on the market.

Example setting and improving the reliability of national climate policy efforts are additional positive impacts. Carbon offsetting and its communication is the main corporate responsibility effort of the company and it has the potential to improve its position in the market.

Keywords: carbon offsetting, automotive sector, corporate responsibility, communication

ENVIRONMENT, COMMUNITY AND GROWTH: RESEARCH AGENDA ON SUSTAINABILITY, CSR AND PERFORMANCE IN PHARMACEUTICAL SECTOR

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Aim: This study provides an insight into the available scientific literature on the relationship among CSR, Sustainability practices and the organizational performance in pharmaceutical sector.

Methodology: In the systematic review of literature, 235 research papers were collected from various journals available at different online databases. The unit of assessment was a full paper published in a relevant journal. On the basis of this review, three key themes have emerged, namely: environment, community and growth (ECG concept) represented by sustainability, CSR and organizational performance.

Findings: On the basis of this concept few interesting findings included under three themes are: (a) Environment – Green chemistry has revolutionized pharmaceutical sector by decreasing manufacturing cost, minimizing environmental footprint and improving compliance to regulation. Strict regulation has been the reason behind use of sustainable practices; (b) Community –Community goodwill and company image have gained importance during last decade under the influence of external and internal stakeholders. Employee commitment is a significant factor behind organizational performance; (c) Growth- A weak relationship exists between CSR and organizational performance, however, more engagement in sustainability practices led to increased financial and market performance. Effective integration of social and environmental goals with business strategic planning process helps in sustainability of profits in long term.

Conclusion: There is limited literature on use of sustainability practices in comparison to CSR in pharmaceutical sector. This literature review could serve as a raw material for future research and further in depth sector specific studies. This study is also an attempt to find the truth especially for pharmaceutical sector which remains in debate for their social responsibilities.

Keywords: Corporate Social Responsibility (CSR), Sustainability, Organizational Performance, Pharmaceutical.

THE FINANCIAL PERFORMANCE OF THE WORLD’S MOST ETHICAL COMPANIES: ADVANTAGE IN TIMES OF CRISIS

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The financial consequences of embracing ethical conduct in business remain a subject of contention in the literature. Most empirical studies focus on corporate social responsibility, and present mixed results, whereas assessments of ethical funds tend to find neutral effects. We propose that ethical companies can have advantages over others due to three distinct effects: (i) internal values orientation, through the congregating and steering potential of inspiring values and practices on employees and decision-makers; (ii) stakeholder management practices, by the effects of considering and satisfying relevant stakeholders; and reputation, by signaling to investors and customers the ethical stance of the company. Using methods that take into account

different market regimes (“bull” and “bear” markets), we rely on 12 years of financial data (2007-2018) to evaluate the long-term financial performance and risk profile of the World’s Most Ethical Companies (WMEC), a list devised by Ethisphere. This award recognizes both espoused corporate commitment to ethics and actual ethical conduct. Over the years, 92 to 145 companies have been distinguished annually as the best-in-industry in the around 30 industries included. We compare the financial and risk performance of this portfolio of companies with a matched sample of companies outside this list created using propensity-matched scores. We also compare key Environmental Social and Government (ESG, provided by Asset4) indicators of both groups as an external source of evidence of actual practice in ethical issues. The aim is to assess whether a portfolio of WMECs consistently outperforms the market, both in times of market growth and in periods of market decline, suggesting these companies benefit from a special protection in times of crises.

Keywords: *ethical companies; financial crisis; financial performance; risk profile; bull and bear markets; bootstrapping.*

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EMPLOYER BRANDING: IS THERE A SEGMENT OF JOB-SEEKERS ATTRACTED BY SOCIALLY AND ECOLOGICALLY RESPONSIBLE COMPANIES?

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Employer branding stresses the creation of preference and identification as two major goals of branding (Ambler & Barrow, 1996; Stotz & Wedel-Klein, 2013). This requires creating person-organization fit (Kristof, 1996) and developing the employer brand in accordance with values, expectations and preferences of (future) employees. CSR is discussed as one potential element of employer branding strategies. However, empirical studies show no clear evidence concerning the importance of CSR and sustainability for employer choice (Bustamante et al. 2018). Especially when there is a trade-off between CSR related and other, classical job and company attributes (e.g. salary, career), these classical attributes seem to dominate job-seekers decisions. The current paper argues that there are different segments of job-seekers with different preference structures. Companies need to be aware of these segments and adapt their positioning accordingly.

The paper builds on the analysis of preference structures of 5400 students from 23 countries worldwide. Respondents were confronted with trade-offs between 25 CSR and non-CSR related employer and job attributes. Overall, there seems to be low concern especially for socio-ecological CSR performance of companies. However, using a cluster-analysis approach, we identify a cluster of respondents (22 % of all respondents) with high importance values especially for socio-ecological aspects of future employers. The two other clusters represent respondents with more career (39 %) and convenience (39 %) oriented preferences. More detailed analyses of the socio-demographic and psychographic characteristics (especially values) of these clusters provide a good basis for market segmentation, CSR positioning and employer marketing strategies of companies.

Keywords: *Employer marketing, segmentation, employer positioning, corporate social responsibility (CSR), values, business ethics*

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EXPLORING THE EMERGENCE OF HYBRID ORGANIZATIONS IN THE ORGANIC FOOD INDUSTRY

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The recent explosion of the organic and responsible foods market in France has opened up opportunities for new players in the food industry. In 2018, the organic foods market grew 15.7% and accounted for 9.7 billion euros in sales. Furthermore, 71% of French consumers buy organic products at least once a month, and 12% consume them every day. A number of studies have focused on consumer perceptions and purchase intentions in this sector. However, less research has focused on the emergence of new players and organizational forms in this particular market. These emerging organizations have often taken the form of ‘hybrid organizations’, organizations that include economic, social, and environmental elements into the core of its business model. Hybrid organizations have defied the traditional shareholder-oriented view of business and redefined relationships with their stakeholders, with their supply chain, and the role of leadership. This paper then studies the French organic food market and explores how six ‘hybrid’ organizations are developing business models that offer value propositions that allow them to compete in this growing and hypercompetitive market. It discusses the particular characteristics of hybrid organizations and their role in acting as agents of change, and looks at the factors of success of these organizations in the context of the French market. Finally, it discusses the challenges and opportunities these organizations face today and provides an outlook for the role of these new players in the near future.

KEYWORDS: hybrid organizations, CSR, organic food, business model

BANKS’ NON-FINANCIAL REPORTING: EMPIRICAL EVIDENCE FROM PORTUGAL

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Non-financial reporting is based on the construction of a more inclusive society and a more sustainable economy, so that societies increasingly require companies, banks included, to act responsibly and transparently.

Directive 2014/95/EU about non-financial reporting was transposed in Portugal by the Decree-Law 89/2017, which is part of the Portuguese legislation concerning the non-financial statement. This decree-law establishes that all large companies which are public-interest entities and which, at the balance sheet date, exceed an average of 500 employees during the year, must include a non-financial statement in their management report. The non-financial statement should contain enough information for an understanding of the evolution, performance, position and impact of the company's activities, with at least environmental, social and worker issues, equality between women and men, non-discrimination, respect for human rights, anti-corruption and bribery, including: brief description of the business model of the company; policies followed by the company, including due diligence procedures applied; results of such policies; associated risks; and key performance indicators relevant to your specific activity.

The purpose of this study is to evaluate compliance with these regulations by banks in Portugal, in the first year of application (2017). Collected data indicate that the regulations were mainly fulfilled, since the main topics are disclosed. However, the information disclosed shows that there are differences among banks in terms of communication, detail and specificity. Overall results suggest that regulations should advance more in the standardization of the information, to improve comparability between banks.

Keywords: Banks, Disclosures, Directive 2014/95/EU, Non-financial reporting, Portugal.

THE VALUE CO-CREATION THROUGH THE IMPLEMENTATION OF THE CIRCULAR ECONOMY WITH THE CITIZENS' PARTICIPATION: AN BIBLIOMETRIC ANALYSIS

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The environmental impacts rendered sustainability issues as one of the contemporary societies' most worrying problems. As society becomes more concerned many citizens have taken personal steps to reduce their personal impact on the environment. Citizen participation is considered a necessary condition for the implementation of sustainability. In the literature, this participation is indicated as co-creation and one of the pathways to achieve this environmental concern is the circular economy. Therefore, it is fundamentally important for researchers interested in these subjects to understand the state of art of studies being undertaken and to have the overall of the picture of it. The purpose of this paper is to summarize and classify extant research and to better understand the concepts of co-creation, circular economy, and citizen participation. Its main objectives are (a) to understand the relationship between citizens' engagement and co-creation activities, (b) to identify and describe the most significant circular economy activities with citizen participation, (c) highlight the connections between the concepts, (d) look for emerging trends and gaps in the literature. This article presents a bibliometric analysis of 185 articles of co-creation, citizen participation, and circular economy from Web of Knowledge Database over the period of 2012-2019 focusing in the separate concepts and in the relationship between them. To the best knowledge, this study is the first to analyze the correlation between these concepts. The findings of this study could prove useful for any of the concepts addressed, as they show a global sight about them. Besides that, the article represents a contribution to study the relationship between co-creation, citizen participation, and circular economy, and to prove the lack of studies on the three together. We conclude proposing future research initiatives.

Key words: value co-creation, citizen participation, engagement, circular economy, bibliometric analysis.

SUSTAINABILITY AND OMNICHANNEL STRATEGIES IN THE ITALIAN WINE INDUSTRY

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The sustainability issue in the Italian wine industry is increasingly gaining momentum. The general principles about sustainability, given by the Organisation of vine and Wine (OIV) in the 2016, are about environmental, social, economic and cultural stances. Indeed, sustainability is not only the respect of the environment, the reduction of wastes and pollution and the biodiversity, but it is also linked to social, cultural and economic dimensions. The intangible aspects such as the culture, the landscape, the history, the traditions and the human capital that is contained in a bottle of wine are the basis for sustainable quality, from the vineyards to the wine. Wineries today leverage on sustainability in order to obtain a competitive advantage, efficiency and brand image. However consumers are still not always aware about the characteristics of a sustainable product and thus they are not always willing to pay a higher price for it. The aim of the paper is to investigate how in particular small and medium Italian wineries implement sustainable practices and the impact of omnichannel strategies on the communication of sustainability issues to consumers. In order to pursue this aim we collected data through a survey involving more than 100 Italian small and medium wineries and 15 direct in-depth interviews to wineries' managers and key informants.

Findings suggest that the sustainability challenge is becoming a "must have" for small and medium Italian wineries and that their focus is increasingly on the relationship with the different stakeholders but in particular with the consumers in order to co-define and a co-create value.

Wineries still prefer to communicate the nature of their products through the physical contact and for this reason they organize activities in the cellar and promote the discovery of the "terroir" with winery tours, wine

tastings and lunches with local products. Nevertheless, the most advanced ones have started to introduce the use of social media and have launched e-commerce platforms. Interestingly, the integration of off-line and on-line strategies is impacting both on the development of sustainable practices and their diffusion among consumers through the creation of a unique and seamless experience.

Keywords: Sustainability, Omnichannel strategy, Wine industry, SME

AN INVESTIGATION OF EXISTING SOCIAL IMPACT MEASURES FOR SOCIAL INNOVATION

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There is increasing concern in recent years in the social impact of different types of organizations and social practices, particularly in response to a recognition of the urgency of developing more inclusive economies and societies. The concept of social innovation has emerged as an important activity to enhance social value creation for both companies and communities, and thereby contribute to socio-economic inclusion. However, measuring the impact of social innovation actions and/or practices is a very significant challenge for researchers; research in this area has not yet reached the level of consolidated metrics (or indicators) used in the context of technological and/or economic innovation (e.g. R&D expenditure, number of patents, graduates in science and technology, value added). Despite the interest and popularity of the topic of social innovation, the development of reliable and shared measurement practices has emerged as a barrier for the widespread adoption of social innovation practices.

Part of this measurement arises from the fact that social innovation is a complex process in which relatively ‘small’ activities may contribute to driving structural socio-economic changes, creating a strong attribution problem. Drawing the recent academic interest in developing measures and metrics to assess the impact of social innovation initiatives, this research seeks to investigate the state-of-the-art in terms of social innovation impact measurement, drawing on both scientific and practitioner literature. The research seeks identifying the most common measures, metrics and tools used by different types of organizations to measure social innovation impact. This research discusses how organizations can adapt to the challenges posed by measuring the impact of their social innovation initiatives, and how these measurements may potentially change those processes working. This research thereby contributes to an important public policy debate regarding the effective use of social innovative to provide public services in promoting inclusive economics and societies.

Keywords: Social innovation; social impact, measurement practices.

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ROLE OF UNIVERSITIES IN THE SOCIAL INNOVATION MODEL: CONTRIBUTION FOR A SYSTEMATIC LITERATURE REVIEW

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Social innovation is not a new term; its sociological heritage can be dated back to the late nineteenth century. The academic literature regarding the social innovation concept emerged from the 1980s onwards to develop multiple meanings that do not readily cohere around a concept or theoretical framework that could be applied analytically. The way that the concept of social innovation has emerged has been as part of attempts to describe bottom-up phenomena of organisation and creativity contributing to social change and social development. As an innovation process, social innovation is a knowledge-based activity, and therefore there is growing interest in understanding the role of universities – a key source of knowledge in contemporary societies - in

socially sustainable development with their (city-regional partners). This paper seeks to develop a systematic profile of academic research relating to this topic: the role of universities on the social innovation concept, and to try to identify the concept's internal architecture and relationship with cognate concepts.

For this, a systematic literature review was conducted of studies published between 2009 and 2019 that reported some association between social innovation and universities. VantagePoint software was used to analyse, classify, and organize 356 articles, books, and conference papers. After a first screening, these studies were subjected to content analysis based on the following criteria: (1) definitions of social innovation, (2) universities' contributions, (3) goals, (5) methodology, (4) outcomes. These findings improve the understanding between social innovation concept and universities' internal dynamics allowing to design implication for social policy research within universities. Furthermore, these findings contribute to a deeper understanding of social innovation and the contributes of universities on social innovation models. Finally, the results may facilitate developing a measurement framework for the impact of universities' activities on society and on social innovation.

Keywords: Social innovation; Universities; Systematic literature review.

Acknowledgements. This work was financed by the Portuguese Foundation for Science and Technology, under Project PTDC/EGE-OGE/31635/2017.

‘FRUITS OF THE SAME TREE’? A SYSTEMATIC REVIEW OF CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL ENTERPRISE LITERATURE

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This paper presents the first systematic review of the literature in the area of intersection between Corporate Social Responsibility (CSR) and Social Enterprise (SE). We have reviewed 50 scholarly articles in social entrepreneurship research focused on the comparative analysis of CSR and SE published during the period 2009 to 2019. Reviewing the selected articles, we identified different views regarding the overlap between SE and CSR. Social Enterprise may be viewed as a CSR model (Permana & Mursitama 2018), and one may argue that SE and CSR seem like ‘fruits of the same tree’ (Page & Kartz 2011), or that they are ‘both socially constructed societal processes’ (Grant & Plakshap 2018). Nevertheless, some critics find the differences between CSR and SE more striking than similarities or even ‘lamentable’ for some CSR proponents. It is argued that they receive support from different sources and that they embrace different social missions and intended beneficiaries (Page & Kartz 2011). This paper investigates the above arguments and many more issues regarding the overlap between the two concepts to shed light on the ambiguity in current SE and CSR literature.

The novelty of this research is to develop a better understanding of the relationship between CSR initiatives and SE organisations and activities. The paper presents a comprehensive discussion of comparative studies of CSR and SE to identify future fields of research. Through a review of literature, we demonstrate the key questions and notions that are discussed in the literature, issues that have been previously assessed only to a very limited extent and a number of gaps and shortcomings that deserve further investigation. The results of this study would be beneficial for researcher or practitioners with an interest in CSR and SE.

Keywords: Corporate Social Responsibility, Social Enterprise, Social Impact, Literature review

STATED WILLINGNESS TO PAY FOR PRODUCTS MANUFACTURED UNDER GOOD, FAIR, HEALTH-PROMOTING, OR SUSTAINABLE WORKING CONDITIONS: A PSYCHOLOGICAL PERSPECTIVE

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Organic markets have developed rapidly in the last thirty years, and studies of these markets have shown that many consumers are concerned about environmental issues when making purchasing decisions. However, research investigating the ethical concerns of consumers is still in its infancy. The few studies that focused on social rather than environmental concerns of consumers almost exclusively investigated consumers' intention to buy or willingness to pay extra for Fair Trade labeled products. The aim of this study was to take a closer look at ethical concerns and to get a better understanding of the effects of different frames used to describe the working conditions under which products are manufactured. In an experimental study, 302 consumers were asked to indicate the amount they would be willing to pay for several different products (i.e., soap, socks, USB stick) manufactured either under good, fair, health-promoting, or sustainable working conditions. The results show a significant difference between the groups concerning the perceived moral intensity of such a purchase decision. Perceived moral intensity of such a purchase decision was positively related to the stated willingness to pay extra for products that were manufactured under good, fair, health-promoting, or sustainable working conditions, measured as the percentage increase in willingness to pay. Furthermore, identification with organic markets is introduced as an important psychological construct, which is strongly positively related with the stated willingness to pay extra for products that were manufactured under good, fair, health-promoting, or sustainable working conditions. Drawing on this concept as well as on other important psychological mechanisms, this study provides a first step towards understanding the psychological underpinnings of willingness to pay extra for products manufactured under good, fair, health-promoting, and sustainable working conditions.

Keywords: willingness to pay, ethical consumption, working conditions, moral intensity, identification with organic markets

THE FIRST YEAR OF MANDATORY NON-FINANCIAL REPORTING. EVIDENCE FROM THE WARSAW STOCK EXCHANGE

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Non-financial reporting is understood as social and environmental disclosure belonging to one of the most dynamically developing themes both in the academic literature on CSR and sustainability as well as regulatory efforts and corporate practice. It includes different forms disclosure including social and environmental or sustainability reporting in its narrative ways or in accordance with GRI standards, IRRC guidelines or other (e.g. sectorial) standards. Since it delivers relevant information on social and environmental impact of a company, it also reveals the direction for its strategic development and operation.

2018 was a historical year for non-financial reporting in the European Union. The introduction of Directive 2014/95/EU (serving as the amendment of Directive 2013/34/EU) defined the scope of non-financial reporting and imposed an obligation of ECG disclosure to subject companies. The regulation applies to companies of significant public relevance that hire more than 500 employees, local companies based in the EU and foreign companies traded on the EU stock markets, which have a balance sheet total of at least €20 million or a net turnover of at least €40 million. Non-financial directive addresses listed companies, credit institutions, insurance companies and all other organizations designated by an EU member state as such due to their size or the nature of their business. Companies need to disclose the information on environmental impact, social and employee aspects, anti-corruption and bribery matters, as well as governance issues. This information should either be integrated in the annual management report or be prepared as a separate sustainability report.

This paper documents the initial analysis on the non-financial reporting practice. The paper is based on the research of non-financial reports published in 2018 by subject listed companies as the results of enforced non-financial directive. The analysis addresses the scope, the quality and the most important challenges identified in the reports.

Keywords: Non-financial reporting, Non-financial directive, Directive 2014/95/EU, Poland

YES, IT PAYS TO BE GREEN: EVIDENCE FROM ITALY

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As a result of irresponsible and opportunistic behaviours, environmental issues have assumed a relevant role in the evaluation of firm's overall risk profile. The attention has gone besides the mere measurement of environmental performance and led to the genesis of new and complementary line of research, the so-called "carbon risk", that is any corporate risk related to climate change. This source of risk mainly derives from the intense dependence that companies have from the use of fossil fuels. In such a context question was born with the purpose of investigating if the implementation of environmentally virtuous practices (in particular, pollution reduction deriving from GHG emissions) represents merely a cost for companies or on the other hand it brings benefits, such as processes efficiency, improvement of financial performances, growth of the reputation and value of the company, etc. To date, very few studies analysed in depth the relationship between firm's carbon emissions, or more generically company's environmental risk profile, and the cost of financing; no-one to best of our knowledge focussed on the Italian context. We filled this gap. The attention towards this specific topic and the purpose to contribute to this line of research are prompted by several motivations. Firstly, with the implementation of more strict environmental regulations and policies, institutional lenders and investors started incorporating carbon risk evaluations into their credit risk assessment process, especially for medium and large companies and firms operating in environmental sensitive industries. Furthermore, the regulation aimed at reducing GHG emissions involves current costs and future potential losses, mostly off-balance sheet resulting in higher uncertainty and vulnerability of current and future cash flows that can significantly impact their credit worthiness. Finally, divergences in carbon emission policies and goals may also lead to substantial agency problems between lenders and borrowers.

After controlling for size, profitability, liquidity and leverage, carbon intensity seems to significantly contribute to the overall firm risk assessed by lenders and to affect lending prices. We thus argue that lenders mitigate the impact of borrowers' GHG emissions on their future cash flows primarily requiring firms with higher carbon emissions to pay significantly higher costs for financing their operations through indebtedness.

Keywords: Carbon risk, Environmental risk, Carbon intensity, Cost of equity, Cost of debt financing

USING SOCIAL MARKETING IN A REFUGEE CRISIS

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Purpose: This article investigates social marketing use in a refugee crisis. Specifically, it seeks to understand the behaviour of host communities and refugees and evaluate the role of non-governmental interventions in the context of a refugee crisis.

Design/methodology/approach: This paper uses qualitative semi-structured interviews that are analysed using content analysis with the assistance of NVivo Software to code, classify, and organise data.

Findings: Recent interventions for host and refugee communities are lacking. A proper design, planning and management of interventions are needed. Using social marketing benchmarks can provide effective, efficient and sustainable solutions to influence behaviours.

Research limitations: Evolution criterion is a limitation since the reality under study is not static.

Practical implications: Suggestions to evaluate and improve NGO interventions to influence behaviour are offered.

Social implications: Implications for using social marketing in a humanitarian crisis and contributing to a healthy relationship between host and refugee communities are proposed.

Originality/value: This paper emphasises the need for filling a gap in the literature concerning the implementation of social marketing approaches in complex social contexts and humanitarian causes. To our best knowledge, marketing has never been used to influence behaviours in a refugee crisis.

A MORE INCLUSIVE FORM OF CONSUMER PROTECTION: THE INFLUENCE OF DOUBLE OPT-IN

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With increasingly sophisticated customer profiling, marketing techniques and product design, and the rise in consumer debt, the vulnerability of consumers is cause for concern. To combat consumer exploitation and information asymmetries, numerous countries, including Australia, have implemented ‘cooling-off’ periods of varying lengths and specifications. However, there are significant issues that cooling-off periods do not address, and importantly, these laws can, in some cases, compound consumer and supplier detriment. Furthermore, cooling-off periods have been shown to cause uncertainty and delay, both of which may prove costly for sellers, an expense often passed on to the consumer. To deliver a more inclusive consumer protection policy requires a detailed understanding of the risks and vulnerabilities consumers currently face. We tested an approach that allows consumers to make a lesser form of commitment when considering purchasing under high-pressure conditions (e.g., “I am interested”), but then requires that they are given a period of one to three days to formally reinforce that commitment by contacting the sales company to advise that they wish to “go ahead” (or ‘opt-in’) would provide this fairness. In our study, seven hundred and fifty-nine Australian participants were recruited via an online survey panel provider.

Our research found that an opt-in clause works most effectively if the seller is unable to contact the consumer during the opt-in period. The consumer would then be able to make their choice free of pressure-selling technique. The opt-in approach would empower Australians to make purchases free of predatory sales tactics — the contract is only final when you re-contact the trader after two days. This makes logical (and perhaps, business, sense) – if the product is good and the customer wants it badly enough, they will opt in. The sales process does not rely on predatory tactics, but on good products and good communication between the seller and the customer. What this approach will do is force businesses to target the right consumers, design better products and undertake more honest sales processes, rather than relying on the high-pressure selling techniques – often targeting vulnerable people – that are common in some of these sectors.

Keywords: High pressure selling, cooling-off, double opt-in, consumer protection, vulnerability

SUSTAINABILITY IN THE PORTUGUESE WINE SECTOR MANAGEMENT: AN OVERVIEW

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In the present paper, we analyze the wine sector sustainability management in Portugal. The wine sector in Portugal is one of the strategic branches of agri-food industry and of the entire national economy as well. Portugal is a traditional and relevant European wine producer and consumer, but it is not one of the five leading players in the global wine market. The wine segment belongs to the alcohol industry, which is controversial because, on the one hand, it has the stigma of "sin" industry, due its negative social and health consequences,

on the other hand, as an element of religious rites, wine has long been associated with the divine symbolism. In some studies, a positive impact of controlled consumption of red wine on human health has been found. However, it is widely known, that agri-food industry, including wine sector as its part, is considered one of the most harmful to the natural environment. First the paper presents a wider context of global wine market that affects wine market in Portugal as well as its international trade, and next, it presents the internal situation and tendencies, including some examples of efforts for the sustainable management of this sector of the Portuguese economy in the economic, social and ecological dimensions. The methodology adopted in this work is essentially qualitative and it consists of critical analysis of the literature from different fields of knowledge.

Key words: wine, sustainability, Portugal.

STAKEHOLDERS' AWARENESS. RESEARCH REVIEW OF LITERATURE THE CASE OF ETHIOPIA

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The main aim of this review is to explore the corporate social responsibility practices and stakeholders' awareness about firms' CSR in Ethiopia. The concept of Corporate Social Responsibility (CSR) came into existence because of the impracticability of market economy and thus transfers some of the government and NGO's responsibility to private sector is required particularly in developing nations. Since the living standard of the society is low in emerging economies, the CSR expected from business firm is much higher than it is used to be in advanced economy. Ethiopia is one of the least developed countries and thus, the involvement of private sector is very crucial since government does not fulfill all needs of the society. In one way or another, businesses are economic entities that have the ability to change CSR activities into business opportunities. Several studies suggest that companies may receive external benefits from implementing CSR policies. However, the success of practicing CSRs depends upon the level of stakeholders' awareness. Specifically, in conducting the survey the reviewer was motivated by the following research questions which constitute the objectives of the article: (1) where do firms in Ethiopia categorized in the Carroll's 1991 pyramid; and (2) what was the level of awareness of different stakeholders in the country. Therefore, this review explores the CSR practices of firms and the level of stakeholders' awareness about the concept in Ethiopia. The paper employed qualitative research approach by reviewing 16 research articles which address CSR policies of firms in Ethiopia. The finding shows, the most important stakeholder considered by firms are customers which contribute to profitability. This shows the fact that firms in Ethiopia are in the lower-level of Carroll's CSR pyramid: economic responsibility. Furthermore, the level of stakeholders' awareness regarding the firms' CSR practice in Ethiopia is low. To summarize, corporate social responsibility practice in Ethiopia is at its infancy stage and thus, need much more improvement from both firms and the government.

Key words: Stakeholders, awareness, review, corporate social responsibility, practices,

FROM LINEAR TO CIRCULAR: A META-THEORETICAL PERSPECTIVE ON TRANSFORMING MARKETING SYSTEMS

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The need for sustainability challenges the established production and consumption model that continues to shape global marketing systems. As an alternative, the Circular Economy (CE) seeks to transform market structures, resources and material flows from linear to circular arrangements; this systemic shift will both conserve resources and minimise waste. Despite CE's broad appeal and prevalent use as a 'buzzword', its

uptake remains low. While CE draws on theories and approaches largely developed by environmental economists and industrial ecologists, scant theoretical attention has been paid to how marketing systems actually transition and transform. This lack of theorising therefore restrains society's ability to shift towards a circular economy. To this end, this paper explores the application of Archer's social realist theory, The Morphogenetic Approach, to better understand how these systemic shifts could be better realised. Using the global fashion system as its case study, this paper investigates different production and consumption stages from an integrative multilevel perspective - at micro, meso and macro scales - to better understand how marketing system actors and structures, and importantly their interactions, can be causally reconfigured to enable this much needed circular transition. Systemic implications for theory, policy and practice are deliberated.

Keywords: circular economy, marketing systems, systems change, morphogenesis, transition

THE MAP OF SOCIAL RESPONSIBILITY OF THE CLUBS BELONGING TO THE SPANISH PROFESSIONAL FOOTBALL LEAGUE. COMPARATIVE FRAMEWORK TO IDENTIFY PATTERNS OF SOCIAL PERFORMANCE IN CONTEMPORARY FOOTBALL

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For many years, football has not only been an industry with a high economic impact, but also with an undoubted social impact. This is evident both in the specialized literature and in the normative references themselves. As an example, the Resolution of the European Parliament of 29 March 2007 on the future of professional football in Europe (2006/2130 (INI), section B) states: "football plays an important social and educational role and it is an effective instrument of social inclusion and multicultural dialogue". The purpose of this paper will be to develop a descriptive diagnosis of the state of Social Responsibility of the clubs belonging to the Professional Football League of Spain. We will try to identify elements such as the type and scope of their activities and projects, degree of collaboration or participation with other entities, level of relationship and dialogue with their stakeholders or the link between their social projects and the problems perceived by society. These results will offer us, where appropriate, a framework for comparison with the data we have from other leagues in Europe. The objective will be to identify: a) possible tendencies of evolution and social performance in the field of contemporary Professional Football; b) common patterns or habits of social performance based on territorial issues; c) to know the strategies of approaching followers and fans, in order to analyze if the consumers of the football industry (especially those who consume football on television) show greater closeness or rejection to the clubs according to their Social Responsibility strategy.

Keywords: Social Performance, Corporate Social Responsibility, Social impact, local stakeholders, professional Football, ethics and sustainable business.

CORPORATE SOCIAL RESPONSIBILITY AND GREEN MARKETING STRATEGY TOWARDS ORGANIZATIONAL SUSTAINABLE DEVELOPMENT

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Nowadays, Corporate Social Responsibility (CSR) has become one of the most critical driving factors to improve Organizational Sustainable Development (OSD), by introducing concepts related to organization strategies and thinking for the future. In such a context, companies have at their disposal an important tool to help them move towards green growth, the Green Marketing Strategy (GMS), which has had, in the last decades, an extraordinary visibility, namely in the sphere of climate changes (Grant, 2008).

We advocate that CSR is a fundamental element of organizational culture (Castro-González & Bande, 2019) in adopting a GMS, especially in what concerns the development of green markets processes (Rivera-Camino, 2007) by setting new standards to reach the OSD goals.

The purpose of this abstract is to explore and discuss the relationship between CSR and GMS and how can both contribute to OSD. This connection is not clearly presented in existing literature so the fundamental aim is to demonstrate the benefits of combining both concepts in a common theoretical framework.

The implication for organizations is to help them managing this correlation in order to adapt the right CSR strategy (Galbreath, 2006) and to establish the adequate GMS. Simultaneously, this will help managers to preview a proactive integrated strategy.

Further research will include the development of a GMS typology, an analysis of management priorities and a discussion of the influence of CSR integration into organizational culture up to the perception of stakeholders. By proposing a framework that combines the concepts of CSR and GMS, this research will make a contribution to OSD, namely with a focus on green processes.

Keywords: Corporate Social Responsibility, Green Marketing Strategy, Organizational Sustainable Development

THE CHALLENGES OF ENGINEERING EDUCATION AND ITS CONTRIBUTION TO SUSTAINABILITY IN THE ENVIRONMENT OF INDUSTRY 4.0

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The presence of technology and connectivity in social relations promotes changes in the bases that Industrial Engineering operates which are volume-based production that, if it does not cease to exist, must coexist with variety. Digital facilities take away the power of the supplier to deliver to the buyer, since the apps promote the transition of the product to the service, as can be observed in the penetration force of applications like Netflix, Spotify, Uber, Airbnb and others of the same type. The question that arises is whether the traditional normative devices, which aim to ensure the social and environmental responsibility of the organizations responsible for the production systems, are adequate to this commercial relationship whose mediation and levels of specification are diffuse. The dimensions of the challenges imposed by this environment are known, namely, technological, cultural/educational, and the one related to legislation. On the latter, academic programs need to pay attention to the topic of Engineers' Ethics in order to overcome the traditional issues of conformity of conduct to established norms. Industry 4.0 requires not only new legislation that takes into account the problems of the digital world, such as privacy, intellectual property and fraud, but also a reflection on ethics, taking into account consumer empowerment and the dynamic environment. Under these conditions, standards in static conditions and codes of ethics are deficient. It is imperative to design production that contributes to the development of consumer awareness and a capacity for evaluation that is appropriate to the instant, which provides a dynamic of overcoming, construction and reconstruction of values, not to bring into conformity the phenomena proper to human relations and social, but for the administration of adversity and impacts to the environment.

Key words: Engineering Education; Industry 4.0; Engineering ethics

THE ETHICAL PREVENTION IN ORGANIZATIONS: CHALLENGES AND APPROACHES

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The purpose of organizations is to improve economic well-being in an efficient and effective manner for all stakeholders, hence they must find ways to make business practice ethical (Robin, 2009). Ethical organization is the one that continually examines the environment and stakeholders, with focus on its organizational moral

values, and the sustainability of the business, where the central figure is the professional who acts in the right way for the good of the business (Davies, 1997). Moreover, we can argue that sustainable development can be influenced by moral professional behaviour as well as by organizational ethical climate reinforced by fair decisions and continued ethical prevention. Specialized literature also refers to the key role of leaders in raising organizational ethical awareness (e.g Brown, Trevino & Harrison, 2005; Gerpott et al., 2017).

This abstract aims to generally address ethical prevention in organization considering its complexity. Ethical prevention should be instituted as, but not be limited to, an instrument that improves the transparency of ethical decisions. Considering also the rapid changes occurring in the current global context, organizations must implement, clear and transparent strategies regarding the rights and obligations of stakeholders. Investment in ethical prevention supported by participatory management in a sustainable economic environment should be a constant element. This summary intends also to analyze and understand in which way organizational ethical prevention can contribute to increase organizational value, as well as the most appropriate instruments to be applied. In this sense, we argue that an Ethics Centre can advise organization on the correct adoption of ethical decisions of ethical decisions should be created.

Keywords: Ethical Center; ethical leader; ethical prevention

CORPORATE SOCIAL RESPONSIBILITY POLICIES WITH THE POTENTIAL TO SHAPE LABOR MARKETS – A STUDY ON PORTUGUESE FIRMS

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The adoption of CSR policies and practices arises not only from a greater awareness of the effects of firms actions in their social, economic and environmental context, but also from the desire to better manage the relationships with stakeholders to attain profitability. Stakeholders not only have interest in the firm but are also the source of resources, one of which is labor.

Considering the impacts of firms in their social and economic context is key in CSR research, still, there is space for studies focused on the potential effects of firms on their external and internal labor markets. CSR activities have been reported to positively influence the attraction of new employees (Duarte et al., 2014), as well as employees performance and behaviors (Aguinis and Glavas, 2012). The increased attractiveness of firms is one way of shaping both internal labor market - improving human capital, and external labor market by influencing worker's aspirations, with which other firms have to compete.

Among the CSR policies potentially affecting labor markets we chose to analyze those directed to employees, that translate in human resource policies and practices, although with the knowledge that policies in others areas (e.g. environment), may have a positive effect on firms reputation, thus enhancing its attractiveness. Good practices in the domains of remuneration, recruitment, training, gender equality, industrial relations, health and safety will certainly impact labor markets.

This study is based on a sample of 15 CSR reports of Portuguese firms, content analysis showed that the major report focus is in health and safety, training, non-discrimination and gender equality. Their importance for the shaping and evolution of labor markets, as well of other good practices, is discussed in order to identify trends in Portuguese companies, allowing us to deepen future empirical work as well as indications for manager's practice.

Keywords: Corporate social responsibility, Labor markets, Human resource management

THE IMPACT OF ORGANIZATIONS' SOCIAL RESPONSIBILITY INITIATIVES ON THEIR EMPLOYEES' WORK ATTITUDES: A STUDY FROM GREECE

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Corporate Social Responsibility (CSR) initiatives are increasingly considered as an essential part of business strategy, as they can help organizations maintain effective long-lasting relationships with their customers, investors and the wider society as a whole. Employees are the key to success of every organization and among its most important stakeholders. Recent work has suggested that the working attitudes of employees may be affected by their organization's CSR initiatives. Notwithstanding its intuitive appeal, little theory exists on how exactly an organization's CSR initiatives affect employees' working attitudes, and empirical studies remain rare. The present study aims to contribute to this line of research by employing the lens of the social identity theory (SIT) and social exchange theory (SET) to investigate the relationship of employees' perception of their organization's CSR economic, legal, ethical, or philanthropic initiatives and their organizational commitment and job satisfaction. For the validation of our hypotheses, survey data were collected from 158 employees from various Greek organizations. Our findings underline the significant positive impact of CSR initiatives with employees' affective organizational commitment and job satisfaction. Moreover, our findings show that organizational commitment is positively associated with the philanthropic and ethical dimension of CSR whereas job satisfaction is positively affected by philanthropic and economic CSR actions. Contrary to affective commitment, continuance commitment seems not to be affected by CSR actions. Besides their contribution to research, our findings also have significant managerial implications, as they highlight that CSR initiatives, besides their positive impact on the wider society, can also benefit the organizations undertaking them by improving the working attitudes of their employees.

Keywords: CSR, Employees, Organizational Commitment, Job Satisfaction

YOUNG CONSUMERS' INTENTION TO PURCHASE PRODUCTS WITH SUSTAINABLE PACKAGES

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An environmentally conscious marketplace became more evident in recent years. Consumers became more aware that their consumption and purchasing behaviour have an impact on ecological problems and may threaten the sustainability of the environment. For that reason, some started adopting changes in their behaviour, namely checking if the product is wrapped in recycled material, if it is produced with environmental-friendly methods or if it contains ecological components (e.g. Laroche, Bergeron & Barbaro-Forleo, 2001).

The existing literature paid attention to green chemistry (Clark, 1999), green supply-chains (Beamon, 1999) and green consumer behaviour (Chua, Quoquab, Mohammad, & Basiruddin, 2016). In what regards the consumer behaviour literature, most studies used a wider sample and adopt a general perspective.

While the environmental concerns may affect different types of consumers, the analysis of young consumers is particularly relevant. One of the identified environmental threats is the fact that consumer behaviour is often slow to change (Schumpeter, 2014). Yet, young consumers are often catalysts for change, and can speed up this eco-conscious consumer behaviour adoption. As such, the analysis of their preferences and behaviour proves to be pertinent in advancing both research and managerial understanding of the phenomena.

Further, the environmental concerns pressure firms to incur in eco-friendly decisions, altering their operations and/or their products. One of such decisions refers to the product packaging. Product packaging not only serves to wrap and store products, as it is an important communication, image building and differentiation tool (Silayoi & Speece, 2004; Wells, Farley & Armstrong, 2007). Interestingly, the consideration of environmental sustainability on package design decisions has mainly been disregarded. Nevertheless, the

analysis of such concrete elements of the product is crucial, given the enlightenment and practical implications it could bring to firms.

In light of these considerations, the present study draws on the consumer behaviour and design literatures to examine the influence of packaging design factors in the young consumers' perceived sustainability of the package and in their intention of purchasing such products.

Keywords: young consumers, green consumer behaviour, product package, package design

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TRANSNATIONAL ACTIVISM ON MINORITY STAKEHOLDER SALIENCE AND CSR: DEVELOPING REGION CONTEXT

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While corporate social responsibility (CSR) discourse continues to gain more attention in developing regions, corporate responsiveness tend to primarily revolve around key stakeholder groups like customers, shareholders and employees. What about CSR towards minority stakeholders like indigenous peoples or remote communities? The study expounds on corporate practice involving mega projects in the era of Sustainable Development Goals (SDGs). Did you know that tropical rainforests, represents the earth's carbon sink? Deforestation of the tropical rainforests contributes to more than 15% greenhouse gas emissions, posing a grand challenge to SDGs. In the advent of mega hydroelectric dams as renewable energy resource, thousands of hectares of rainforest areas are being deforested; leading to displacement of Indigenous peoples, accelerated loss of biodiversity and ecological impact. Corporate responsibility towards social and environmental concerns has never been more pressing. A striking phenomenon is the emergence of non-governmental (NGOs) initiatives through transnational activism, driving heightened governance and corporate practice towards sustainability. This paper expounds on insights from a longitudinal, five year study with mixed methods approach in examining prevalent CSR practices, influence of transnational activism and implication on management and leadership in a developing region context. The case study revolves on Malaysia and the Borneo Rainforest.

Theoretical foundation: This study is guided by the stakeholder theory and stakeholder identification salience model.

Contribution of Study: The insights contribute to theoretical extension of the stakeholder identification and salience model for CSR with a socio-cultural perspective and leadership approach for adaptation in a developing region context.

Keywords: CSR, transnational activism; developing region; Borneo; stakeholder theory

PREDICTORS OF BREAST CANCER PATIENT EXPERIENCE: WHAT REALLY MATTERS. EVIDENCE FROM PUBLIC HOSPITALS IN ENGLAND

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Purpose: This study aimed to analyze the relationship between a set of dimensions of the experience – communication with inpatients, relationships with inpatients; communication with outpatients; relationship with outpatients – and the overall breast cancer patient experience.

Methods: A multiple linear regression analysis was performed. The data for this test were collected from a publicly available national cancer patient experience survey (CPES 2017) including 14,704 breast patients from NHS hospital trusts in England.

Findings: four dimensions were statistically significant to predict the overall breast cancer patient experience: relationship with inpatients (staff treating inpatients with dignity and respect); relationship with outpatients (staff providing support for outpatients to talk about worries and fears); relationship with inpatients (staff providing support for inpatients to talk about worries and fears while they are at the hospital); and relationship with outpatients (staff providing support and contacts for outpatients to interact as they left the hospital).

Contributions: This work advances an understanding of breast cancer patient experience as intrinsically linked to objective, measurable aspects of organizational culture. Indeed, the study promotes a better use of patient feedback for public hospitals to drive improvements on service delivery performance and to generate a positive social impact for patients. In particular, the training of health care providers might be oriented to: (1) treat breast cancer inpatients with dignity and respect; (2) provide breast cancer outpatients properly support and contacts of hospital staff, allowing them to talk about their potential worries and fears every time they need to go for consultations, exams and therapy; (3) provide breast cancer inpatients properly support and contacts of hospital staff, allowing them to talk about their potential worries and fears; and (4) provide breast cancer outpatients enough support and contacts, allowing them to talk if they become worried about their condition or treatment after they left hospital.

Keywords: patient experience, breast cancer, predictors, public hospitals, outcomes

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UNETHICAL BEHAVIORS IN THE FINANCIAL INDUSTRY IN POLAND – CONDITIONS AND CONSEQUENCES

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The purpose of this paper is to discuss the consequences of very low financial knowledge and very high trust in the banking sector in Poland. Multiple studies show that the financial knowledge within the Polish society not only is very low but also one of the lowest compared to other OECD countries. At the same time surveys carried out by the Polish Bank Association reveal that around 80% of respondents trust banks, with even more trusting their own bank advisors. International comparisons place Poles among the most trusting in Europe. Against this backdrop international research as well as real life cases show an increasing problem of unethical behavior in the financial sector. Behavioral studies help here both by giving good insight into the mechanisms of such conduct, as well as understanding the reasons why customers of financial services are more likely to fall prey to ill-advised financial decisions. Poland repeatedly experiences scandals within the financial sector. Since the financial crisis in 2008 there were numerous cases of ill-advised or missold financial products: currency options, Swiss franc denominated mortgages, unit-linked insurance policies, corporate bonds sold as risk free instruments, to name just a few. While general trust in the viability of the financial sector is vital for strong economy there are many cases when this trust can be misused and in turn it may adversely affect the financial system as a whole. Misused trust may eventually erode the financial markets and prevent Polish from financial system to develop depth. Multiple national and international financial sector supervision authorities aware of the problem introduce new regulations to limit the impact of possible conflict of interest as well as selling of inadequate products. Such regulators as British FCA work with the financial sector entities to develop more ethical approach towards the customers. Polish financial sector supervision is still at the beginning of this road but it needs to act fast. The combination of high trust, low financial knowledge in Poland and the sectoral strong predisposition to unethical behavior will keep resulting in big problems unless the regulator takes in seriously.

Key words: Ethics in financial services, Financial knowledge, Trust in banking sector

IDENTITY AND OPTIMAL DISTINCTIVENESS BY CONTESTED TRANSFORMATIVE SERVICES: THE CASE OF COMPLEMENTARY AND ALTERNATIVE MEDICINE (CAM)

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Transformative Service Research (TSR) seeks to obtain “uplifting changes and improvements in the well-being of both individuals and communities” as they are affected by service production and consumption. Complementary and Alternative Medicine (CAM) offers services that include acupuncture, naturopathy and homeopathy, among other, all intended at being transformative towards individual and collective wellbeing. Despite its growth, CAM practices have been considered by many as an inappropriate option for healthcare, since they challenge basic assumptions of orthodox medicine (e.g. CAM treatments have not been tested following the standard procedures of biomedicine) and could be a risk to well-being. CAM services appear to have a hybrid nature as its practice presents signs from both the “traditional medicine” (biomedicine) and the “complementary or alternative” medicine, which imply managerial efforts to internally reconcile contradictory institutional logics. Challenges in identity definition amid strong normative pressures to conform are to be expected. Externally, CAM organizations must be seen as similar enough to biomedicine in order to be a legitimate health offer and different enough in order to be a viable alternative to biomedicine. Given this conformity versus differentiation tension, scholars have argued that organizations need to engage in strategies and tactics that achieve optimal distinctiveness— stakeholder perception that this tension has been appropriately reconciled. Thus, our research question is How do transformative service organizations in a contested market develop corporate identity and obtain optimal distinctiveness? We intend to conduct a quantitative study, by applying a survey to CAM managers and their organizations’ main stakeholders, collecting data from multiple sources about the transformational service nature of their offers, corporate identity dimensions, signals of similarity versus differentiation in servicing well-being and their impact on optimal distinctiveness.

Keywords: transformative service research, corporate identity, complementary and alternative medicine, legitimacy deficit.

RETAIL IN BRAZIL: HOW CSR AND SUSTAINABILITY PRACTICES HAVE BEEN ADOPTED BY SUPERMARKETS GROUPS.

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Corporate Social Responsibility (CSR) and Sustainability are concepts embedded in several sectors of the global economic activity. Retail is one of them. Multinational supermarket chains act in different countries. In some cases, those international players apply their own sustainable practices, and in others, they adapt them for a specific local context. In Brazil, the two majors retail groups, Carrefour and Pão de Açúcar Group (GPA), work with many projects to improve the life and the environment where its business takes place, and attempt to reduce the environmental impact of their economic activity. Thus, the article discusses those projects under the conceptualization of Sustainability. Literature review is added to this discussion, considering foreign example of Sustainability assimilation for the society in an American case. Brazilian example that supported sustainability actions has been consider with the action of an external actor of retail sector, Ethos Institute. It is also considered to understand how an independent organization can promote sustainability practices adoption in retail sector. As an exploratory approach, this research utilized electronic data sources and bibliographic registers to compose the base for analysis of this market segment in Brazil. Due to some issues, this research takes relevance: (i) low number of academic studies in Portuguese about CSR and Sustainability in Brazilian retail and/or supermarket activities; (ii) supermarkets segment contributes around 5% of Gross National Product; (iii) this economic activity has 1.5 millions of Brazilian workers in direct jobs; (iv) the

supermarket stores occupy 22 millions of square meters; (v) Brazil is the eight biggest economy in the world and celebrated a trade deal with Europe Union on June 2019. In this way, research is organized on five sections: introduction, concepts, the Brazilian retail, literature review, and conclusions.

Key-words: Retail; Supermarket; Sustainability; Corporative Social Responsibility (CSR); Brazil.

THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON JOB PURSUIT INTENTIONS: CONTRIBUTES FROM PERSON-ORGANIZATION FIT AND ORGANIZATIONAL ATTRACTIVENESS

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Previous studies suggest that the corporate social performance of organizations influences their attractiveness as a future workplace (e.g., Gomes & Neves, 2010; Greening & Turban, 2000). People tend to consider an organization as more attractive when, knowing its socially responsible practices, they perceive higher levels of person-organization fit (Kim & Park, 2011). The present study analyzes how the relation between these variables translates into job pursuit intentions, namely intention to apply for a job vacancy (IAJV). In the research, CSR perception was manipulated in order to observe its effect on IAJV through the mediating effect of perceived person-organization fit and organizational attractiveness. Participants (n = 260) were randomly subjected to two experimental conditions by responding to an electronic questionnaire containing the description of an organization that implements (i.e., the high involvement condition) or not (i.e., the low involvement condition) a set of CSR practices. This was followed by questions about other variables of interest. The results of multiple mediation analyses using PROCESS (Hayes, 2013) support the proposal that CSR indirectly affects participants' IAJV, through perceived person-organization fit and organizational attractiveness.

Keywords: Corporate social responsibility, job pursuit intentions, intention to apply for a job vacancy, person-organization fit, organizational attractiveness.

THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL IDENTIFICATION IN THE RELATIONSHIP BETWEEN CSR AND TURNOVER INTENTIONS: A STUDY IN THE PORTUGUESE HOTEL INDUSTRY

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Managing employee voluntary turnover remains a challenge for human resource professionals. This is particularly true in a business sector characterized by a turnover culture such as the hospitality sector. Previous research suggests that corporate social responsibility (CSR) is related to diverse job-related attitudes and behaviors. Adopting an employee-centered approach to CSR, the present study aimed to analyze the relationship between employee perceptions of CSR and turnover intention, within the scope of a theoretical model that proposes perceived organizational support and organizational identification as potential psychosocial mediators, thereby extending previous research.

For testing this model, a correlational study was developed near employees from 12 three to five-stars hotels operating in Portugal. Data were collected through a paper-and-pencil survey, being the participation in the study voluntary and anonymous. 370 employees completed the survey which included measures of the main variables selected from the literature.

Data were analyzed using PROCESS macro for IBM SPSS 22.0 (model 4). The results indicate that employees' perceptions of the level of involvement of their employer in CSR practices is significantly and negatively related to their levels of turnover intention. The more responsible the organization is considered, the lower the intention to leave the company in the next year. This effect is mediated by the proposed variables, which suggests that the involvement in socially responsible practices contributes to a greater sense of organizational support and enhances employee identification with the company, which subsequently promote lower levels of turnover intention.

Organizations can thus increase employees' perceptions of organizational support, organizational identification, and intention to stay by adopting socially responsible practices.

Key-words: Corporate social responsibility, organizational identification, perceived organizational support, turnover intention, hotel industry

HOW CSR PROMOTES PURCHASE INTENTIONS: THE ROLE OF CORPORATE IMAGE AND PERCEIVED MOTIVES FOR INVESTMENT IN SOCIALLY RESPONSIBLE PRACTICES

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Literature has suggested that corporate social responsibility (CSR) can have positive impacts on consumer-company relationship, including purchase intention. The main goal of this research was to further investigate how consumers' perceptions of CSR influences their purchase intention, by considering corporate image as a potential psychosocial mechanism that helps explaining the relation. A second goal was to explore the role of perceived motives for corporate investment in CSR (more intrinsic or extrinsic motives) in the previous relation. Accordingly, CSR perception was manipulated to observe its effect on purchase intention through the mediating effect of corporate image, moderated by perceived motives for corporate investment in CSR practices. Participants (n = 132) were randomized by three experimental conditions (high, medium, low CSR investment), responding to a questionnaire containing the description of an organization corporate performance, followed by questions about the other variables of interest. All measures were adapted from the relevant literature (e.g., Evans and Davis, 2011; Ellen et al., 2006). Results showed that CSR affects directly and indirectly, through corporate image, the purchase intentions. However, the interaction effect has not received empirical support. In practical terms, this means that CSR can help improve market share performance by enhancing consumers image of companies, and subsequently their purchase intentions and behaviors.

Keywords: corporate social responsibility, purchase intention, consumer-company relationship, corporate image, motives for CSR investment

WHEN LEADERS FILL THE ROOM: THE EFFECT OF AUTHENTIC LEADERSHIP ON EMPLOYEES' PERFORMANCE AND THE ROLE OF AFFECTIVE COMMITMENT

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Purpose – One of CSR's main concern relates to the way an organization is able to develop Social Responsibility orientations guided towards its internal publics. How leaders behave in working contexts may

decisively influence CSR's social performance of an organization. This study seeks to understand how (a) Authentic Leadership (AL) influences employees' Affective Commitment (AC), (b) AL influences Individual Performance (IP), (c) AC influences IP and (d) AC mediates the relationship between AL and IP.

Design/methodology/approach – The sample included 212 Portuguese employees from small and medium sized companies. A quantitative methodology was used following Baron and Kenny's linear regression method and Sobel test to examine the existence of the proposed mediational relationship.

Findings - The results show that AL explains employees' AC and their IP. Moreover, AC mediates the relationship between AL and employees' IP. Thus, leaders' authenticity promotes employees' affective bond to their organization, which in turn, increases their individual performance.

Practical implications - This research has practical implications for CSR's internal policies on social performance, with high contribute for socially responsible human resources management practices, particularly in what regards the way an organization should develop social internal policies supporting CSR implementation. Results also provide reasoning for CSR practices directed towards increasing employee commitment through augmenting AL.

Originality/value – This study enriches the knowledge about the relevance of emerging area such as AL theory, CSR internal policies and responds to the need to understand underlying mechanisms linking leaders' authenticity with workers' commitment and performance (i.e., testing the construct's nomological network).

Keywords: Authentic Leadership, Affective Commitment, Individual Performance, CSR internal policies.

THE SOCIAL IMAGE OF CSR AND ITS RELATIONSHIP WITH SOCIAL VALUES, ENVIRONMENTAL IDENTITY AND SUSTAINABLE CONSUMPTION BEHAVIOR

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Corporate Social Responsibility (CSR) has received substantial attention in the last decade, both socially and academically. This study examines whether the social representations of CSR in Portugal remained stable or changed in the last decade, compared to a previous research (Duarte, et al., 2010). The present study also intends to better understand the relationship between the images of CSR and three psychosocial factors: social values, environmental identity, and sustainable consumption behaviors. Social values - trans-situational goals that serve as guiding principles in the life of a person or group (Schwartz, 2003) –, environmental identity - the extent to which individuals feel committed to environmental causes (Werff et al., 2013) - and sustainable consumption behaviors - actions taken in order to consume having a positive/low negative impact on the environment, workers and the society (Webb et al., 2008) – are factors that can contribute to identify segments of the public that are most engaged with different CSR principles and practices. The data collection is currently ongoing (n=196), via social networks and using professional contacts. The qualitative material, collected through a free word association task with the term “Socially responsible organization”, will be analyzed through content analysis. A multiple correspondence analysis (MCA) will map the co-occurrence of the semantic contents and examine its association with self-transcendence, environmental identity and self-reported consumption behaviours. The results will be discussed considering its implications for a better understanding of the relationship the public establishes with organizations' socially responsible principles and practices.

Keywords: corporate social responsibility, social representation, social values, environmental identity, sustainable consumption.

VALUE CO-CREATION PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY: MEASURING THE EMPLOYEES EXPERIENCE

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Corporate Social Responsibility (CSR) is embedded in nowadays' business and theoretical narratives. Its importance for the understanding of business in the society have been explored by many decades in literature. The relevance of the stakeholders for the engagement of firms in CSR is of major importance, as well as its role in the process. After recent developments in academia that supports the idea of CSR as an interactive and dynamic process, it is imperative to provide reliable measures for the context of CSR with this in perspective. This paper addresses CSR from a Value Co-Creation (VCC) perspective. Considering the relationship between firms and employees, this study aims at understanding the extension of CSR as a co-created reality, within the organizational context. The underlying idea is that employees are willing to have a meaningful role in the CSR value co-creation experience. Based on an exploratory qualitative research and data survey, we adapt a VCC scale that captures the employees' role in developing CSR initiatives. In order to refine and test the CSR-VCC a total of 351 respondents were considered from Portuguese companies and companies operating in Portugal. The results show that the adapted scale is reliable and translates the CSR-VCC experience. The contribution of the research is twofold. Firstly, the study fosters the examination of CSR from the internal stakeholders' viewpoint, with the use of a VCC model adapted to the CSR context. Secondly, the study tests the CSR-VCC model, considering the internal value generated.

KEYWORDS Corporate Social Responsibility, Service, Value co-creation

TEMPORAL EVOLUTION OF CORPORATE SOCIAL DISCLOSURES, PRE AND POST A MANDATORY CSR LEVY: THE CASE OF MAURITIUS.

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This research contributes to the extant corpus on corporate social disclosures (CSD) with the added 'jolt'[1] of a mandatory CSR levy enacted in 2009 in Mauritius. The objective of this study is to investigate the temporal evolution of social disclosures prior and post the CSR levy and how the 2% law manifested itself within a regulated CSR environment in terms of social disclosures. The narratives/social disclosures of 196 annual reports of listed companies of the stock exchange of Mauritius for the period 2004 to 2014 have been investigated using content analysis and July 2009 is used as the cut-off date for analysis purposes. This longitudinal study accordingly examined the annual report for 2004-2008 (prior to CSR legislation) and 2010-2014 (post CSR legislation) published by SEM-listed companies. The annual reports remain the communication artefact most utilized by businesses to communicate about their social endeavours (Ragoodoo, 2009). Prior to the enactment of the law, CSR was a voluntary exercise and while the corporate governance code issued in 2004 by the National Committee on Corporate Governance (NCCG) required all listed companies, banks, financial institutions and large non-listed private and public institutions and state-owned institution to disclose "policies and practices as regards social, ethical, safety, health and environment issues" (NCCG, 2004, p.116), no guidance was provided on how a company needed to disclose SER "policies and practices" (NCCG, 2004, p. 116). The decision to comply or not to comply with requirement of the code and the content of SER in Mauritius are to a great extent at the discretion of the business (Mahadeo and Soobaroyen, 2009; Soobaroyen and Mahadeo, 2008). A CSR score was devised based on extant CSR and CSD literature with seven categories created. Comparisons of CSD over time, across industries and across the various categories were effected. Evidence from the data suggests that the levy has compelled companies not only to report about their social endeavours but to communicate about them in a more structured and formal manner. As a result, companies were made more accountable in terms of how the 2% of the CSR funds were disbursed. The government can be seen as the regulator institutionalising CSR. While the disclosures were

categorized using a given template, it can be interesting to note that across sectors that there has been a significant rise in companies disclosing but also in terms of the extent of disclosure.

Keywords: CSR, Legislation, Disclosures, Developing Country

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SUSTAINABILITY VERSUS CSR: WHAT'S THE DIFFERENCE AND DOES IT MATTER?

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The terms CSR, 'sustainability', 'sustainable development' and 'corporate sustainability' are critical terms for developing, analysing and evaluating public and private policy goals. The terms are used in decision-making concerning investments in many types of activities including policy development, strategy creation and implementation via resource allocation. These terms emerged in different fields of endeavour at different points in time. Accordingly, it is only to be expected that they do not coalesce in terms of meaning; however, in the intervening years, they have come to be used interchangeably mixing up policy agendas, confusing managers, regulators and activists and the public at large. We argue that CSR is the only business focused term that includes at a fundamental law social and ethical dimensions. The other terms are important, but should be distinguished and used carefully to help parties achieve their goals.

Keywords: CSR, sustainability, sustainable development goals, public policy

RESPONSIBLE MARKETING AND INCLUSIVITY: THE REPRESENTATION OF THE D/DEAF COMMUNITY IN COMMERCIAL ADVERTISING

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The increasing consumer demand for a corporate commitment to responsible practises has motivated a growing development of CSR policies in recent years. Markets are beginning to show an interest not only in the quality of the goods and services offered but also in the way that they are produced and commercialised. A large number of private companies have engaged with pro-environmental and sustainable programmes to manufacture, stock, distribute and even promote their products. However, the reality is that the possibilities in this field are considerably underdeveloped.

The current omnipresence of advertising across different media has motivated the scholarly insistence on the necessity of reconceptualising this tool as more than just a promotional mechanism, but as a representational system of modern societies. Academic research demonstrates that a correct depiction in terms of accuracy and fair proportionality of social minorities, not only provides strategic benefits for marketing practitioners but also societal prosperity, cohesion and welfare for the individuals included in the social environments in which these brands operate.

Social Marketing theorists advocate for broadening the scope of action as previous inclusive endeavours have traditionally restricted the attention to the targeted population groups. Conversely, when the campaigns identify all the stakeholders involved in the process and adapt their approaches, both academic and marketing practitioners report a higher level of success. Reducing the considerable grade of social isolation that the D/deaf community is currently subjected to and raising social awareness of this situation are the principal motivations behind this research. The objective of this qualitative-based investigation is to evaluate how the employment of more inclusive advertising towards these individuals can not only provide managerial benefits

by enlarging the market reach of valuable segments, but also enhance the visibility and social conscience of this traditionally unnoticed population group.

NEED OF CSR SATYAGRAHA IN INDIA: TEACHINGS AND DISCUSSIONS

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Corporate Social Responsibility (CSR) in India is undergoing a new turn after the introduction of the new Companies Act, 2013, which makes it mandatory for certain companies to spend at least two percent of their net profits before tax on social developmental activities. After this, nearly 11,000 companies creating altogether of about 15,000 crore Rupees are held accountable for their CSR activities. But, this mandate law has also increased the relevance of duty and compliance over responsibility. The main aim of this paper is to highlight the need and role of CSR 'Satyagraha' in the present context. The objective of this paper is to present arguments against the poor approach in the implementation and reporting of the companies in India. The study was carried out by using a mixed methodology approach in which an in-depth interview was carried out of Mr. Sudhir Sinha, who leads the entire movement of reforms in CSR in India, and simultaneously several cases were analysed. CSR 'Satyagraha' aims at bringing relevant remedies in the new CSR Act and filling the present gaps. It is not an activism against the companies, instead is an approach to redefine the social responsibility of business in general and CSR in specific by enacting several new provisions in the already existing Act. At last, the paper also discusses the positive changes that have come in the Indian societies after the introduction of the new Act and the critical gaps that CSR can fill, thus leading to sustainable development.

Keywords: Satyagraha, Reform, Positive Changes

SOCIAL ENTREPRENEURS AND LEAD USERS: THE CASE OF THE BLUE LAGOON, ICELAND

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Social entrepreneurs innovate to solve social problems, often related to health. Lead users innovate if extreme needs call for a better solution that is not yet available in the market/society. There is an opportunity for expansion of concept, looking more closely at the impact and evolution of health and spa organizations that start with a community-based non-profit mission. This is a case study using historical data from Iceland and interviews with managers and network partners of a recent important geothermal destination, the Blue Lagoon spa. The case provides an interesting opportunity to apply social entrepreneurship and lead user lenses to explore the history of a health and spa destination. Initially, the idea came from trials of patients with psoriasis from the Spoex foundation, who used the silica- and mineral-enriched wastewater from a geothermal power plant. These treatments led to development of a world-famous health clinic over the course of 25 years. The healing effects of the water have been scientifically confirmed. Parallel to this innovation, the organization developed a mass tourism spa with 1 million visitors annually. Another increasing field for the Blue Lagoon has been skin care and anti-aging products using the water from the lagoon. The tourism spa and health destination history could benefit from being analysed from the perspective of social entrepreneurs and lead users.

ESTABLISHING BRAND SYMBOLS AND MEANINGS: WHEN CONSUMERS DEFINE AND CREATE SPONTANEOUS REPRESENTATIONS OF THE BRAND IMPROVING WELLBEING

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Brand identity establishes the unique and differencing traits of a brand. Brand identity dimensions entail aspects, such as, visual identity symbols. Identity symbols encompass design and color features that embrace the organization/offer's uniqueness (e.g., logos). In current market contexts, the notion of brand identity becomes an acting concept where managers/organizations and stakeholders (e.g., consumers) continuously and dynamically interact and influence each other co-creating new representations of the brand, and ultimately new brand experiences. A context of co-creation emerges from such connection where the company and stakeholders combine and integrate resources, and create value for the various parties. In this line of thought, pre-conditions to the co-creation of value involve encounters/direct interactions between market offers and consumers (market). Some of these interactions occur in touchpoints where the consumer experiences an unbalance between the market offer and his/her satisfaction. In this study we look at the dynamic involvement of the consumer with the brand. In the setting of the study, the consumer becomes endogenous to the brand identity development. In particular, we look at the manner the brand identity symbols are developed to entail clear identity spontaneous inputs from the consumer as a way to bring balance to the consumer experience. We use as an illustrative case the brand symbols of 'Camino de Santiago' and investigate how, in parallel to official symbols, the consumer developed new symbols and descriptors representing the brand. We analyse how the consumer generated symbols are later integrated into the official brand symbol and general brand representations. We further discuss how that integration affects the consumer experience and wellbeing.

FROM INFORMATION TO DISCLOSURE OF CORPORATE SOCIAL RESPONSIBILITY BY MEANS OF *TRIPLE BOTTOM LINE* PERSPECTIVE

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The paper is focused on the Stakeholder Theory. The demands of globalized markets, new technologies and new business practices focused on sustainability have led organizations to move in a new direction. In general, these actions are seen more frequently in large organizations, but have gradually been penetrating small and medium-sized enterprises (SMEs). However, despite these efforts have been made to incorporate the Corporate Social Responsibility (CSR) strategy in companies, there is still ignorance of the minimum requirements to implement it in its entirety. On the other hand, it is rare for this type of organizations to communicate to the stakeholders the sustainability practices that they are developing and that have significantly influenced the organizational structure. That is, it is observed that the information-CSR strategy process is not sufficiently developed. On the other hand, once the CSR actions have been carried out, the dissemination process should begin, making known what has been done, also observing that the companies suffer from good disclosure channels. Given this, our research question focuses on knowing whether the CSR practices, collected in the three economic, social and environmental dimensions of the Triple Perspective or Triple Bottom Line can serve as a link between the information process of the CSR and the disclosure to be carried out in the organization. Based on this, the present investigation tries to analyze how CSR information influences social, economic and environmental practices. It also analyzes how these business sustainability practices influence the CSR disclosure (Figure 1).

The study is focused on a sample of 165 SMEs, located in the region of Extremadura (Spain). The data was collected through a structured questionnaire addressed to the manager of each selected company. In relation to the methodology used, the system of structural equations based on variance has been used with the support of SmartPLS software version 3.2.8. The results inform that the information possessed in CSR has a positive and direct influence on the development of actions of the three dimensions. At the same time, it has been

observed that there is a direct relationship between the development of actions of the social and environmental dimension and the disclosure of CSR. The research work contributes to the literature of interest groups and business sustainability.

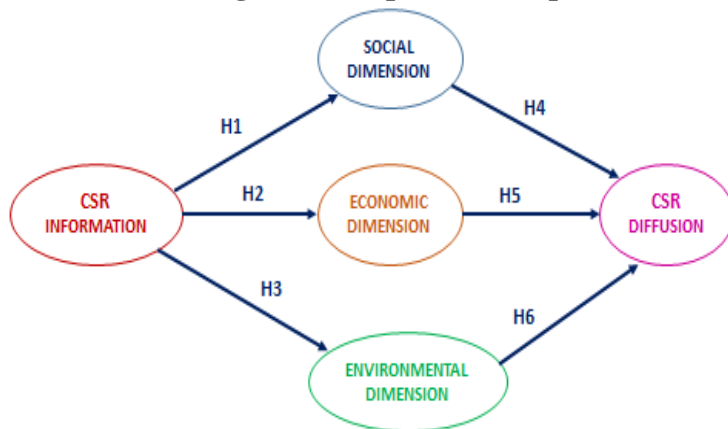
Keywords: corporate social responsibility, triple bottom line, information, disclosure, structural equations.

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Figure 1. Proposed conceptual model



THE ETHICS OF USING NEUROMARKETING TECHNIQUES IN ONLINE SOCIAL NETWORKS FROM A BUSINESS PERSPECTIVE

Laura Daniela Rosca (Tanase), Mihaela Constantinescu, Ioana Cecilia Popescu and Stefan Claudiu Caescu

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This article aims to evaluate the applicability of neuromarketing in online social networks and to identify emerging technologies in this area of activity. Through a qualitative research, among the representatives of the business environment, are analysed the perception towards online social networks, the attitude towards the neuromarketing techniques that can be used in commercial and social studies, which are the types of data that is to be collected through this technique and if this type of data collection raises ethical issues from the business environment perspective. A total of nine respondents, representatives of some of the nine most important COICOP categories, were selected to respond to the interview. The way of collecting the information was the semi-structured interview, considered to be the most appropriate achieve the objectives set.

From the analysis it turned out that the domain is a little known, being most often associated with the following statements: "marketing for the brain / subconscious", "studying the activity of the brain when exposed to various stimuli in the area of marketing" or "Communication to consumers based on their behaviour". Those who know the concept of neuromarketing find it very useful to use in commercial studies: "I think they can help us to have a broad perspective on how consumers think and how they make purchasing decisions.". Regarding the usefulness of the eye-tracking technique in the online social networks, all the interviewees agreed that this is very useful, one respondent mentioned that although it seems useful, he still considers it unethical (project manager, company from telecommunications field).

The final conclusions of the in-depth interviews with the nine representatives of the business environment were that online social media is a topic of interest for companies and neuromarketing-specific techniques are emerging for companies, which generally do not know much about them and do not know them. they used only very little and selective, but which have a huge unexplored potential, but there is some reluctance in terms of ethics and personal privacy policies.

Key Words: Marketing research, neuromarketing instrument, social-media, business perspective, ethical issues.

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INDIVIDUALS' PERSPECTIVE REGARDING THE ETHIC OF NEUROMARKETING TECHNIQUES INTEGRATION IN ONLINE SOCIAL NETWORKS

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The article aims to study the perception on the use of neuromarketing applications in online social networks, among users (individuals) in Romania. The aim is to identify users' perceptions of social networks. Identification of respondents' attitude towards neuromarketing techniques that can be used in commercial and social studies. We analyzed their opinion on neuromarketing as well as their desire to be involved in studies using neuromarketing techniques or results from such studies, as well as their intention to participate in such actions in the future. In order to collect a lot of information, the research team opted for a focus group among nine young people, users of social networks. One advantage identified is that social networks allow *different ways to interact with other people*, either through the verbal component, but also through the video component or through the connections that can be formed between users, the key phrase used being the *online community*. Regarding the techniques of neuromarketing in the online environment most respondents are not familiar with the term neuromarketing, do not know its meaning and have not read about this concept. However, one respondent offers a broader definition, considering that *neuromarketing is the study by which you find out how they think ... those who use social media, in other cases it is the consumer-based study, when and how the consumer buys what they buy ...*

The vast majority underline the importance and utility of neuromarketing for companies. The attitude is one of dissatisfaction with the companies that collect all this information obtained through neuromarketing and whose perception it is not fair or ethical for the companies to take advantage of them. And yet there are people who look a little differently and see the benefits of differentiated advertising in terms with their preferences. Everyone agrees that these practices have both advantages and disadvantages generated mainly by the disappearance of the concept of consumer intimacy. But in the opinion of most of the respondents it is not only about the loss of intimacy, but also the awareness of this fact and the generalization of this situation. The non-compliant attitude of the companies is the one that bothers, in fact. Finally, participants in the focus group believe that some neuromarketing techniques are already used in social networks, only that users are not aware of this and are not informed about it.

Key Words: Marketing research, neuromarketing instrument, social-media, individuals' perspective, ethical issues.

Acknowledgments: "This work was supported by a grant of the Romanian Ministry of Research and Innovation, UEFISCDI, project number PN-III-P1-1.2-PCCDI-2017-0800 / 86PCCDI/2018 - FutureWeb, within PNCDI III"

EVALUATION OF CSR NON-FINANCIAL ASPECTS: THE IMPACT OF DIGITALISATION

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Nowadays, companies have difficulties to understand the benefits of implementing and integrating corporate social responsibility (CSR) strategies. Despite the ambiguity behind business logic for adapting socially responsible behaviours, CSR is increasingly on the agenda for corporations' boards and audit committees.

Hence, measuring the risks and benefits of CSR non-financial aspects and investigating the impacts of these issues on the company's overall economic benefits is a subtle way for addressing and revealing the advantages behind the implementation and integration of CSR. To understand these issues, the present study aims to study the impacts of CSR non-financial aspects on the company's benefit, to do this, we explore how management control system (MCS) benefits of using information technology (IT) or in a broader definition information systems (IS) to measure the risks and benefits of CSR non-financial aspects. Companies differ in the way they define, plan and prioritize CSR aspects and particularly the non-financial aspects of it. Therefore, the non-financial aspects of CSR for this study focus on those the company's consider. The empirical data is intended to be conducted through a case study analysis (interviews and secondary data) for investigation of the research question.

Keywords: CSR non-financial aspects, Information Technology (IT), management control systems (MCS).

THE VALUE OF PARTNERSHIPS IN PROMOTING INNOVATION: AN EXPLORATORY STUDY FROM THE NON-PROFIT SECTOR

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Innovation is a critical issue for non-profit organisations (NPOs). These organizations play an important role in providing a wide range of services in different fields of activity while addressing specific responses to new social demands. As these organisations are facing an increasingly turbulent context, pursuing innovative ways of creating social value has emerged as a critical need. Social value entails the goods and services provided by non-profit organizations which include promoting sustainable development, education, culture, advocacy, health, safety and a wide range of social services. In a non-profit setting, the capability to build cross-sector partnerships is particularly important to assist organizations in accomplishing their mission while contributing to the well-being of their target citizens and to society. Cross-sector partnerships have been acknowledged as a powerful form of collaboration that fosters the development of innovation. The purpose of this paper is to focus on the role of cross sector partnerships to assess their influence on the non-profit's development of innovations. The study adopted a quantitative methodological approach by applying a survey to a representative sample of non-profit organisations operating in the North of Portugal. The findings of the present study provides valuable insights on key aspects concerning the role of partnerships in the development of innovations. Furthermore, the study may assist non-profit managers as well as public policy makers in the design of adequate policies to foster cross-sector partnerships that impact on innovation practices.

Keywords: Cross-sector partnerships, innovation, Non-profit Sector

IS CSR FOR OIL AND GAS COMPANIES A TOOL TO BE MORE CLOSE TO WHAT CUSTOMERS WANT?

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The oil and gas sector can be a source of information on how CSR transform practices into such an industry. The energy sector provides such examples of companies that have become major players in the field of renewable energy and in the fight for reducing carbon emissions in order to minimize their contribution to global warming. The context of 17 Sustainable Development Goals and the companies' necessity to be more flexible individuals demand on the market are influencing the marketing policy and CSR/ sustainability approach.

Within the framework of continues changes, trends and self-regulation, it will be important to analyze how CSR policies and strategies are capable of addressing social and environmental challenges for oil and gas industry given that individuals are seeking ethical and socially responsible companies to buy from.

The purpose of the research work will be to generate a conceptual model that will help companies in the oil and gas industry to respond better to their clients expectations in this common approach to sustainability, economic, social and environmental issues. Such a model can be a vehicle for management road in the context of switching from a hydrocarbon market to a greener, more environmentally friendly one.

In order to archive this goal, the main steps are to establish a clear understanding of the theoretical and practical aspects of CSR on sustainability, based on existing literature and to place this understanding in the context of Romanian oil and gas companies. Then it is worth to study the attitudes, perceptions and experiences of CSR among key opinion leaders, clients, B2B, NGOs. The last phase will be to identify barriers and success factors in adopting policies/strategies of social responsibility through interaction with representatives of the oil and gas companies. During the process of designing and model validation, the research methods will refer to both qualitative and quantitative indicators.

Keywords: oil industry, SDG's, environment

CONTROVERSIAL MARKETING COMMUNICATIONS: A REVIEW OF EXISTING RESEARCH

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This paper presents a systematic review of existing literature addressing controversial marketing communications. Controversial marketing communications can be defined as promotional campaigns using appeals that elicit negative consumer responses including distress, disgust, shock or fear. A comprehensive summary of research in this area is still needed, to further understanding of marketing communication ethics in the marketplace. Thus, this paper speaks to existing marketing ethics literature addressing micro-level ethical issues in advertising (Drumwright and Kamal, 2016; Drumwright, 2007). The paper offers a systematic literature review using selected peer-reviewed journals in the fields of marketing and business ethics, covering the period between 2008 and 2018. Thematic findings include types of controversial marketing communications addressed in extant relevant literature, existing debates on the effectiveness of such controversial communications, the ethical perspectives used in such studies, and the methodologies employed in such studies. Potential areas for future research are also identified, and the ethical caveats of using controversial marketing communications are considered. This paper contributes to existing marketing ethics literature, by shedding light on research topics, methods and knowledge gaps in this under-researched field.

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BRANDED ENTERTAINMENT: THE FINE LINE BETWEEN PLEASURE AND MANIPULATION

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Branded entertainment is a sophisticated implementation of product placement, where the brand is characterised as an intrinsic storyline component, starting with the intention of developing a story to promote a brand or product (Hudson & Hudson, 2006). Due to the increasing levels of convergence, brands' commercial messages are frequently merged with non-commercial content, which blur the boundaries between traditional and new media as content flows across various creative producers. One popular area of branded entertainment application lies within films with examples coming from collaborations where the sponsoring brand funds the creative product. These include films such as *The Lego Movie* (2014), which showcased Lego, deepening consumer's connection to the brand or *The Most Dangerous Town on the Internet* (2015) by Norton

antivirus. Norton spent the majority of their marketing budget in 2015 collaborating with an Oscar winning director to produce a documentary about cybercrime. Their premise was that raising awareness of cybercrime would benefit their company, influencing consumers to buy anti-virus software from them. Thus, primarily branded entertainment aims to strengthen consumers' attention towards brands as media proliferation and audience fragmentation have made it increasingly difficult for brands to reach their consumers. However, in contrast to traditional advertising, branded entertainment enters the consumer's mind in a more subconscious and subtle manner, and the consumer may not recognise that the content is branded. Thus, the ethical issues involved in using art and, in particular, branded entertainment applications within films for marketing and advertising purposes should be examined in terms of the deceptive and unjust influence its content has over consumers.

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EXAMINING CONSENT IN CONSUMER ETHICAL JUDGEMENT OF THREAT APPEALS

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In this paper we build on relevant literature examining marketing communication ethics from consumers' perspectives. We do so by exploring consumers' ethical judgements of communication activities using shock and fear to elicit negative consumer emotions. We use Miller and Miller's (2010) theory of consent transactions to frame our theoretical work and qualitative research with 27 interview participants. Our three-stage qualitative research design uses experiential marketing communications for horror films as context. Findings highlight that consumers can respond positively to being and feeling shocked, judging threat appeals morally based on the nature of the negative emotions consumers experience. We also show that it is the intersection between ethical judgement, consent and context that leads to contextualized normative approval to experiential marketing communications. This work makes three original contributions to existing literature in the field of marketing ethics. First, it provides a new perspective on consumer ethical judgement, by shedding light on the importance of perceived consent as a component of such judgements. Second, it contributes to growing research on the role of emotions in consumer ethical judgement. Third, we identify the limits and possibilities of positive consumer ethical judgement of threat appeals.

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(UN)RESOLVING THE DARK SIDE OF DIGITAL TECHNOLOGIES THROUGH THE RHETORIC OF BALANCE

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The widespread business use of digital technologies has recently been met with growing concerns about negative consequences for society. Drawing from interviews with 39 managers who tackle social, ethical or sustainability issues in their role, we explore how societal concerns around digital technology may be understood at the micro-level.

We theorize how managers discursively construct new responsibilities in the digital economy through the rhetoric of balance, by revealing how they argue for either positively contributing to the societal side of an imagined 'balance', ensuring a focus on a middle pivot point, or removing something from the 'overbalanced' business side. Managers further deal with these tensions between business use of technology and a realization

that they may have dark societal consequences through rhetorical strategies such as futurizing, externalizing and individualizing. In recognizing these processes, we consider the implications for how managers may understand the darker side of digital technologies and related organizational responsibilities and highlight the need to challenge rhetorics of balance.

CONSUMERS OPINION AND BEHAVIOR COMPARATIVE ANALYSIS TOWARDS NATURAL ENVIRONMENT, ON DIFFERENT EU MARKETS.

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The social involvement of companies can be done according to many criteria. Many authors have debated both the motivation of the involvement and the topics chosen to be supported. The issues of involvement being multiple companies should have a system of rational choice when using CSR budgets that, like any resource, are limited to meet social causes that, like any need, are unlimited. One of the selection criteria especially when pursuing and obtaining a positive emotional impact among the target audience is according to the stated wishes or needs of this audience. But markets are different and potential consumers have different habits and interests in each market. The hypothesis from which we are leaving is that at EU level, although we are talking about a single market from a commercial point of view, these differences are important. The differences come both from a different culture of citizens from different countries, as well as from historical-economic reasons (different levels of development of national economies, the moment of entry into the EU, geographical positioning, etc.).

The present paper tries to look at from this perspective, the consumers and the importance of the different social problems that they grant, analyzing first of all care for the environment. For example, if consumers are more interested in protecting the natural environment, companies may have more CSR programs dedicated to environmental protection.

The research question is: are there major differences between consumers in EU countries in terms of care for the natural environment?

To answer this question we used the data collected by the European Commission through Eurobarometer 90.2 (October-November 2018): Climate change.

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