

When CSR Clicks

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Project



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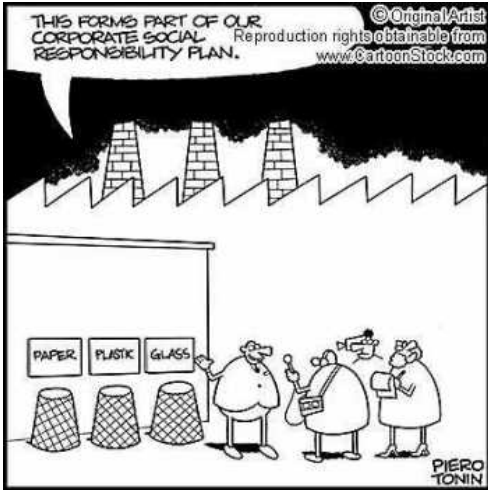


Craig Carroll, Ph.D.



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Starting point

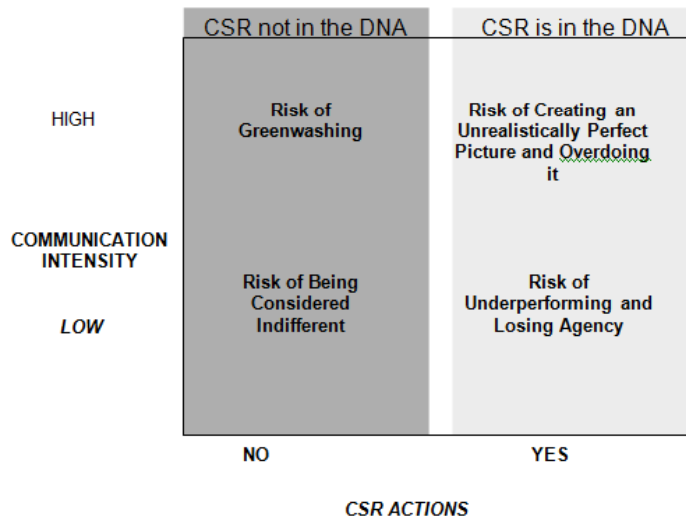


(Carroll, 1999 Schoenberger, 2000)

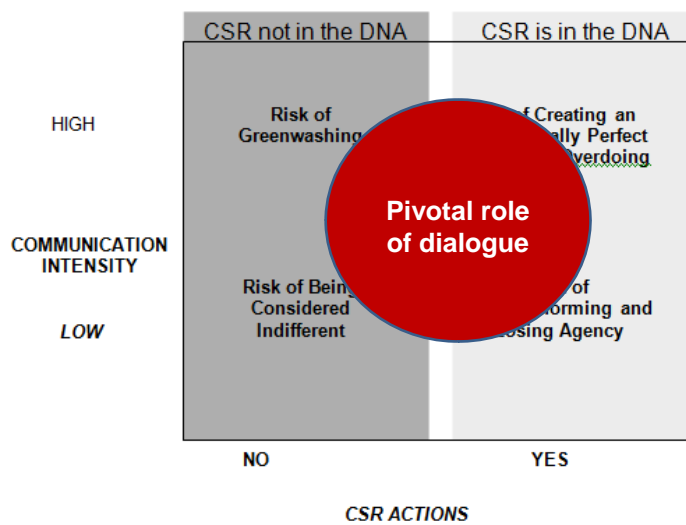


(Holme and Watts, 2000).

Main CSR risks

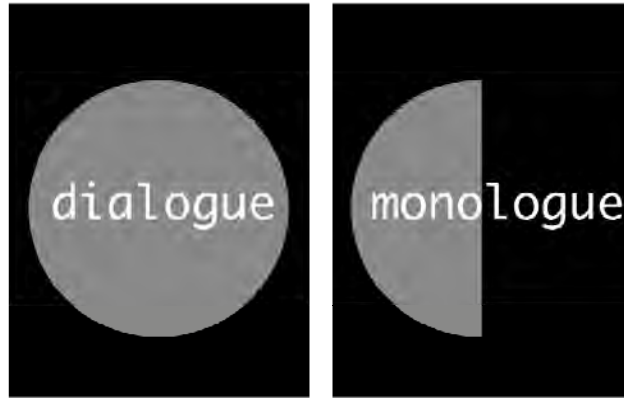


Build on Ilia et al. (forthcoming) Communicating CSR to a cynical public, MIT Sloan Management Review

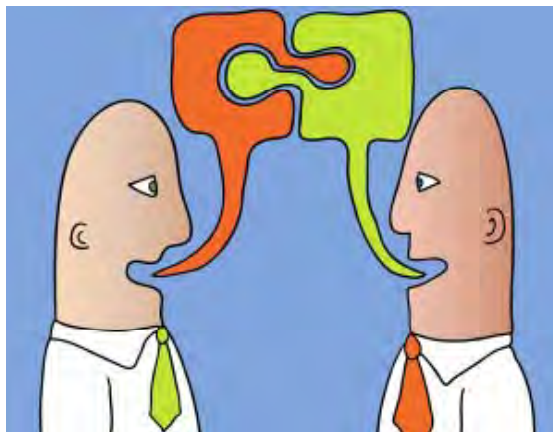


Hess, 2008; Burchell and Cook, 2011; Golob and Podnar, 2011

However a main issue is...

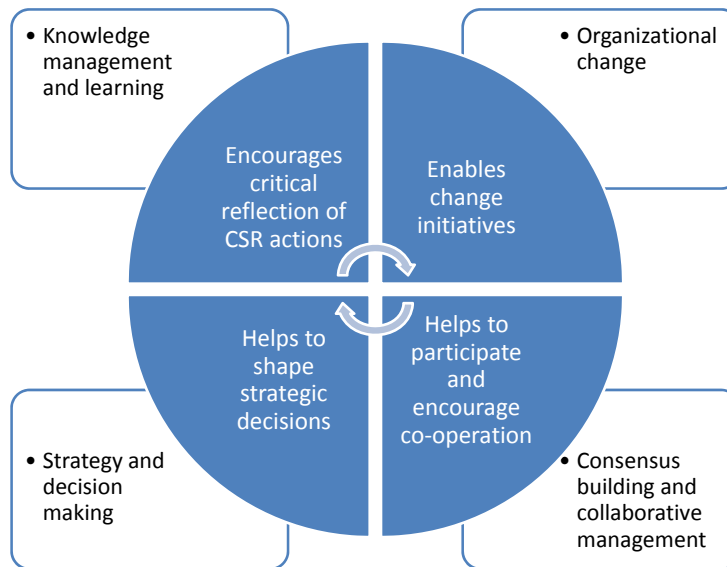


Aim of the project



“When CSR clicks”: how to engage stakeholders to interact online?

Conceptual framework: dialogue as...



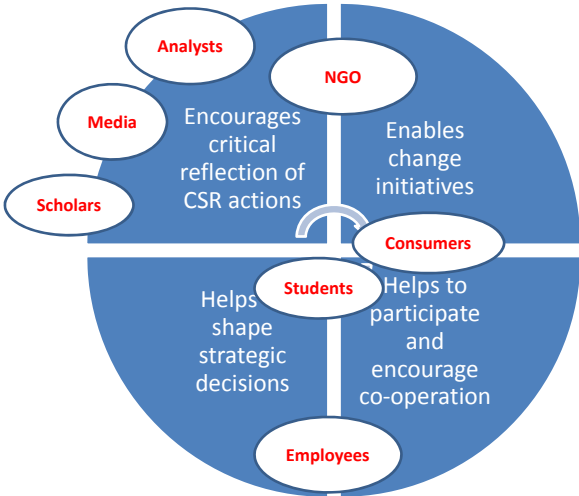
Methods

	TYPE OF DATA	ANALYSIS AND WHAT FOR
Step 1	<ul style="list-style-type: none"> • 37 interviews with key stakeholders • 7 type of stakeholders <ul style="list-style-type: none"> • Investors and analysts; • Clients • Professionals and scholars; • Employees; • Media • NGO • Students (MBA's) 	<ul style="list-style-type: none"> • THEMATIC ANALYSIS • Identify stakeholder's perspective and interaction needs
Step 2	<ul style="list-style-type: none"> • Sample of 72 companies • Website messages • Visuals and multimedia material • Social networks used for CSR • Corporate blogs on CSR 	<ul style="list-style-type: none"> • CONTENT ANALYSIS • Identify companies that are leaders in interacting online per stakeholders' needs and perspective

Results

Dialogue needs of stakeholders

Stakeholder's perspectives on CSR dialogue



Not all stakeholders want to interact ONLINE

<p>No need of interactivity online</p>	<p>Analyst</p> <p><i>Interactivity = Contact information</i></p>	<p>“If I have a question about a bank’s activities, the first thing I would do is call the IR team or the CSR team. Then, I would reach out to SRI experts that I know at investment banks. And finally, I would reach out to the analysts at EIRIS, although I tend to avoid doing this, because it incurs a fee if they have to do additional research for us”</p> <p>“I would not follow [in Facebook or twitter] and think it is not good for [...] analysts since they are overloaded with information”</p>
	<p>Media</p> <p><i>Interactivity = Open invitations for journalists to attend events</i></p>	<p>“The best thing for a journalist is to go to an event, cover the news about it, or interview someone. It is more interesting to have a direct relationship with the company”</p>
	<p>NGO</p> <p><i>Interactivity = Contact information within two clicks, interaction face to face is key</i></p>	<p>“[a company’s CSR blog] has all the interactive options I could think of, but then again, this isn’t really important when I’m looking for a CSR partner”</p> <p>“Interactivity is not very important for us”</p> <p>“Human contact. Face-to-face meetings are ideal”</p>

<p>Online interactivity needs</p>	<p>Customer</p> <p><i>Interactivity = Questions are addressed in a timely fashion</i></p>	<p>“Interactivity to me means that there is a dedicated team of people behind the project who are answering questions and referring questions to the experts inside the company. Otherwise, giving out standard answers shows that they don’t really care”</p> <p>“Allowing questions, comments from users. Not by necessarily having an FAQ section like most companies do where people sometimes cannot find the right answer, but by replying on an individual basis, either at the moment or by future internet correspondence.”</p>
	<p>Employee</p> <p><i>Interactivity = Opportunity to participate online</i></p>	<p>[talking about corporate blogs] “Interactivity for us means that employees are behind 80% of the ideas here. It means that there is feedback and dialogue we can contribute to”</p> <p>“It is important that the company website or blog has open debates for different topics”</p>
	<p>Student</p> <p><i>Interactivity = Opportunity to make suggestions</i></p>	<p>“It is more credible if I can give suggestions or comments”</p> <p>“The idea is that either the channel or the message delivered creates an active response by the counterpart [us]”</p>
	<p>Scholar</p> <p><i>Interactivity = Opportunity to get involved online as an expert</i></p>	<p>[commenting on a company’s side and own need of interactivity]</p> <p>“What’s missing is information about how to get involved”</p> <p>“but also telling employees how to get involved, or even a call to action. It would be nice for employees to have an opportunity, no matter how small, to get involved, so they could start with something small”</p>

To have a good online interaction simplicity and credibility are key

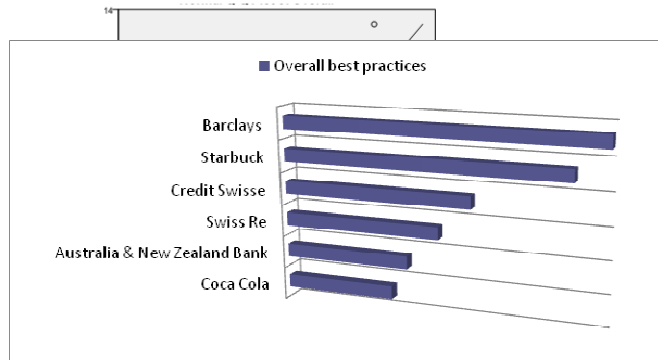
	Audience	Simplicity (examples)	Credibility (examples)
Stakeholders not privileging online	Analyst	Special microsite for analysts mainly providing info	Analytic background of facts
	NGO	Clear guidelines for submitting an application for funding	Transparency on numbers of beneficiaries
	Media	Facts and figures about CSR projects and activities	Link to external audit
Stakeholders privileging online dialogue	Customer	Accessible in multiple languages	Links to 3 rd party organizations
	Scholar	Bundled information ready for students	Links to CSR-related academic institutions
	Employee	List with clearly explained voluntary options	Employee testimonials about CSR programs or their participation
	Student	Hierarchy of information is clear	Videos depicting actual activities and beneficiaries

Results (preliminary)

Do companies satisfy these needs?

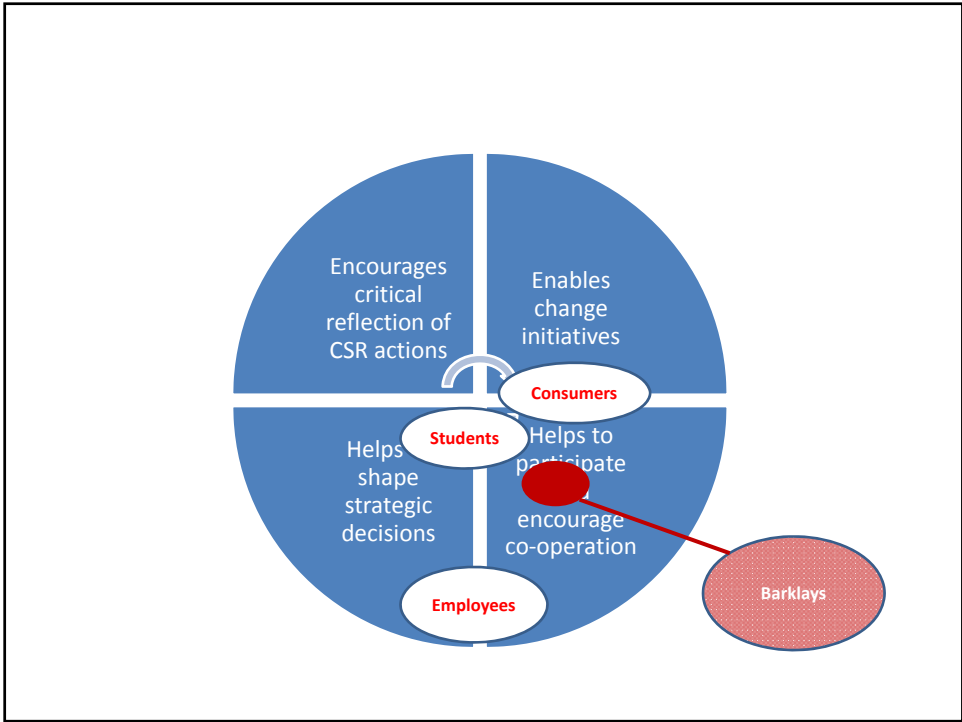
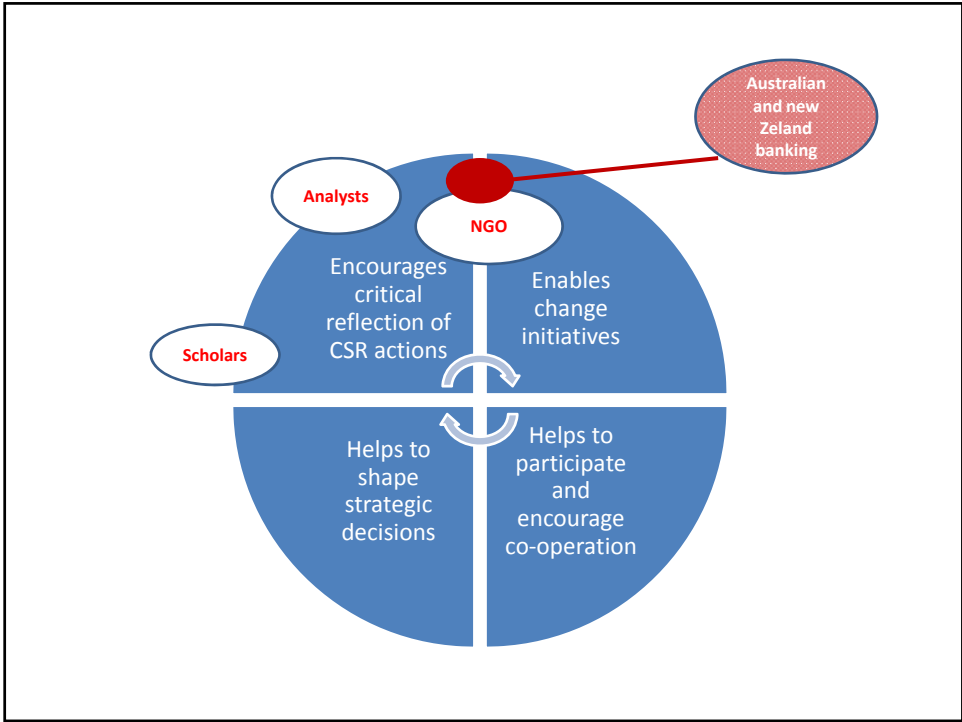
Which stakeholder perspective is privileged?

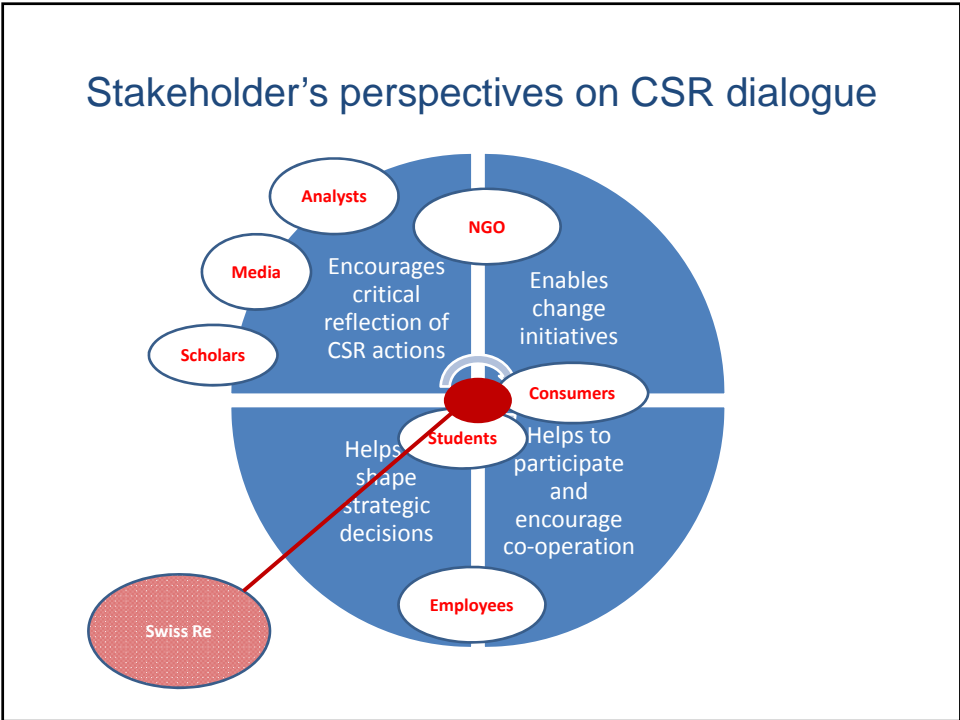
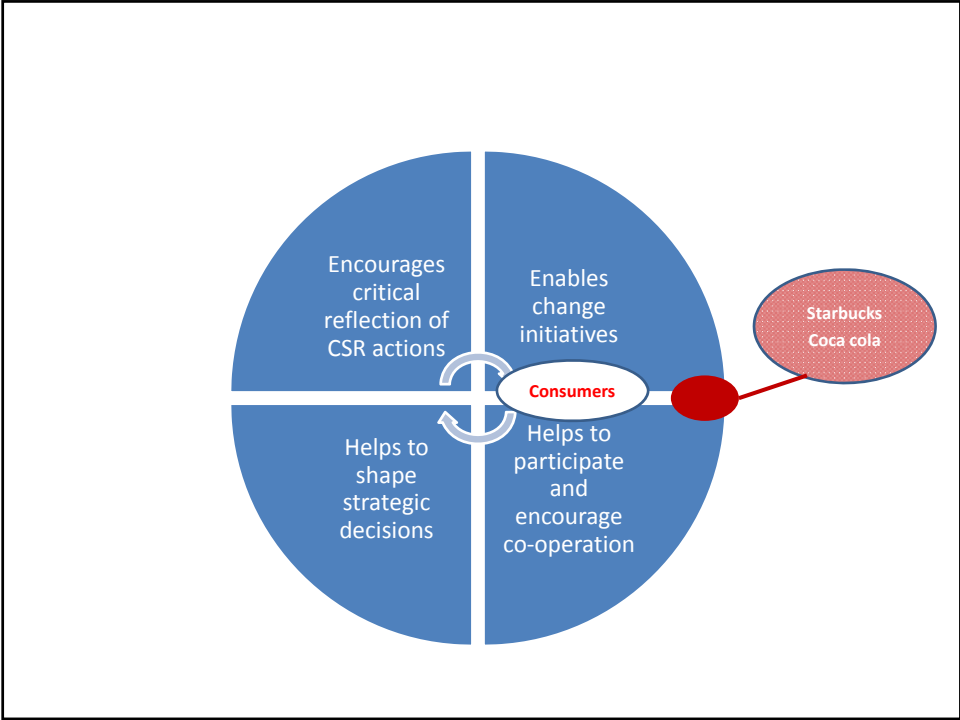
Figure 2: Normal Q-Q plot of Overall Interactivity with Stakeholders



Statistics of Figure 2: Valid 72, Missing 0, Mean, 8.1299, Std Deviation 2.23198.

	Analysts and Investors	1. Australia and New Zealand Banking 2. Credit Suisse; Santander; Swiss Re 3. Kingfisher; PwC UK; Total		
	Customers and Potential Customers	1. Barclays; The Co-operative 2. Starbucks 3. Coca-Cola; Credit Suisse		
	Scholars and Professionals	1. Australia and New Zealand Banking; Coca-Cola 2. Novartis; Swiss Re 3. Banco Bradesco; Barclays; BMW; BT Group; Credit Suisse; Deutsche Bank; EDF Energy; GAP; Santander; UBS		
			employees	ONGs
N			72	72
Mean	Employees	1. Barclays; GAP 2. Credit Suisse; HP; National Australia Bank; Northumbrian	0	0
Minimum			,5886	1,0289
Maximum			,00	,00
Percentiles	Media	No clear leader; Air France; Australia and New Zealand Banking; Barclays; The Co-operative; Credit Suisse; EDF Energy; Starbucks	1,10	1,62
			,4000	,8000
			,6000	1,1000
			,8150	1,2550
	NGOs	1. EDF Energy 2. Deutsche Bank; IBM; Starbucks 3. Australia and New Zealand Banking; The Co-operative; Credit Suisse; Sumitomo Mitsubishi; Swiss Re		
	Students	1. Barclays; Kingfisher; Swiss Re 2. Adidas; Coca-Cola; The Co-operative; Credit Suisse; National Australia Bank; Starbucks		





Online CSR communication scorecard : Interactivity best practices

Actions to undertake	Stakeholders Groups Affected							Examples
	Analysts	Customers	Employees	Media	NGOs	Scholars	Students	
Interactivity								
Provide specific and detailed contact information	X	X	X	X	X	X	X	Swiss Re.
Have a comment section for users to make suggestions and recommendations, but also reply promptly		X				X		Australia and New Zealand Bank
Social media tools must serve as two-way communication channels providing updated, useful content to encourage audiences to participate in actual conversation, otherwise, don't use social media, and instead, focus on the website		X		X		X	X	AT&T, Starbucks
Maximize impact of social media channel with constantly updated, high-quality content that will engage audiences, start conversations, and provide opportunities to get involved		X		X			X	Australia and New Zealand Bank
Publish information about how to get involved with various projects		X	X			X	X	Starbucks, Intel
Ask for feedback and input about what CSR areas to invest in		X	X					The Cooperative, Barclays

Online CSR communication scorecard : Credibility best practices

Actions to undertake	Stakeholders Groups Affected							Examples
	Analysts	Customers	Employees	Media	NGOs	Scholars	Students	
Credibility								
Most recent CSR report should be available	X	X			X	X	X	Many Companies
Link to an external audit of some kind (whether it is done by a auditing firm or is merely a testimonial by local partners, the media, opinion leaders) Who does this almost doesn't matter as long as its framed in a way that shows that others corroborate your story	X			X	X	X	X	Adidas
Financial information in facts and figures about how much money/time the company is spending/investing in projects	X	X	X		X	X	X	Starbucks
Information about the impact a program has on its intended beneficiaries		X	X	X	X	X	X	Novo Nordisk
Specify numbers of beneficiaries				X	X	X	X	Barclays
Indicate names of local partners and link to their websites				X	X	X	X	La Caixa, Novo Nordisk
Indicate exact location projects take place in				X	X	X	X	Deutsche Bank, La Caixa
Specify project dates (duration)				X	X	X	X	Barclays, Intel
Provide lists of CSR rating indices plus links to them to show where the company stands	X	X		X	X	X	X	Credit Suisse, UBS
Provide audiovisual content (i.e. videos) depicting the actual CSR activity and its beneficiaries, as well as the testimonials of those involved in the projects, both recipients and volunteers (i.e. employees)		X	X	X	X	X	X	AT&T, Barclays, La Caixa

Online CSR communication scorecard : Simplicity best practices

Actions to undertake	Stakeholders Groups Affected							Examples
	Analysts	Customers	Employees	Media	NGOs	Scholars	Students	
Simplicity								
Have website one click from corporate homepage	X	X	X	X	X	X	X	Many Companies
Have website one click from online banking page		X						Citigroup, La Caixa
Interactive Map to show where CSR activity takes place rather than the "Geo Navigation"	X	X			X	X	X	Barclays, The Cooperative
More information on the CSR landing page about the company's CSR objectives-really use the landing page to orient people completely unfamiliar with the company's CSR programs and possibly unfamiliar with the concept of CSR	X	X	X		X	X		Starbucks, Swiss Re.
Make easier-to-understand categories		X	X		X		X	The Cooperative, La Caixa, Deutsche Bank
Have clearly organized information in hierarchical order through the use of comprehensible headers, titles or tabs	X	X	X	X	X	X	X	Credit Suisse, La Caixa
Do not use unexplained acronyms or jargon on the website		X		X		X		Adidas, Coca Cola
Create a link on the CSR page to media room or dedicated to CSR news				X				Citigroup
Links to list of local partners				X	X	X	X	EDF Energy
Easy to find financial data grouped with GRI Indicators, information about the "triple bottom line" and other financial facts--everything bundled together	X				X	X	X	Total
Clear guidelines to apply for partnership					X			Unilever, GE, Adidas





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