THEORISING THE INTERCONNECTIVITY BETWEEN CORPORATE SOCIAL RESPONSIBILITY (CSR) AND CORPORATE IDENTITY

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DECEMBER 2008

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ABSTRACT

Corporate social responsibility (CSR) and corporate identity (CI) concepts have grown over the years as distinct bodies of knowledge with seemingly divergent objectives. The recent rise in corporate social reporting among national and multinational business organisations suggests that both concepts have more in common that unite than divide them. This paper explores theoretical literature concerning the meaning of corporate identity and CSR, fusing these theoretical discourses into a cohesive construct – "CSR Identity". It develops a working definition for the construct and explores the research and managerial implications of this emergent construct in relation to business competitiveness. It is hoped that this study will extend the current discourse in both CI and CSR and provide an innovative approach for constructing CSR Identity for firms in the business environment.

Key words: Corporate Social Responsibility, Corporate Identity, CSR Identity, Construct, Corporate Communications, Social Reporting.

<u>Introduction</u>

Corporate social responsibility (CSR) has become a buzz word and an important business practice (Bakker et al., 2005; Burchell and Cook, 2006; Lepoutre and Heene, 2006; Driver, 2006; Siltaoja, 2006) especially in profit oriented firms. The core idea behind CSR is the promotion of business orientation that takes stakeholder interests into account (see Maignan et al. 2005; Fry and Polonsky, 2004). CSR is driven by the philosophy that businesses are part of the society and as such ought to contribute positively to social goals and aspirations (Jones, 2005). In this regard, some CSR proponents argue that businesses should be held accountable (Maignan et al. 2005) not only for their economic responsibilities to shareholders, but also for the non-economic consequences of their activities on the society and the natural environment (Robins, 2005). As a result, businesses have begun to accord high value and importance to responsible behaviour (Assadourian, 2006). There is mounting evidence indicating that firms now invest heavily and ceaselessly on CSR. For instance, in year 2005 alone, over $US3.6 billion was committed voluntarily by business organisations to CSR activities (Phillips, 2006). Yet the amount of charitable and philanthropic contributions made by businesses to society continues to rise (Renz and Lawrence, 2005).

As interest in CSR grows, so has the value and importance (see Balmer and Greyser, 2006; He and Balmer, 2005; Balmer and Greyser, 2003; Balmer, 2001) attributed to corporate identity. In practice, the number of firms requiring corporate identity services is rising (see Schmidt, 1995) and the amount of financial and material

resources committed to corporate identity practices is growing by the day (see Olins, 1995). In addition, the amount of attention paid in literature to this burgeoning discipline has grown phenomenally (Wallace et al, 2006; Melewar et al. 2006; Suvatjis and de Chernatony, 2004). The increased number of literatures devoted to this field provides strong evidence in this regard (Balmer, 2001).

Without any doubt, the vast resources committed to corporate identity and CSR practices (see Schmidt, 1995; Grayson and Hodges, 2004) is reflective of the relevance, growth and importance of these two disciplines. More importantly, the surge in the number of corporate scandals such as nuclear power disaster in Russia (Hussey, 1998); dismantling of oil rigs in the North Sea (Fombrun and Rindova, 2000); escape of poisonous gas from a chemical plant in India (Hussey, 1998); sudden and untimely collapse of big businesses and increased pressure from stakeholders, which have profound effects on business and corporate reputation have undoubtedly positioned corporate identity and CSR as a legitimate business practice in the contemporary world of work (see Perrini, 2006). The increased drive towards corporate identity and CSR is made more evident by the rising volume of corporate identity literatures (i.e. social reports), which has continued to generate the interest among big multinational businesses (see Kolk, 2005; Gond and Herrbach, 2006).

In the past, many firms with little or no corporate identity communications drive (Salu, 1994) and no CSR and social advocacy voice (see Borgoon et al. 1995; Schumann et al. 1991) now devote enormous resources not only to the pursuit of CSR but also towards accounting for their CSR stewardship. According to Whitehouse (2006, p. 279), "The inclusion of a few paragraphs within the annual report dealing

with the non-financial aspects of the business has been replaced by the publication of glossy reports and a high profile presence on corporate websites of 'CSR' issues". The presentation of business stewardship in the form of social and environmental reports is a strategic resource (see Owen et al., 2000) highlighting the integration of CSR with strategy (see Burke and Logsdon, 1996; Swanson, 1999) and the important role of CSR in overall corporate strategy (Dawkins and Lewis, 2003).

Furthermore, the rise in business competitiveness together with the desire by firms to develop a strong and impeccable corporate reputation has provoked a change in the ways that businesses approach these disciplines. Many firms are conscious of the need to exhibit their CSR activities through their corporate identity (see Maignan and Ralston, 2002; Esrock and Leichty, 1998; Hooghiemstra, 2000; Adams et al. 1998). Hence, evidence is emerging from the industry that firms are increasingly integrating the management of these 2 disciplines into one cohesive role. Consequently, new management functions such as Corporate Affairs and Responsibility Manager, Corporate Regulatory Affairs Manager etc, which fuses these two management concepts into a single business management function, is emerging.

Despite the increased drive towards the managerial integration of these concepts however, there is very little evidence in literature to demonstrate that this subject has been thoroughly investigated. Consequently, very little is known about how these two disciplines interrelate.

Against this backdrop, the present study has been designed mainly to address this issue. Specifically, we demonstrate how CSR can be effectively entwined with
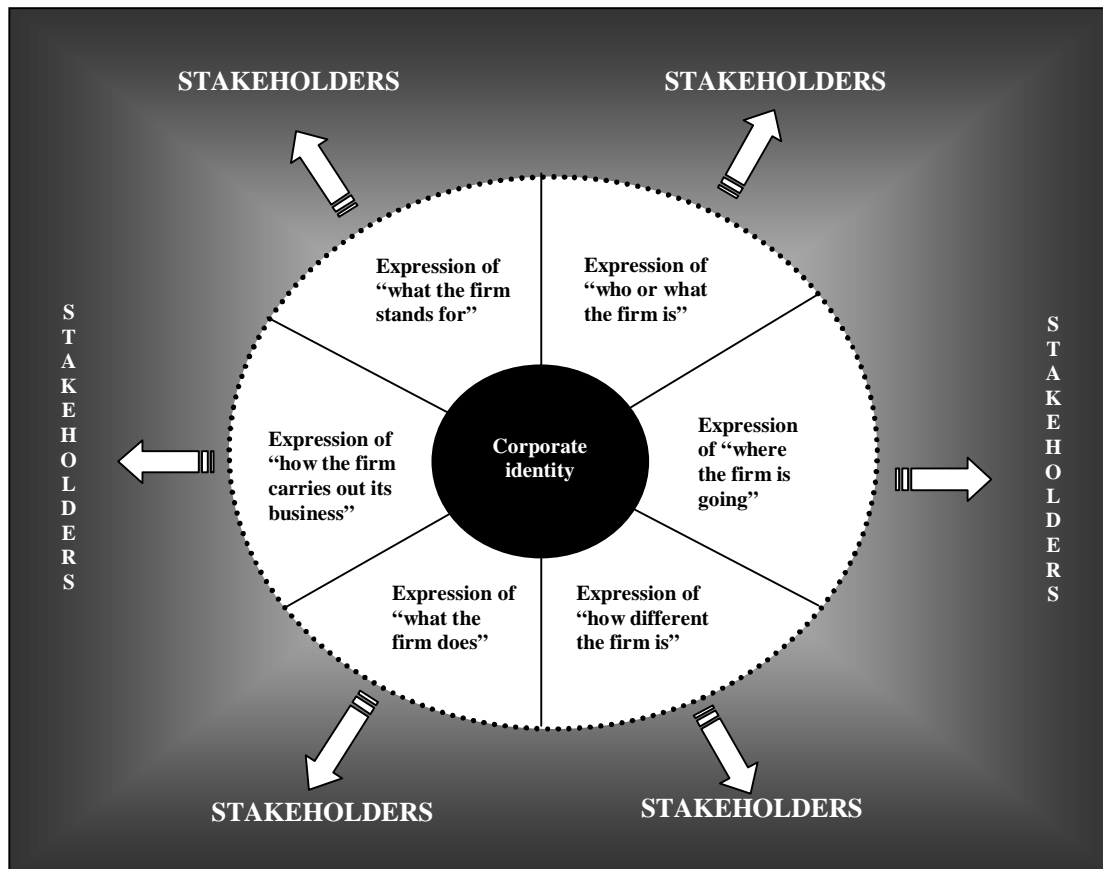
another important business phenomenon – corporate identity. The study begins with the review of theoretical literature concerning the meaning of CSR and corporate identity and a theoretical framework synthesising corporate identity and CSR is designed. The converging aspects of this framework are highlighted to prelude the development of a new conceptual definition, underscoring the emergence of a new construct – CSR identity. In the second section, a discussion emphasizing theoretical and managerial implications of this emerging construct for business competitiveness is put forward and the study is summarised and concluded in the third section of this study.

SECTION ONE: LITERATURE REVIEW

1.1 Corporate Identity (CI): what it means

Over 40 definitions (see Appendix) explaining the meaning of corporate identity has been contributed by academic and practitioner authors. The review of these definitions reveals six distinct (thematic) notions of corporate identity (see Figure 1 below). These are "who or what the firm is"; "where the firm is going", "how different the firm is", "what the firm does", "how the firm carries out its business" and "what the firm stands for". These notions are discussed as follows:

Figure 1: Notions of corporate identity

STAKEHOLDERS   STAKEHOLDERS

S T A K E H O L D E R S

Expression of "what the firm stands for"

Expression of "who or what the firm is"

Expression of "how the firm carries out its business"

Corporate identity

Expression of "where the firm is going"

Expression of "what the firm does"

Expression of "how different the firm is"

S T A K E H O L D E R S

STAKEHOLDERS   STAKEHOLDERS

Source: developed by authors

Notion 1: corporate identity as the expression of "who or what the firm is"

The notion of "who or what the firm is" has appeared in several definition of corporate identity (see Selame and Selame, 1975; Hawn, 1998 Topalian, 1984; Downey, 1986; Portugal and Halloran, 1986). Of these Selame and Selame's (1975) definition is the first to make reference to this conceptual theme. As Selame and Selame (1975) observes, corporate identity is a firm's statement describing "who and what the firm is" to stakeholders. The notion of expression of "who and what the firm is" in Selame and Selame's (1975) definition refers to the expression and the communication of the features that underscore the very essence of a firm. It is a critical aspect of corporate personality (see Lux, 1986; Antonoff, 1985; Balmer, 1993;

Hawn, 1998; Leitch, 1999; Dolphin, 1999) reflective of the innate, actual and basic traits as well as other phenomenon that makes up, signify and define firms. The fundamental idea driving this notion urges managers to make genuine and conscious effort to review and communicate the core traits and innate characteristics inherent in their firms. Such a review and expression is a precondition for establishing the major factors that define the essence of the firms (see van Rekom, 1997).

Notion 2: corporate identity as the expression of "where the firm is going"

Halloran and Portugal (1986) and Downey (1986) extended the boundaries of Selame and Selame's (1975) definition of corporate identity, incorporating the notion of "where the firm is going". In Portugal and Halloran (1986) view, corporate identity is a strategic component containing series of activities expressing or projecting "where the firm is going" (Downey, 1986). The expression of "where the firm is going" highlights the strategic intent (see Hamel and Prahalad, 1989), the corporate vision or what Balmer (2001) described as the desired corporate identity or the desired future at which the company hopes to arrive (Melewar, 2003). The basic philosophy underscoring this notion of corporate identity is that the corporate vision or desired corporate identity, articulated in the minds by Chief Executive Officer (Balmer, 2001) must be effectively communicated to all employees.

Notion 3: corporate identity as the expression of "how the firm is different"

The notion of "how different the firm is" has been documented in Portugal and Halloran's (1986) and Gioia's (1998) definition of corporate identity. For Portugal

and Halloran (1986) corporate identity is strategic asset communicating three things: "what a firm is", "where the firm is going" and "how it is different". Gioia (1998) agreed with Portugal and Halloran (1986) stating that corporate identity is a phenomenon reflective of three things: what is taken by the firm, what makes firms unique and what is conceived by members to be enduring. Importantly, the notion of "how the firm is different" (Portugal and Halloran, 1986) or "what makes the firm unique" (Gioia, 1998) is indicative of the characteristics that distinguish (see Schmidt, 1995; Lambert, 1989; van Riel and Balmer, 1997; Balmer and Soenen, 1997; Gray and Balmer, 1998) firms from others with similar business inclinations. The fundamental idea behind this notion is that firms must review, identify and communicate the core characteristics that encapsulate the core identity that differentiate them from competitors. Furthermore, firm must capitalise on unique skills that define the firm (Melewar, 2003).

Notion 4: corporate identity as the expression of "what the firm does"

Topalian's (1984) definition of corporate identity drew attention to the notion of "what the firm does". In his definition Topalian (1984) declared that corporate identity is synonymous with three things. First, is "what the firm is", second is "what the firm stands for" and third is "what the firm does". The notion of what the firm does, which is being addressed under this paragraph has been highlighted previously in Olins (1995) definition of corporate identity. In his definition, Olins (1995) affirmed that the concept of corporate identity underscores daily business activities carried out by firms. As he observed firms carry out thousands of activities daily.

They buy, sell, hire, fire, advertise, compete etc. In the course of these activities as Olins (1995) argues, businesses will in some way present themselves or communicating their corporate identity (wholly or partly) to stakeholders (Olins, 1995). Importantly, the basis of this notion is that in the course of carrying out various business activities, firms convey messages about their corporate identity or "what the firm does" to stakeholders.

Notion 5: corporate identity as the expression of "how firms carry out businesses"

The notion of 'how the firms carry out businesses' has been drawn from Olins (1995) definition of corporate identity which refers to corporate identity as the "how firms carry out their businesses". How firms carry out businesses is a function of the strategy process (see Mintzberg and Quinn, 1996). It could be viewed as the strategy deployed by firms in accomplishing set corporate objectives and business goals. It is the master plan circumscribing firm's product, market scope, objectives, (Melewar, 2003). It is the policies through which the company competes in its chosen markets (Gray and Balmer, 1998). Kiriakidou and Millward (1999) argued that corporate strategy plays a significant role in the articulation of corporate identity. Marwick and Fill (1997) also argued that corporate strategy is a significant component of corporate identity mix. Similarly, Stuart (1998) contends that corporate identity is a manifestation of corporate personality based on corporate strategy. The importance of this notion is that firms must fully articulate their corporate and operational strategy. This enhances the development of a clear corporate identity management process.
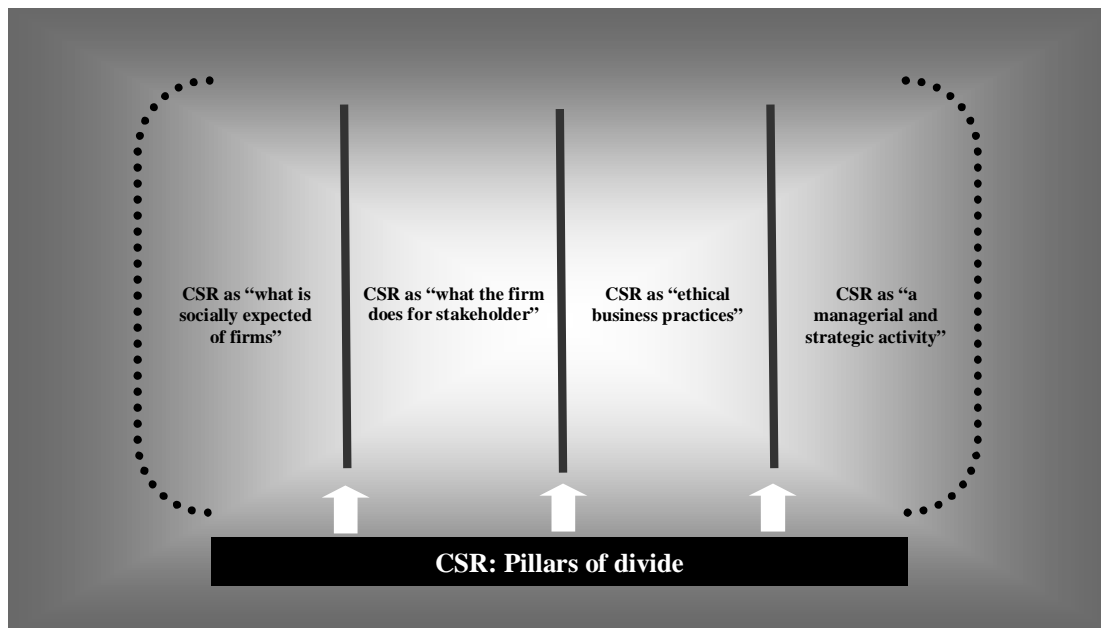
Notion 6: corporate identity as the expression of "what the firm stands for"

Topalian (1984) linked the concept of corporate identity to "what businesses stands for" and argued that corporate identity is a strategic asset largely under the control of the host firm. The notion of "what the firm stands for" in Topalian (1984) definition reflects a set of principles, philosophy, values and system of ethics that drives businesses and commonly shared by members of a firm. Balmer (1995) defined corporate philosophy as the business mission and values espoused by the management board or the founder. Bernstein's (1984) linkage of corporate philosophy and corporate identity arose out of his belief that corporate identity serves as a vehicle for expressing the company's philosophy (Abratt, 1989). While corporate philosophy embodies core corporate values and assumptions constituting corporate culture (Abratt, 1989), corporate value, are the beliefs and moral principles that lie behind the company's culture (Melewar, 2003). Values are domineering beliefs comprising business language unique to the firm, ideologies and rituals of personnel. This forms a significant proportion of the corporate personality and corporate identity (van Riel and Balmer, 1997). Importantly, the fundamental principle driving this idea is that firms must establish a system of philosophies and core values that can be embedded into the ways of life of the firm and communicated to stakeholders.

1.2 <u>The meaning of CSR</u>

The review of literature on the meaning of CSR reveals four significant but divergent viewpoints represented in Figure 2. These include CSR as "what is socially expected of the firm", CSR as "what the firm does for stakeholders", CSR as an ethical business practice and CSR as a business resources or strategic business activity".

Figure 2: Quartochotometric divide over the meaning of CSR

| CSR as "what is socially expected of firms" | CSR as "what the firm does for stakeholder" | CSR as "ethical business practices" | CSR as "a managerial and strategic activity" |

CSR: Pillars of divide

Source: developed by authors

Viewpoint 1: CSR as "what is socially expected of the firm"

The "what is socially expected of the firm" viewpoint constitutes the first theoretical review on the meaning of CSR in this study. It concerns all social expectations of businesses as demanded by stakeholders. Describing this viewpoint as ethical CSR, Lantos (2001) argued CSR concerns the demand by the society for firms to pursue their business activities in such a way that prevent injury and bodily harm. This type of CSR is demanded by the society and must be fulfilled by all firms. Bowen's (1953) text, which approached the meaning of the concept from the social expectations of businesses perspective, provides the first known definition for CSR and his definition fits perfectly into this viewpoint. In his definition, Bowen (1953) argued that modern firms must be challenged by the urge to satisfy social obligations as demanded by the society. As Bowen (1953, p. 6) observed, CSR "refers to the obligations of

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businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society." Buttressing this view, Carroll (1991) observed that further that the notion of CSR involves all economic, legal, ethical and philanthropic expectations placed on firms by society (see also Carroll and Buchholtz, 2002). In similar vein, The Business for Social Responsibility (BSR) averred that CSR refers to conscious decisions by businesses to consistently meet and exceed the ethical, legal, commercial and public demands of stakeholders and the societies in which businesses operate. Whetten et al. (2002) definition of CSR also added voice to the social obligatory demands on businesses. According to Whetten et al. (2002, p. 374) CSR is the "societal expectations of corporate behaviour; a behaviour that is alleged by a stakeholder to be expected by society or morally required and is therefore justifiably demanded of a business". Corroborating, De George (1999) declared that CSR is also used to represent social obligations imposed on businesses by the society.

Viewpoint 2: CSR as "what the firm does for stakeholders"

The second viewpoint dominating the literature on the meaning of CSR relates to duties, decisions, actions and responsibilities carried out voluntarily or forced on firms as a strategic approach towards profit making. These voluntary or forced actions (see Lantos, 2001) may be in the form of responsible business behaviour, discharge of legal obligations to stakeholders, pursuit of social good and socioeconomic contributions to the society. Several CSR definitions have highlighted this viewpoint. For instance Vos (2003) definition of CSR underscored socioeconomic and legal duties and actions carried out by the firm for stakeholders.

He argued that CSR are business, ethical, economic and legal obligations carried out by firms for stakeholders. Similarly, The World Business Council for Sustainable Development (WBCSD, 1999) definition of CSR laid emphasis on ethical actions, responsible business behaviour and socioeconomic contributions to the society. For WBCSD (1999) CSR refers to the decision by firms to behave ethically and responsibly, contribute to socioeconomic development of the society while (at the same time) improving and enhancing the quality of life of stakeholders and the community in which businesses operate (WBCSD, 1999). Actions taken by firms in relation to CSR have been reiterated in McWilliams and Siegel's (2001) definition of CSR. According to them CSR are those "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams and Siegel, 2001 p. 117). World Bank's (2004) definition of CSR also stressed the role of firms in contributing towards the society. In World Bank's view, CSR is the contribution made by businesses towards sustainable economic development. It is reflection the decision by businesses to work with stakeholders and enhance the standards of lives for the good of businesses and society. The European Union (EU) definition of CSR also stressed "what the firm does for stakeholders" in the form of actions taken towards the integrating CSR into all business activities. For the European Union (EU) CSR is a concept used by firms to integrate social and environmental concerns in their business operations and in their interaction with stakeholders on a voluntary basis' as they are increasingly aware that responsible behaviour leads to sustainable business success.

Viewpoint 3: CSR as "ethical business practices"

Authors under this viewpoint addressed CSR as a series of activities that firms pursue for its own sake rather than for the sake of profit making. Proponents of this theory argue that firms must pursue CSR genuinely with no intention to profit. They argue that firms must be socially responsible because it is the noble thing to do. Davies and Blomstrom's (1966) definition of CSR reflects this viewpoint. They contend that CSR should be pursued as firms' obligations to consider the effect of their business activities and actions on the society and the natural habitat. They argued that firms adopt CSR only when the needs and interests of stakeholders are duly considered beyond the firm's business, economic and technical interest. This viewpoint is also supported by Davies (1967). He argued that the substance in CSR arises from the genuine concern for the ethical outcomes of all business activities as they affect the interest of the firm's stakeholders. Corroborating, Johnson (1971) averred that a CSR oriented firm is one that is genuinely interested not only in its own well being but also in the welfare of its employees and others in the society.
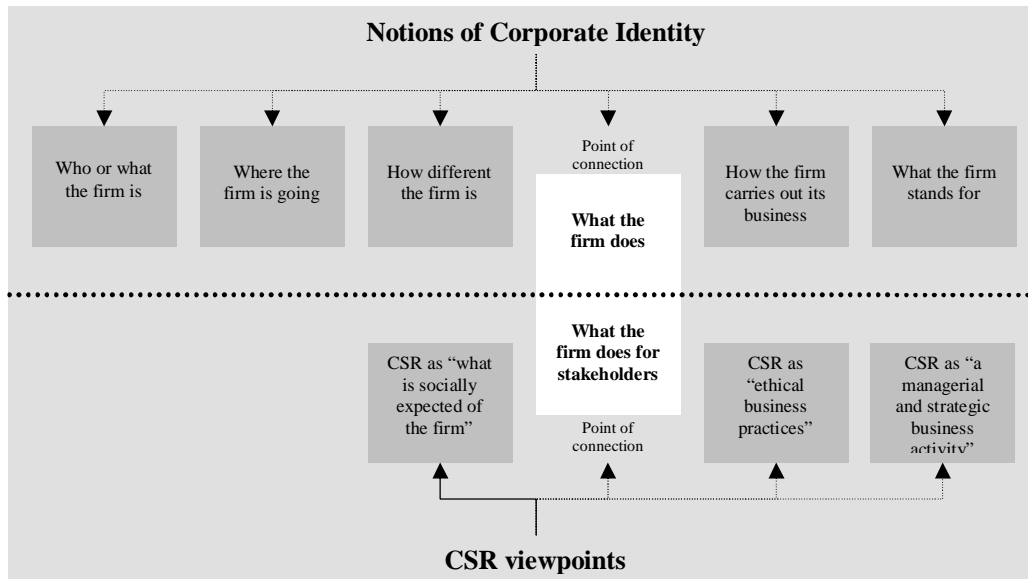
Viewpoint 4: CSR as "a managerial and strategic business activity"

The use of CSR as a strategic business activity has been emphasised in theoretical literature. Essentially, the strategic CSR occurs when firms pursue specific community projects that exhibit the firms' care for the society on the one hand and aid the accomplishment of strategic business goals (see Lantos, 2001) on the other. Walton's (1967) definition of this concept expresses this idea. He argued that in order to be seen as being CSR oriented, firms must recognise the intimate relationship between themselves and their host community and that such relationships must be kept in the minds of senior managers in the pursuit of all business activities.

1.3 <u>Corporate identity and CSR: working definitions</u>

The review of literature on the meaning of corporate identity in the paragraphs above revealed six distinct (thematic) notions of corporate identity namely "who or what the firm is"; "where the firm is going", "how different the firm is", "what the firm does", "how the firm carries out its business" and "what the firm stands for". Similarly, the review of CSR literature indicate the dominance of four central viewpoints namely "what is socially expected of the firm"; "what the firm does for stakeholders", "CSR as an ethical business practices" and "CSR as a managerial and strategic business activity". Of these however, we adopt the notion of "what the firm does", which underscores daily business activities carried out by firms (see Olins, 1995) and "what the firm does for stakeholders" as our working definitions for corporate identity and CSR respectively. This is because the notion of "what the firm does" is closely related (see figure 2) to the "what the firm does for stakeholders" viewpoint, reflective of WBCSD (1999) definition of CSR, which highlights the functional role of firms in relation to the pursuit of CSR. This includes the need to behave ethically and responsibly, the importance of discharging legal obligations, contribution to social good and socioeconomic development of the society while (at the same time) improving and enhancing the quality of life of stakeholders and the community in which businesses operate (see WBCSD, 1999). In the following paragraphs, we explore the links between the meanings of CSR and corporate identity and then integrate these two concepts into one synergetic construct.

Figure 3: Point of connection between the meaning of CSR and corporate identity

Source: developed by authors

1.4 Point of connection: expression of "what the firm does" and "what the firm does for stakeholders"

1.4.1 Strand 1: expression of "what the firm does"

The notion of "what the firm does" (see Topalian, 1984) relates to the daily business activities carried out by firms, (see Olins, 1995). Everyday, firms carry out multifaceted activities including buying and selling, hiring and firing, supply and procurement etc (see Figure 4 below) through various units or departments (i.e. marketing, finance, corporate communications and production.

Figure 4: Firm's departments

Source: developed by authors

The pursuit of these activities through these departments enables firms to secure benefits of specialisation (see Heinz et al. 2006; Schoemaker and Amit, 1994).

Figure 5: Expression of "what the firm does"

In the course these activities, firms present their corporate identity (partly or wholly) to stakeholders (Olins 1995). This is aptly demonstrated in Figure 5. In the

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paragraphs that follow, an attempt is made to discuss some of the multifarious activities through which the corporate identity is conveyed to stakeholders.

It has been argued that a firm's performance is greatly enhanced by human resources practices, (Huselid, 1995; Cutcher-Gershenfeld, 1991; Arthur, 1994; Huselid and Becker, 1996). The role of human resource department in firms therefore is to design and implement a set of internally coherent policies and practices that will enhance competitiveness (see Barney and Wright, 1998) and the achievement of the strategic goals of the firm (Huselid, 1997). Specifically, the human resources department is chiefly responsible for recruitment and selection of job applicants, design of organisation structure and job description, training and development of employees, employee performance management and cultural and interpersonal skills training (Rajhi et al. 2006). Marketing departments are primarily designed to drive the marketing function of the firm (Grönroos, 1997). Together with other stakeholders (see Olasz, 2006) such as advertising agencies, market analysis consultants, marketing departments identify customer needs (Griffin and Hauser, 1993), design frameworks to meet these needs (Jaworski and Kohli, 1993) and develop suitable positioning strategies (see Ries and Trout, 1986) for company products. Marketing departments are also charged with the responsibility of product sale and distribution, attending to customer queries, managing after sales services, developing advertising campaigns, and the management of the customer-firm relationship interface (Doyle, 1995; Olasz, 2006).

The role of the purchasing and procurement department is to manage the delivery of goods and services from suppliers in a cost effective manner (Johnson et al. 2003).

Like other functional departments, the purchasing department play a strategic role in the overall success of the firm, (Humphreys et al. 1998) as it serves as the point through which all production materials are sourced. The contributions of the purchasing department among other things include the purchase of raw materials, planning and control of raw materials within the firm, disposal of scraps and surpluses, control of product inventory, taking delivery of purchased materials, managing outbound traffic, monitoring in plant material movement (Johnson, 2003).

The corporate communications department plays a key role in the management of firm – stakeholder relationships (Goodman, 2000) and it is a vital management function in modern firms (van Riel, 1995). It is concerned with total process of identifying, establishing and maintaining long-term relationships with stakeholders (Dolphin, 2003). The corporate communication department is saddled with the responsibility of managing community development projects, lobbying government officials, drawing up annual reports as well as carrying out media, investor and employee relations (Goodman, 2006) activities. It is the responsibility of this department to liaise with the press and other strategic stakeholders to develop good working relationships and secure legitimacy (see Deephouse and Carter, 2005).

Figure 6: Activities of the firm

Source: developed by authors

In many firms, finance and administrative functions are lumped together. Most often this department is responsible for managing and maintaining a general accounting system, investing cash reserves, administering payroll, preparing and administering the firm's annual budget, advice financial advice to management. This department is also responsible for reconciling bank accounts, preparation of various financial reports and in some cases auditing company accounts (Anonymous, 2007).

Production departments are designed to combine raw materials together and turn into finished and sellable goods through a series of production processes. The production department is charged with the sole responsibility of setting production standards and targets for each section of the production process. For this reason, the quantity and quality of products emerging from each production line is closely monitored (Anonymous, 2007)

1.4.2 <u>Strand 2: What the firm does for stakeholders</u>

"What the firm does for stakeholders" refers to the responsibilities of the firm in relation to its action and duties towards employees, customers, suppliers, media, investors, government and local community (see table 1.1). Carroll and Buchholtz (2006) identified four core responsibilities including economic, legal, ethical and philanthropic. Figure 6 (above) gives a visual notion of these responsibilities, which are discussed in the paragraphs below:

<u>Economic responsibility of the firm to stakeholders</u>

Carroll and Buchholtz (2006) contend that the primary role of the firm is to be an economic institution with the orientation to produce goods and services profitably at prices reasonable enough to keep the firm perpetually, grow and reward investors. Importantly, firms that pursue this form of corporate social responsibility often aim to offer their goods and services for sale at a price that (1) represents its true value; (2) ensures the perpetuation of the business or firm; (3) enhances the delivery of products; and (4) at a price that ensures growth and business profitability. In the

course of pursuing these socioeconomic responsibilities, firms deploy various business and management concepts aimed at maximising and enhancing the firm's long-term financial performance (Carroll and Buchholtz, 2006).

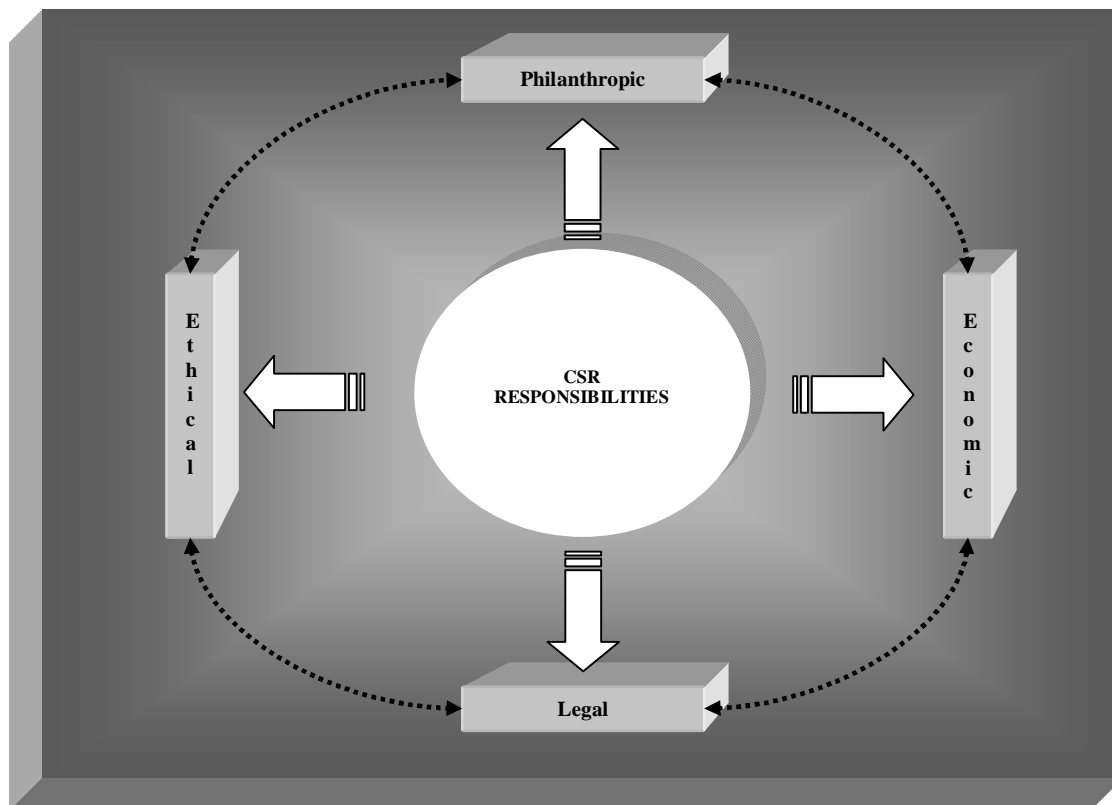Table 1.1: What the firm does for stakeholders

FIRM	STAKEHOLDERS	WHAT THE FIRM DOES FOR STAKEHOLDERS
The firm	Selection & recruitment	•Ensure applicants' safety during recruitment •Give financial assistance to applicants from afar •Adhere to recruitment laws •Give equal employment opportunities •Give reasonable selection tests
	Selling & sales	•Ensure product safety •Provide goods which satisfy quality expectations •Control of environmental impacts of products •Offer high quality good to customers •Sell products at a price that represents its true value; perpetuate firm; enhance efficient delivery of products and also at a price that assures growth and business profitability •Control of ethical and social aspects of products •Observe all competition laws
	Procurement	•Purchase green/eco friendly raw materials •Give suppliers equal opportunities •Appoint suppliers that respect laws & social norms •Engage suppliers with green management record •Encouraging adherence to procurement law •Appoint suppliers with good delivery record
	Production	•Recycle wastes •Produce good commensurate to specified prices •Ensure total quality in all production processes •Engage only trained technicians to repair machines •Observe health and safety policies during production
	Media & investor relations	•Provide accurate information to investors and media •Declare dividends when due •Provide honest media and investor communications •Respond to all inquiries briskly & honestly •Give only facts that can be substantiated
	Financial matters	•Maintain accurate & reliable financial records always •Remit taxes when due •Refrain from tax evasion or tax avoidance •Give true financial disclosures to stakeholders •Comply with state rules and regulations •Protect &respect confidentiality of financial matters
	Advertisement	•Avoid messages that may mislead audiences •Advertisements must state true conditions of products •Advertising copies must observe all competition rules •All advertisements shall observe the requirements of the law as enacted from time to time

Source: developed by authors

Legal responsibility of the firm to stakeholders

The legal responsibilities of a firm refer to societal view of "codified ethics", which embody basic notions of fair practices as established by law makers (Carroll and Buchholtz, 2006, p. 35). Firms exhibit their responsibility and respect for these laws by complying with all laws ranging from those regulating financial matters to the advertisement of goods and services. Firms that do not agree with existing laws or laws about to be passed can challenge them by getting involved in the political process and sponsoring bills through designated members of parliament.

Figure 7: CSR responsibilities of the firm

Source: developed by authors

Ethical responsibility of the firm to stakeholders

Ethical responsibilities of the firm encompass activities and practices that are either prohibited or expected of firms despite the fact that these activities are not legally binding on firms. Ethical responsibilities embody the full scope of norms, standards reflective of what stakeholders regard as morally right, just and fair (Carroll and Buchholtz, 2006). Ethical responsibilities or activities of the firm include offering equal opportunities to all job applicants irrespective or religion, sex, age or race. It may involve the resolve by a financial institution to refrain from accepting deposits from political leaders who cannot give a true account of the source of their wealth.

Philanthropic responsibility of the firm to stakeholders

This aspect of corporate social responsibility is very common among firms. Philanthropic responsibilities are voluntary and non mandatory activities carried out by firms in their desire to assist the needy and the less privileged. It is also pursued to support social institutions such as universities, hospitals etc operating within the host community. Philanthropic gestures by firms to the society may include financial donations to the needy, sponsorship of sports festivals, scholarships etc. (Carroll and Buchholtz, 2006).
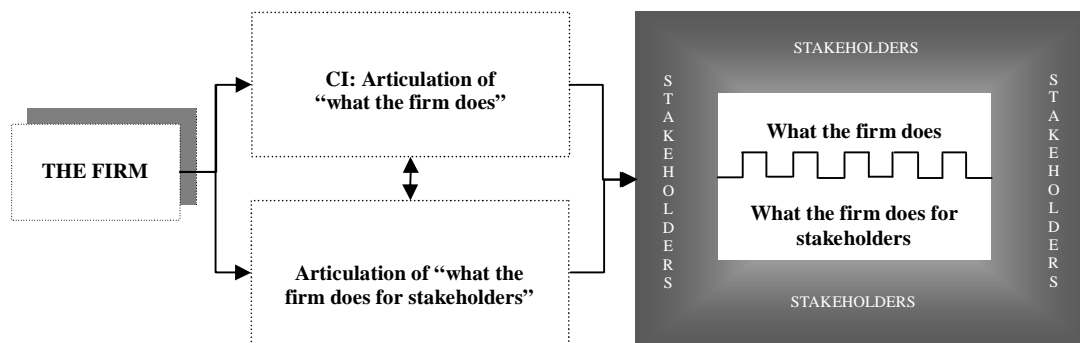
1.4.3 Integration of strands 1 and 2

Figure 7 (below) brings together the concepts of CI (what the firm does) and CSR (what the firm does for stakeholders) together explicating the link and relationship between them. The integration of CI and CSR begins with the articulation of "what

the firm does" (i.e. buying, selling etc) and "what the firm does for stakeholders" (i.e. pursuit of socially responsible behaviour). These distinct strands are then integrated through policy making. Figure 8 (below) supports Figure 7 by shedding light on the integration of corporate identity activities and CSR activities pursued by firms.

As noted above, the two strands (CI or what the firm does and CSR or what the firm does for stakeholders) are integrated through policies, which all employees must comply with. Compliance is achieved through constant monitoring by senior management or through the appointment of a senior CSR executive employed specially to manage all ethics and CSR activities of the firm. In some firms, CSR executive are responsible for corporate affairs or corporate regulatory affairs as in the case of BAT which runs an integrative system similar to this.
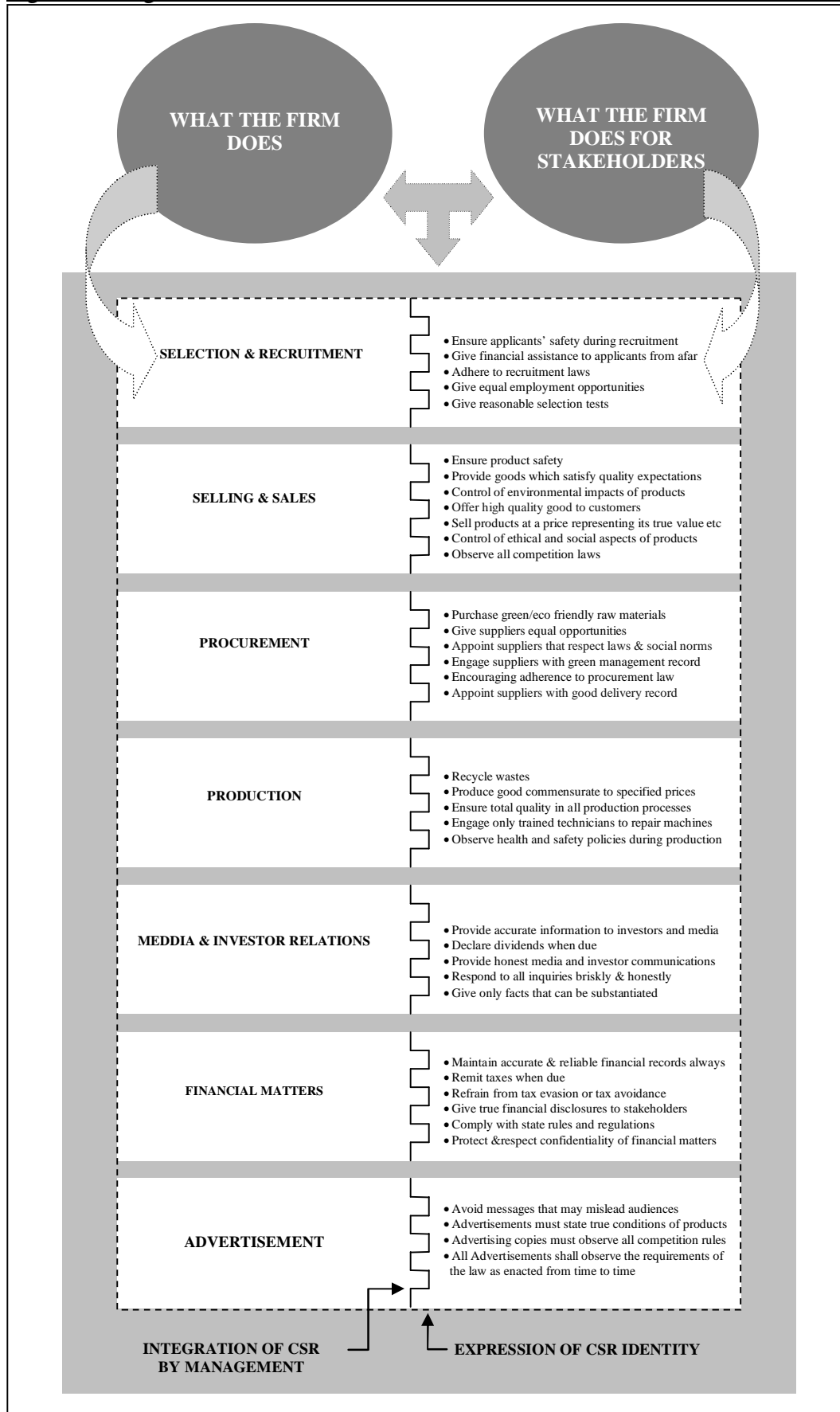
Figure 8: CSR Identity framework

Source: developed by authors

In some firms, CSR executive are responsible for corporate affairs or corporate regulatory affairs as in the case of BAT (British American Tobacco) which runs an integrative system similar to this. The corporate identity communication duties of Corporate Regulatory Affairs Managers at BAT is combined with the CSR

responsibilities. It is the responsibility of these managers to ensure that employees at all levels observe all CSR policies in the course of all their daily activities. In some firms, CSR is integrated with corporate identity or "what the firm does" through the appointment of Ethics and CSR Monitoring officers in all departments. The role of these executives would be limited to the monitoring of ethics and CSR in their respective department or units. It must be noted however that the name and responsibilities adduced to CSR in various firms is highly dependent on the extent of their business activities. Two key issues determine this emphasis. The first is whether the firm is service-oriented or product-focused and second, whether the firm's key impacts are environmental, social, or economic.

In addition, the success and the extent of integration of CSR into corporate identity or "what the firm does" will be highly dependent on the power and authority designated to the position of the firm's CSR executive. While the Vice President (CSR) at Nike for instance is likely to have immense power and authority in the integration of CSR into corporate identity or "what the firm does", the activities of junior CSR staff reporting to mid-level managers may not have the same impact or influence. Importantly, the integration of corporate identity activities and CSR driven actions bring to life a new construct, which we call CSR Identity, which we define as:

Figure 9: integration of "what the firm does"-"what the firm does for stakeholders"

WHAT THE FIRM DOES

WHAT THE FIRM DOES FOR STAKEHOLDERS

SELECTION & RECRUITMENT
- Ensure applicants' safety during recruitment
- Give financial assistance to applicants from afar
- Adhere to recruitment laws
- Give equal employment opportunities
- Give reasonable selection tests

SELLING & SALES
- Ensure product safety
- Provide goods which satisfy quality expectations
- Control of environmental impacts of products
- Offer high quality good to customers
- Sell products at a price representing its true value etc
- Control of ethical and social aspects of products
- Observe all competition laws

PROCUREMENT
- Purchase green/eco friendly raw materials
- Give suppliers equal opportunities
- Appoint suppliers that respect laws & social norms
- Engage suppliers with green management record
- Encouraging adherence to procurement law
- Appoint suppliers with good delivery record

PRODUCTION
- Recycle wastes
- Produce good commensurate to specified prices
- Ensure total quality in all production processes
- Engage only trained technicians to repair machines
- Observe health and safety policies during production

MEDDIA & INVESTOR RELATIONS
- Provide accurate information to investors and media
- Declare dividends when due
- Provide honest media and investor communications
- Respond to all inquiries briskly & honestly
- Give only facts that can be substantiated

FINANCIAL MATTERS
- Maintain accurate & reliable financial records always
- Remit taxes when due
- Refrain from tax evasion or tax avoidance
- Give true financial disclosures to stakeholders
- Comply with state rules and regulations
- Protect &respect confidentiality of financial matters

ADVERTISEMENT
- Avoid messages that may mislead audiences
- Advertisements must state true conditions of products
- Advertising copies must observe all competition rules
- All Advertisements shall observe the requirements of the law as enacted from time to time

INTEGRATION OF CSR BY MANAGEMENT

EXPRESSION OF CSR IDENTITY

Source: developed by authors

CSR Identity is the articulation of 'what the firm does for stakeholders' (i.e. pursuit of ethical and socially responsible business behaviour, discharge of legal obligations to stakeholders, quest for social good, contribution of socioeconomic aids to the society) and the voluntary integration of these CSR concerns into 'what the firm does' (i.e. buying, selling, hiring, firing etc). This integration is then projected (intentionally or accidentally) to stakeholders through one or more elements of the corporate identity mix including corporate symbols, organisational structure, corporate culture, corporate strategy, corporate behaviour and through the formal lines of corporate communications.

SECTION TWO: DISCUSSION

The outcome of this study corroborated the theoretical conception that there is a link subsisting between CSR and corporate identity (see Maignan and Ralston, 2002; Esrock and Leichty, 1998; Hooghiemstra, 2000; Adams et al. 1998). This conceptual study examined the meanings of corporate identity and CSR highlighting the notion of "what the firm does" and "what the firm does for stakeholders" as the point of convergence between the two constructs. The paper integrated these two constructs by bringing together various business activities namely procurement, marketing, production etc, which allow the expression of corporate identity and all economic, legal, ethical and philanthropic responsibilities of the firms to stakeholders. The integration of these responsibilities provides researchers with a good theoretical foundation to substantiate the link between CSR and corporate identity. Furthermore,

we contribute towards the theoretical literature of corporate identity and CSR by developing a working definition for the CSR Identity construct.

SECTION THREE: CONCLUSION

In this article, we sought to integrate the concepts of corporate identity and CSR. We reviewed the meaning of CSR and corporate identity and identified various notions of corporate identity and CSR. We adopted the notion of "what the firm does", which highlights a firm's business activities and "what the firm does for stakeholders" as working definitions for corporate identity and CSR respectively; using these definitions as a means of establishing a link between these two concepts. The integration of these concepts began with the articulation of "what the firm does" and "what the firm does for stakeholders". These concepts were subsequently integrated through policy making. The integration of corporate identity activities and CSR oriented actions bring to life a new construct - CSR Identity. Thus, a definition highlighting the integration of CSR and identity was put forward to explicate its meaning.

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APPENDIX

Definitions of corporate identity

Author   **Definition**

Pilditch (1970):   Corporate identity will identify and express the personality of corporations as it will be when the scheme is substantially in use"

Selame and Selame (1975):   The firm's visual statement to the world of who and what the company is, of how the company views itself and therefore, has a great deal to do with how the world views the company

Margulies (1977):   The sum of all the ways a company chooses to identify itself to all its publics-the community, customers, employees, the press, present and potential stockholders, security analysts and investment bankers

Olins (1978):   The tangible manifestation of a corporate personality is a corporate identity. It is the identity that projects and reflects the reality of the corporate personality. Sometimes as we know, the corporate identity is

introduced as a catalyst to encourage the development of a corporate personality; sometimes it reflects not what is, but what the corporation will like to be

Birkight and Stadler (1980): Visuals of an organisation

Henrion (1980): It embodies all visual expressions, also all non-visual expression and behaviour in the social, economic and political field

Carter (1982): Corporate identity is the logo or brand image of a company and all other visual manifestations of the identity of a company

Hannebohn and Blocker (1983):

Corporate identity is the strategy that helps to increase the economic performance and efficiency of a company. It co-ordinates achievements, values and information, and leads to integration in the sense of corporation

Topalian (1984): Corporate identity articulates what the firm is, what it stands for and what it does. Corporate identities are projected and are largely under the control of host organisations.

Albert and Whetten (1985)	It is that which is central, enduring, and distinct about an organisation's character
Antonoff (1985):	Corporate identity is the sum of all methods of portrayal, which the company uses to present itself to employees, providers of capital, and the public. According to organisational units, corporate identity is the total of all typical and harmonised methods of portrayal of design, culture and communication
Lux (1986):	Corporate identity is the expression of the personality of a company that can be experienced by anyone. It is manifested in the behaviour and communication of the company and it is aesthetic, formal expression; it can be measured as perceptual result amongst internal and external target groups.
Downey (1986):	Corporate identity is the sum of all factors that define and project what an organisation is and where it is going-its unique history, business mix, management style, communication policies and practices, nomenclature, competencies and market and competitive distinction

Portugal and Halloran (1986):

> The comprehensive and orchestrated presentation of what a corporation is, where it is going, and how it is different. It facilitates the communication of a corporation's strategic commitments, business competencies, market participants, competitive positioning, organisational character, and standards of performance

Birkight and Stadler (1986): Corporate identity is the strategically planned and operationally applied internal and external self-presentation and behaviour of a company. It is based on an agreed company philosophy, long term goals and in particular a desired image, combined with the will to utilise all instruments of the company as one unit, both internally and externally

Tannebeger (1987): Corporate identity reflects the distinctive capability and the recognisable individual characteristics of the company. Identity, in this sense, also includes the distinction and recognition of parts of the whole company and the attribution of those parts to the whole

Ackerman (1988): It is the unique capability of a company that is the cross-functional mix of experience, skills knowledge

and talents-which distinguish the corporation and determine its ability to create value in proprietary ways (Ackerman 1988).

Carls (1989):   Corporate identity is "active" and visual consistency is more about ''attitude'' than a rigid set of values. The corporate identity programme is a series of compatible but non-uniform images

Abratt (1989):   It is a set of visual cues-physical and behavioural that makes a firm recognisable and distinguishes it from others. These cues are used to represent or symbolise the company

Olins (1989):   Corporate identity is the tangible manifestation of the personality of a company. It is identity that reflects and projects the real personality of a company.

Lambert (1989):   Identity includes all distinct manifestations of a firm.

Olins (1990):   Corporate identity consists of explicit management of the sum or all ways in which company's activities are perceived. It can project three things: who you are, what you do and how you do it.

Smythe et al. (1992):   Corporate identity is an organisation's name representing its parts, subsidiaries and brands and how these interrelate. It is a visual style as expressed through its products, printed materials including packaging and stationery, its working environments and livery of its staff, vehicles, etc. It is an entity, which may also include the behaviour of employees and the styles of language used by employees

Balmer (1993):   It is a fusion of strategy, behaviour (culture) and communication. It is not the preserve of any management discipline, but instead draws from several. It comes into being when there is a common ownership of an organisation's philosophy.

Blauw (1994):   Corporate identity is the total of visual and non-visual means applied by a company to present itself to all its relevant target groups on the basis of a corporate identity plan.

Schmidt et al. (1995):   Corporate identity is the degree to which a firm achieves a distinct and a coherent image in its aesthetic output

Olins (1995):   Every organisation carries out thousands of transactions

                              every day: it buys, it sells, it hires and fires, it makes, it

                              cleans, it promotes through advertising and other

                              publicity-and so on. In all these, these transactions, the

                              organisation will in some way be presenting itself or

                              part of itself to the various groups of people with whom

                              it deals. The totality of the way an organisation presents

                              itself can be called identity (Olins 1995).

van Riel (1995):   The manifestation of a bundle of characteristics, which

                              form a kind of shell around the organisation, displaying

                              its personality'

van Rekom (1997):   The set of meanings by which an object allows itself to

                              be known and through which it allows people to

                              describe, remember and relate to it.

van Riel and Balmer (1997): It indicates the ways a company presents itself through

                              behaviour as well as through symbolism, to internal and

                              external audiences. It is rooted in the behaviour of

                              individual firm members, expressing the firm's

                              ''sameness over time'', ''distinctness'' and

                              ''centrality''.

Balmer and Soenen (1997):   It encompasses three core dimensions: the mind, the

soul, and the voice. The mind is the product of conscious decisions, the soul results from subjective elements such as the firm's distinct corporate values and the sub-cultures present in the firm. The voice represents the way a firm communicates

Leuthesser and Kohli (1997): It is the way an organisation reveals its philosophy and strategy through communication, behaviour and symbolism

Marwick and Fill (1997): The firm's framing of itself to stakeholders and ways it distinguishes itself from all other firms, through a variety of cues. It represents how the organisation would like to be perceived and can include corporate identity programmes, advertising, dress codes and the standard of customer contact. Some of the cues will focus on visual identity. Some will focus on behaviour.

International Corporate Identity Group (1997):

Every organisation has an identity. It articulates the corporate ethos, aims and values and presents a sense of individuality that can help to differentiate the organisation within its competitive environment. When well managed, corporate identity can be a powerful means of integrating the many disciplines and activities

essential to an organisation's success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the organisation's defining ethos and character. By effectively managing its corporate identity an organisation can build understanding and commitment among its diverse stakeholders. This can be manifested in an ability to attract and retain customers and employees, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. Corporate identity is a strategic issue. Corporate identity differs from traditional brand marketing since it is concerned with all of an organisation's stakeholders and the multi-faceted way in which an organisation communicates

Hatch and Schultz (1997):   We view organisational identity as grounded in local meanings and organisational symbols and thus embedded in organisational culture, which we see as the internal symbolic context for the development and maintenance of organisation identity. The symbolic construction of corporate identity is communicated to organisational members by top management, but is interpreted and enacted by organisational members

based on the cultural patterns of the organisation, work experiences and social influence from external relations on the environment. Thus, organisational identity emerges from the ongoing interactions between organisational members (including middle-level managers) as well as from top management influence. Furthermore, we argue that as the internal-external distinction collapses, organisational identity is increasingly influenced by (and becomes an influence on) organisational image

Moingeon and Ramanantsoa (1997):

It is a set of interdependent characteristics that gives an organisation specificity, stability and coherence, thus making it identifiable. These characteristics alone do not make it possible to identify an organisation. It is the configuration or pattern of the system that establishes the uniqueness of the organisation, which plays a significant role.

Gray and Balmer (1998): Corporate identity is the reality of an organisation. It is the distinct characteristics of the firm

Fiol, Hatch and Golden-Biddle (1998):

An organisational identity is the aspect of culturally embedded sense making that is self-focussed. It defines who we are in relation to the larger social system to which we belong. Identity is affected by organisational culture and so by other meaning-making systems with which the self interacts.

Gioia (1998):   Organisational identity is (a) what is taken by the organisation; (b) what makes the organisation distinctive from other organisations (at least in the eyes of the beholding members); and (c) what is perceived by members to be an enduring or continuing feature.

Hawn (1998):   Identity is what the firm is. Image is how the firm is perceived. A corporate identity programme is the visual melding of identity and image.

Leitch (1999):   Both corporate identity and ''logo centrism'' see identity as something that can be constructed, therefore, controlled by the firm.

Dolphin (1999):   Identity concerns the presentation of the corporate persona. Unlike image, identity does not change from one audience to another until the time it is altered, it remains consistent. Corporate identity is not corporate

image. Corporate identity is the individuality of the organisation. The way that it actually is, in short, corporate personality.

Balmer and Dinnie (1999):   A powerful corporate identity enhances the likelihood of identification or bonding with the organisation. This applies both to internal and external target groups

Gioia et al. (2000):   It is the consistent and targeted representation of the firm, with emphasis on corporate symbol and logos. It is strategic and applied both internally and externally

Kiriakidou and Millward (2000):

Corporate identity is the tangible representation of the organisational identity, the expression as manifest in the behaviour and communication of the organisation,

Shultz and Holten-Larsen (2000):

Visual and strategic schools of thought

Alessandri (2001):   Corporate identity is a firm's strategically planned and purposeful presentation of itself in order to gain a positive corporate image in the minds of the public. A corporate identity is established in order to gain a favourable corporate reputation over time. It is all of the

observable and measurable elements of a firm's identity manifest in its comprehensive visual presentation of itself, including, but not limited to, its name, logo, tagline, colour palette and architecture. Corporate identity also includes the firm's public behaviour, including, but not limited to, its reception of employees, customers, shareholders and suppliers

Korver and van Ruler (2003): It is self-presentation to stakeholders through symbolism, communication and behaviour. Corporate identity can be seen as the way in which a company makes itself known to the world. Behaviour, communication and symbols are its indicators

Davies et al. (2003): Identity is what holds a group together, the corporate glue, a sense of belonging, the informal and formal set of rules that we abide by, an understanding of who can join. Identity is socially constructed. It does not exist but is created through our interaction with other organisation members. It may be formalised in part by a company history, rulebooks, terms and conditions of employment and documents such as the mission and vision statement, but it is still difficult to encapsulate in any formal way

Melewar and Karaosmanoglu (2006):

> Corporate identity is the presentation of an organisation to every stakeholder. It is what makes an organisation unique and it incorporate the organisation's communication, design, culture, behaviour, structure, industry identity and strategy. It is thus intrinsically related to both the corporate personality and image.