

# Velkommen BI's Senter for Virksomhetskommunikasjon CSR Communication



'ETHICAL POLICY'



## CSR is 'only' PR

- Large corporations use PR agencies to teach them how to bullshit
- Elastoplast over the problem so that they look good.
- I'm quite happy to leave that kind of international smokescreen stuff to the Burson-Marstellers and Edelmans of this world.' (Franks, PRWorld, 2002)




1. to strengthen the long-term sustainable competitiveness of the Nordic business community
2. to strengthen Nordic co-ordination internationally in relation to CSR

### Strengthening reporting and communication

More specifically, the strategy will promote and support effective implementation of internationally agreed standards and guidelines with a particular focus on global value chains, and **reporting and communication**.





While CSR reporting, or ESG reporting (environmental, social and governance reporting) may be defined more narrowly as relating to businesses' annual reports or sustainability reports, CSR communication may be defined more broadly as covering all kinds of communication efforts, **including product marketing and consumer issues.**

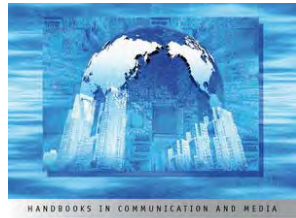
Communication and reporting, however, can also provide an **opportunity to market products and strengthen reputation.**

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## CSR Communication

- Communication that is created and sent by the firm itself about its work in CSR (Morsing 2006)
- Process a company undergoes in order to inform its stakeholders of its commitment to ongoing corporate social responsibility(CSRwire)
- Publishing a firm's engagement over and above authorities' minimum demands and business's standard ethics
- Reinforcing or improving a company's image by demonstrating the company's support for a particular issue

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Handbooks in Communication and Media

The Handbook of  
Communication and  
Corporate Social  
Responsibility

Edited by Øyvind Ihlen, Jennifer L. Bartlett, and Steve May

WILEY-BLACKWELL

Defining CSR and CSR Communication:  
Background and History

The Communication Paradox: Mind the Gap

A Theory of Trust and Credibility

Marketing's Role in Society

CSR in the Public Relations Literature

Literature on Rhetoric and CSR

Corporate Image Advertising

CSR and Reputation: On the Relationship  
Between Two Concepts

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- The public demand for information on companies' CSR efforts exceeds the companies' current level of CSR communication.
- There is a definite disconnect between companies' corporate social responsibility initiatives and the public's perception and awareness of them
- "Companies are not successfully delivering messages to consumers about their efforts in this area, despite the fact that many consumers say they would rather make purchases from socially responsible companies."

Scott Siff, Executive Vice President of Penn, Schoen & Berland.

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Communicating CSR: provides information that legitimizes an organization's behavior by trying to influence stakeholders and society's image of the company

Difficult:

Can not be easily verified

Projects often very long with no evidence of outcome

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- How does a "Merchant of Death" neutralize potential enemies, build credibility, leverage political support, boost employee morale, and foster a positive corporate image?
- By spending lots of money in a very strategic manner!
- 2001 - Philip Morris spent \$142 million in the U.S. to **advertise** the company's "good deeds," more than they spent on the good deeds themselves. ([takingontobacco.org](http://takingontobacco.org))
- 2002: Philip Morris used:
  - 75 million USD on social initiatives
  - 100 million USD advertising them (Morsing)

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## Why Communicate CSR

- With Clients/Consumers:
  - Improve reputation
  - Achieve product differentiation
  - Reach a high level of customer loyalty
- With Shareholders:
  - Increase awareness of socially responsible investing (SRI)
  - Communicate tangible advantages of firm’s CSR strategy
- With Employees
  - To create publicity and reputation through employee word of mouth
  - Increase employee satisfaction and commitment
  - Increase firm’s appeal as a future employer
  - Reduce employee turnover



	2006	2007	2008	2009	2010	2011	2012
<b>Products and Services Contribution to Reputation (%)</b>	29.0	26.1	26.7	27.5	26.6	24.2	20.9

Contribution of Reputation Driver Products and Services to Overall Reputation in Norway



Country	Products Services	Innovate	Ldr-ship	Perf-mnce	Wrk-plce	Gover-nance	Ctzen-ship	Total CSR Weight
Denmark	21,2	9,9	12,5	12,3	11,9	17,3	14,9	44.1
Sweden	21,3	13,6	12,0	11,9	11,5	15,3	14,5	41.3
Norway	20.9	12.0	13.2	10.7	13.0	17.2	13.1	43.3

Contribution of reputation drivers to overall reputation in Denmark, Norway and Sweden 2012. The three drivers comprising the CSR index are highlighted. Weights of all drivers add to 100. (Data: Reputation Institute RepTrak 2012)



	Work-place (2012)	Citizen-ship (2012)	Govern-ance (2012)	CSR Index (2012)	CSRI Mean 2010-2012
<b>Denmark</b>	62.8	57.2	57.4	59.0	<b>61.5</b>
<b>Sweden</b>	59.0	56.4	56.8	57.4	<b>60.5</b>
<b>Norway</b>	67.5	64.5	65.7	65.9	<b>62.4</b>

CSR indices for the Scandinavian countries based on 2012 RepTrak data



**The CSRIndex (the composite of the reputation drivers Workplace, Governance and Citizenship) was the only driver that significantly predicted supportive behavior,**

- If [Company] was faced with a product or service problem, I would trust them to do the right thing  
 I would say something positive about [Company]  
 If I had the opportunity, I would buy the products/services of [Company]  
 I would recommend the products/services of [Company]  
 If I had the opportunity, I would invest in [Company]  
 If I had the opportunity, I would recommend [Company] as an investment  
 If I had the opportunity, I would work for [COMPANY]



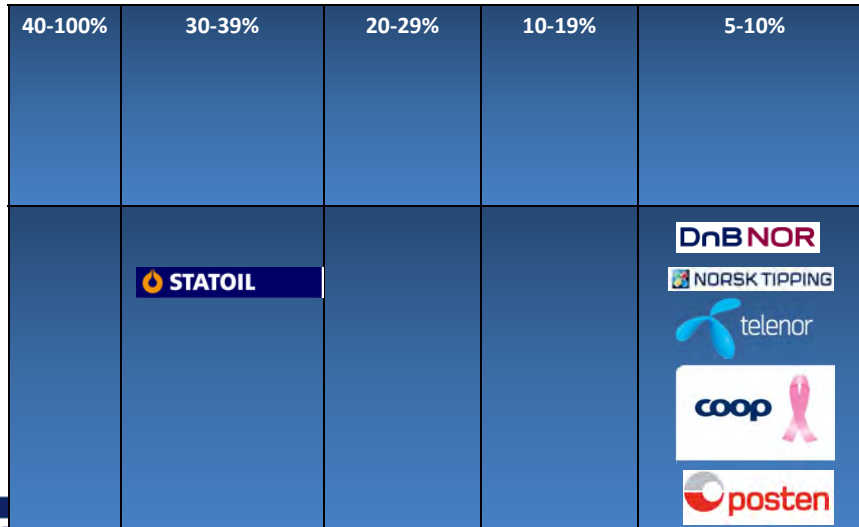
If I know a firm supports a good cause or shows active CSR:

		2009	1999
	Neutral	Agree	Agree
It is more likely I will purchase from them.	23%	58%	59%
There is a greater chance I would work for them.	34%	44%	



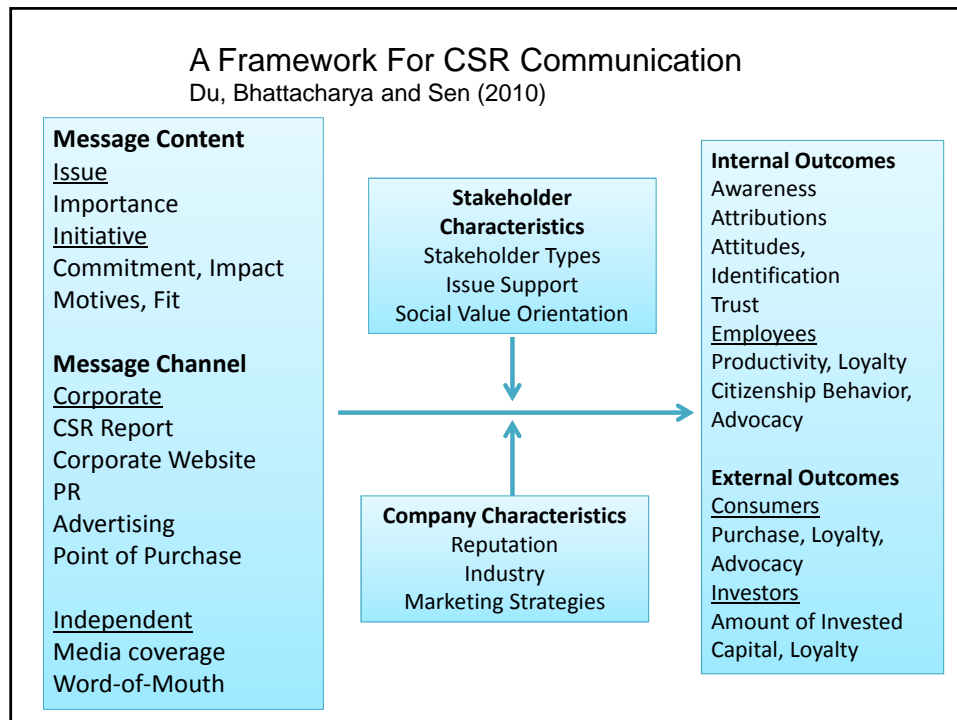


Name a Norwegian firm that you know supports a good cause (2011)



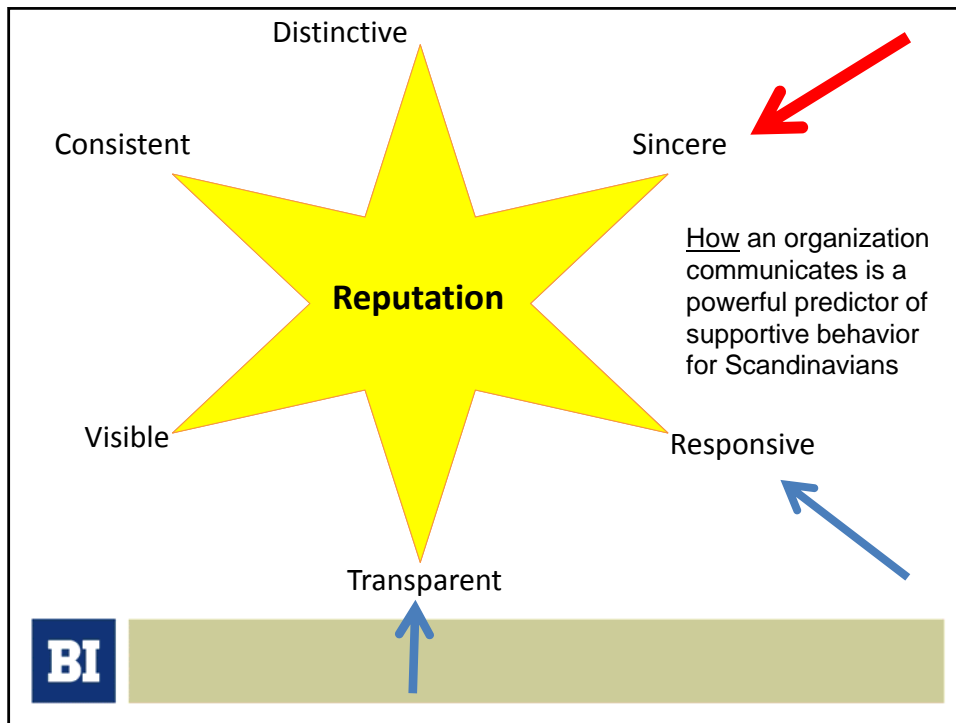
	2009		1999		
	Disagree	Neutral	Agree	Agree	
Most corporate information on csr is true. (packaging, internet and advertising)	24%	33%	28%	30%	↔
Most corporate information on csr is designed to fool me.	30%	32%	27%	34%	↓
I don't believe what firms say about csr	26%	28%	37%	44%	↓
It's better for consumers that csr information be removed from corporate communication	29%	33%	29%	48%	↓





## 5 Broad Typical Communication Strategies (Ihlen 2011)

1. Claim improve the world through products or leadership role and that have cleaned up act, for example cutting waste or emissions
2. Point out how third parties give praise for the efforts
3. State that have joined the CSR movement, for example following international standards
4. Attempt to demonstrate goodwill through claims of caring about the audience, including making appeals for feedback
5. Attempt to demonstrate goodwill by claiming care about their audience



Dimensions of Corporate Communication	(r) CSR Index Norway N=213	(r) CSR Index Denmark (N=204)	(r) CSR Index Sweden N=158
Sincerity/ Authenticity	.603**	.912**	.463**
Responsiveness	.555**	.911**	.454**
Consistency	.507**	.686**	.463**
Transparency	.476**	.820**	.426**
Distinctiveness	.418**	.651**	.353**
Visibility	.343**	.325**	.356**

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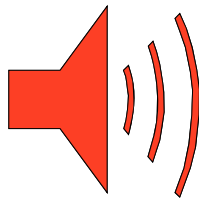
## Aspects of Authenticity

- Imagery of or claims that evoke pleasure or fun
- Organizational values, including beliefs, principles, or way of acting or operating
- Associations with nature of commodities or products, such as being non-renewable or renewable natural resource
- Associations with originality in design of products, services, ideas, or facilities
- Exceptional quality of corporate offerings, promises, and operations
- Heritage of the organization and its leaders, references to historical background of the organization and its corporate offerings or promises
- Sustainability and corporate responsibility programs, decisions, or actions
- Calls to become part of an action that goes beyond profit making and corporate gains
- Imagery or claims of stakeholders' projections on the corporate offerings or promises, or core ideas



## COMMUNICATION TOOLS

'Any and every marketing communication tool is capable of conveying a company's CSR messages and contributing to its corporate image and equity' (Jahdi and Acikdilli , 2009, p. 106)



- Social Reports
  - Main channel for communicating social and environmental effects of economic actions
- Thematic reports
- Codes of conduct
- Stakeholder consultation
- Internal communication
- Prizes and events
- Cause-related marketing
- Product packaging
- Press and TV coverage
- Points of sale
- Advertising



- Consumers are highly aware that companies engage in CSR activities for image-promotion reasons (Yoon et al. 2006)
- This is not enough to undermine the success of a CSR campaign
- The question is: how serious is the firm?
- CSR campaign is most successful when suspicion is low.

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### In Pictures: Tips For Making The Most Of Your CSR Program

[Read the full story](#) Lisa LaMotta

[E-mail](#) [Create Alerts](#)



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#### Publicize

There are plenty of things you are already doing that fall under the umbrella of corporate social responsibility (CSR), and your community, suppliers, customers and employees may not be aware of them. Make them notice. Show the world you provide flexible hours for employees or have in-house day care, you have greened your facilities with energy-saving light bulbs or a recycling program, and you contribute to local charities.

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**Whether a company communicates or not, an image of how the company handles or fails to handle sensitive issues will be communicated for them.**

