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SAID BUSINESS SCHOOL

Brands, Backlash and Corporate Social Responsibility

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Company X

1. Has a code of ethical conduct
2. Promotes environmentally sustainable policies/products/programmes
3. Cooperates with regulatory authorities on complaints
4. Provides access to watchdogs
5. Contributes regularly to charities
6. Runs its own non-profit foundation
7. Has a CSR communications programme (internal & external)
8. Encourages employees to volunteer
9. Supports partnerships with NGOs
10. Leader sets CSR tone

Company Y

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BP

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Enron

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**“Academic thinking and business practice of Corporate Social Responsibility have evolved in parallel universes”
– Waddock (2004)**

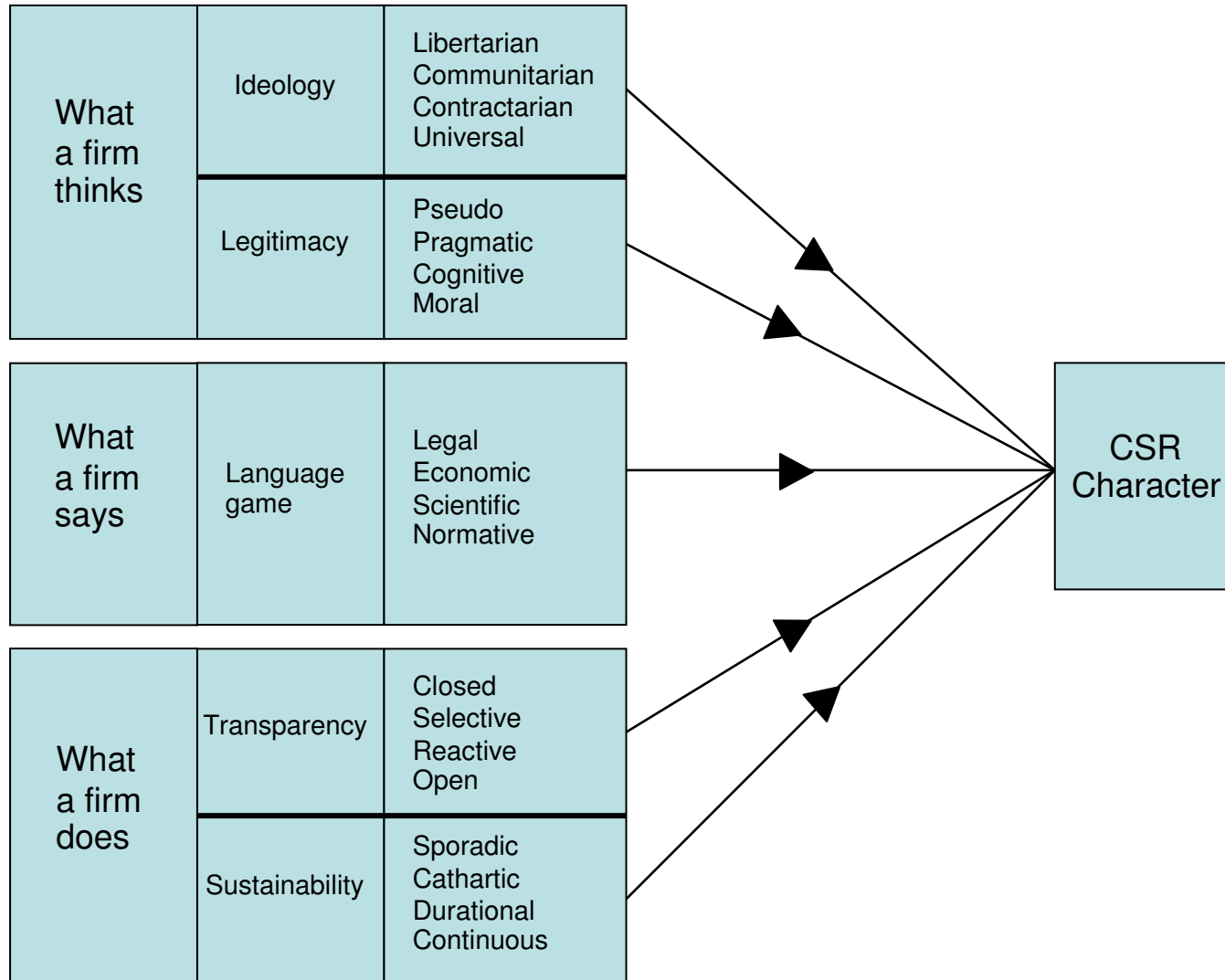
Business Focus

- activity audits
- communication analysis
- external scrutiny
- benchmarking

Academic Focus

- defining ethical conduct
- Debating proactive/reactive responsibility
- strategizing CSR

A New Approach



Ideology

Traits

Libertarian

Respond to perception of threat (example: Vanderbilt; Enron)

Contractarian

Reap advantage through a nexus of contracts, i.e. stakeholder management (example: Shell)

Communitarian

Satisfy societal expectations of “giving back” (example: Merrill Lynch)

Universal

Assume leadership in promoting human values (example: IBM “Reinventing Education”)

Legitimacy

Traits

Pseudo

Aim to divert attention from pressing problems through effective cover up (example: Exxon Mobile)

Pragmatic

Convince stakeholders of benefits of CSR decisions (example: Wal-Mart)

Cognitive

Emphasise inevitability of CSR decisions in light of societal norms (example: Shell)

Moral

Create acceptable norms of behaviour through collaboration (example: Chiquita)

Language Game

Traits

Legal

Silence critics rather than open dialogue (example: Enron)

Economic

Offer economic contribution argument, e.g. taxes paid, jobs created, philanthropy (example: Wal-Mart)

Scientific

Validate actions through process tools, measurement indices, expert opinion (example: Shell)

Normative

Exchange views on moral evaluation, judgement and prescriptions on human action (example: BP)

Transparency

Traits

Closed

Offer the legally required minimum evidence (example: DeBeers)

Selective

Showcase positive experiences; hide failed ventures (example: Wal-Mart)

Reactive

Reveal evidence only on demand (example: Shell)

Open

Report dilemmas, failures as well as successes (example: BP)

Sustainability

Traits

Sporadic

One-off activity unrelated to strategic goals (example: DeBeers)

Cathartic

Rapid disengagement following gratification of short-term objective (example: Wal-Mart)

Durational

Maintenance of activity as long as external demand present (example: Shell)

Continuous

Long term support for sustained activity (example: BP)

	Ideology	Legitimacy	Language Game	Transparency	Sustainability
Robber Baron	Libertarian	Pseudo	Legal	Closed	Sporadic
Robin Hood	Communitarian	Pragmatic	Economic	Selective	Cathartic
Book Keeper	Contractarian	Cognitive	Scientific	Reactive	Durational
Cosmopolitan	Universal	Moral	Normative	Open	Continuous

Concluding Thoughts...

- Winning society's trust is crucial
- Internal and external transformations lead the way



**We are on a journey with no final
destination and no rest points**