



Universität  
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## Implementing CSR: Organizational Communication



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### Overview

1. Introduction
2. Challenges of CSR communication
3. CSR communication strategies
4. Case study
5. Conclusion
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## 1. Introduction

- CSR is getting more important => social responsibility as key driver for reputation
- Engagement in CSR not enough => stakeholders must be informed about CSR engagement
- Stakeholders want to be informed => difficult for them to evaluate if companies comply with their expectations

Morsing et al. 2008, Podnar 2008

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## 2. Challenges

- Empirical illustration of the CSR communication challenge: study from Morsing & Schultz
- Data from national reputation surveys in Denmark, Sweden and Norway
- Questions:
  - For what should companies be responsible?
  - How should companies communicate their CSR efforts?

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## 2. Challenges

Results:

Responsibility towards:	Denmark (%)	Sweden (%)	Norway (%)
Shareholders	4	4	9
Shareholders, employees and customers	49	64	56
Shareholders, employees, customers AND broad society	45	29	31

Morsing & Schultz 2006: 330

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## 2. Challenges

Results:

Communication of CSR?	Denmark (%)	Sweden (%)	Norway (%)
Yes, advertising and press releases	30	47	42
Yes, annual reports and information on website	59	46	49
No communication	11	8	9

Morsing & Schultz 2006: 330

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## 2. Challenges

Fazit: Danes favour discrete communication channels, Swedish favour more aggressive communication channels

=> How to communicate CSR issues without being criticized?

=> How to meet different expectations?

Eisenegger & Imhof 2007

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## 2. Challenges

Further challenges:

- CSR goals are abstract and difficult to communicate
- Stakeholders' opinions may change over time
- Different CSR expectations across countries and cultures
- CSR issues are becoming more unpredictable
- Broader view of responsibility
- Authenticity gap

Morsing & Schultz 2006, Wicki & van der Kaaij 2007, Schlegelmilch & Pollach 2005

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### 3. CSR communication strategies

1. Stakeholder information strategy, stakeholder response strategy and stakeholder involvement strategy  
(Morsing & Schultz 2006)
2. Inside-out-approach with two interdependent communication processes  
(Morsing et al. 2008)

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### 3. CSR communication strategies

1. Stakeholder information strategy, stakeholder response strategy and stakeholder involvement strategy:

	<b>Information strategy</b>	<b>Response strategy</b>	<b>Involvement strategy</b>
<b>Communication ideal</b>	One-way communication	Two-way asymmetric communication	Two-way symmetric communication
<b>Strategic communication task</b>	Inform stakeholders about CSR decisions and actions	Show stakeholders that their concerns are integrated	Pro-active and frequent dialogue with stakeholders
<b>Third-party endorsement</b>	Not necessary	Necessary	Stakeholders are involved in CSR messages

Morsing &amp; Schultz 2006: 326

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### 3. CSR communication strategies

1. Stakeholder information strategy, stakeholder response strategy and stakeholder involvement strategy:
  - Example from Novo Nordisk: Sustainability report 2003  
<http://susrep2003.novonordisk.com/sustainability/dilemmas/default.asp>
  - Critical evaluation:
    - Involvement without results => frustrating
    - Dialogue can be time-consuming and expensive
    - Idealistic model

Morsing 2006, Morsing & Schultz 2006

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### 3. CSR communication strategies

2. Inside-out-approach:
  - Make sure that employees are committed to CSR agenda before communicating to external stakeholders
  - Involve employees in development of CSR agenda => higher commitment
  - Commitment of employees as precondition for authentic CSR communication

Morsing et al. 2008

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### 3. CSR communication strategies

Based on the inside-out-approach, model with two interdependent communication processes:

1. Expert communication process: experts are first addressees of CSR communication
  2. Endorsed communication process: experts pass on information to the general public
- Critical evaluation:
    - Model too normative?
    - Endorsed communication process?

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### 4. Case study

- CSR communication of Kuoni
- TourCert-certified
- Communication tools: website, video, sustainability report
- Website: voices of employees, ratings, video
- Sustainability report: Stakeholder dialogue, workshops with suppliers, information on Intranet, CR day

<http://www.youtube.com/watch?v=2KFPMvwTnTY>

<http://www.kuoni-corporate-responsibility.com>

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## 4. Case study

Conclusion:

- Involvement of employees and other stakeholders => basis for authentic CSR communication
- Third-party endorsement => higher credibility
- No advertising campaigns => in line with results in Denmark and Norway
- But do stakeholders perceive Kuoni as responsible?

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## 5. Conclusion

- Many challenges of CSR communication
- 2 models provide good strategic implications
- Further research: compare CSR communication in different countries, stakeholder surveys, CSR communication in Switzerland, use of internet for stakeholder involvement

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## 6. Discussion

1. What do you think about the CSR communication from Kuoni? Is it credible? Do you perceive Kuoni as responsible company?
2. Would you like to get information about the CSR engagement of companies? And if yes, how (internet, media, advertising, reports)?
3. Have you ever read a sustainability report in order to get information about the CSR activities of a company?
4. Do you think that Swiss people in general like advertising campaigns about CSR?
5. Are you aware of CSR communication from a Swiss company?

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