



HOCHSCHULE RUHR WEST
UNIVERSITY OF APPLIED SCIENCES

2 International Marketing

*Academic models and trends:
Sustainability and CSR*

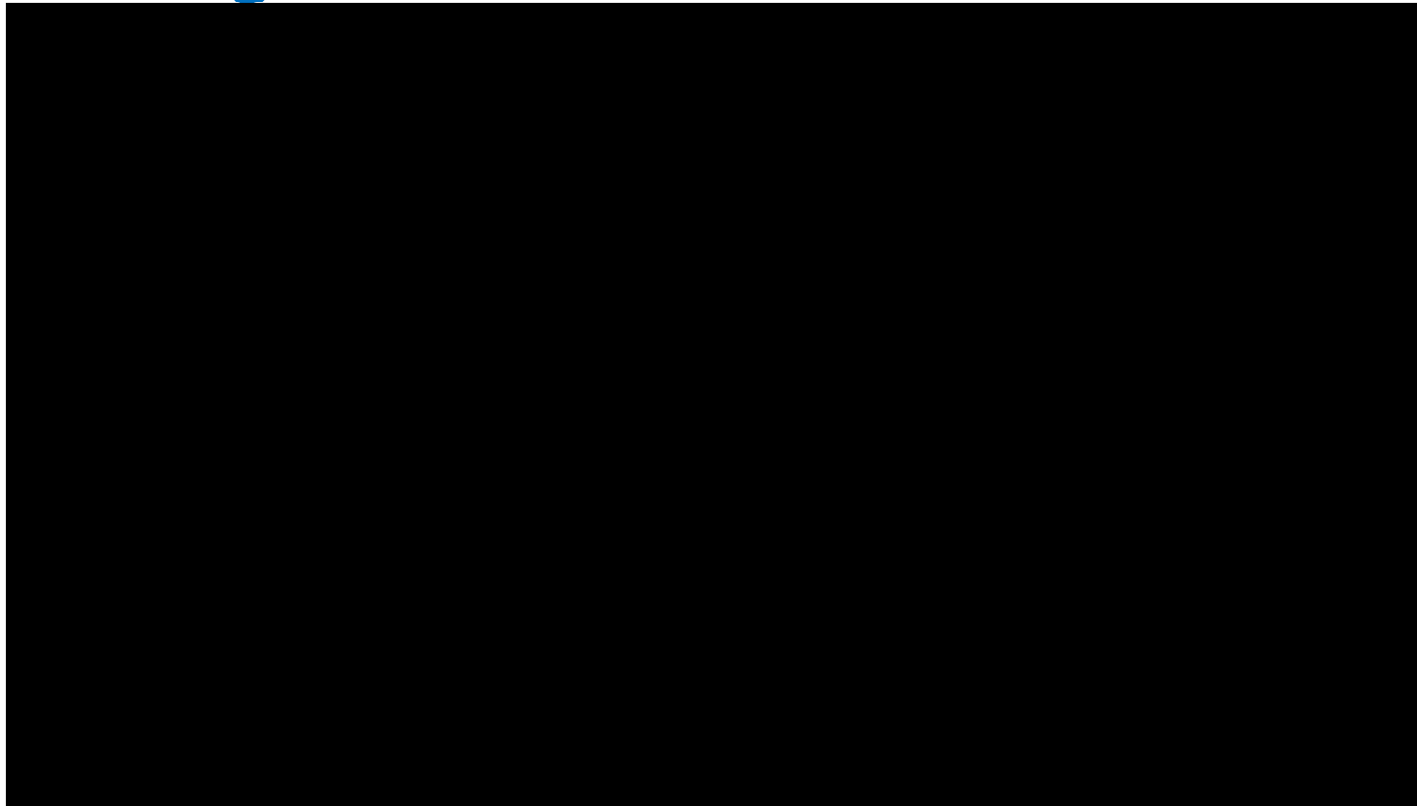
Prof. Dr. Simone Roth

Sustainability

- Currently widely debated as a **business philosophy** that is needed to **ensure our future**.
- Sustainable development:
„Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.“*

Source: Elliott, Rundle-Thiele, Waller (2014), Marketing, p. 20-22; *World Commission on Environment and Development (1987), Our Common Future, Oxford: University Press.

Carlings: “AdDress the Future”



Defining Corporate Social Responsibility

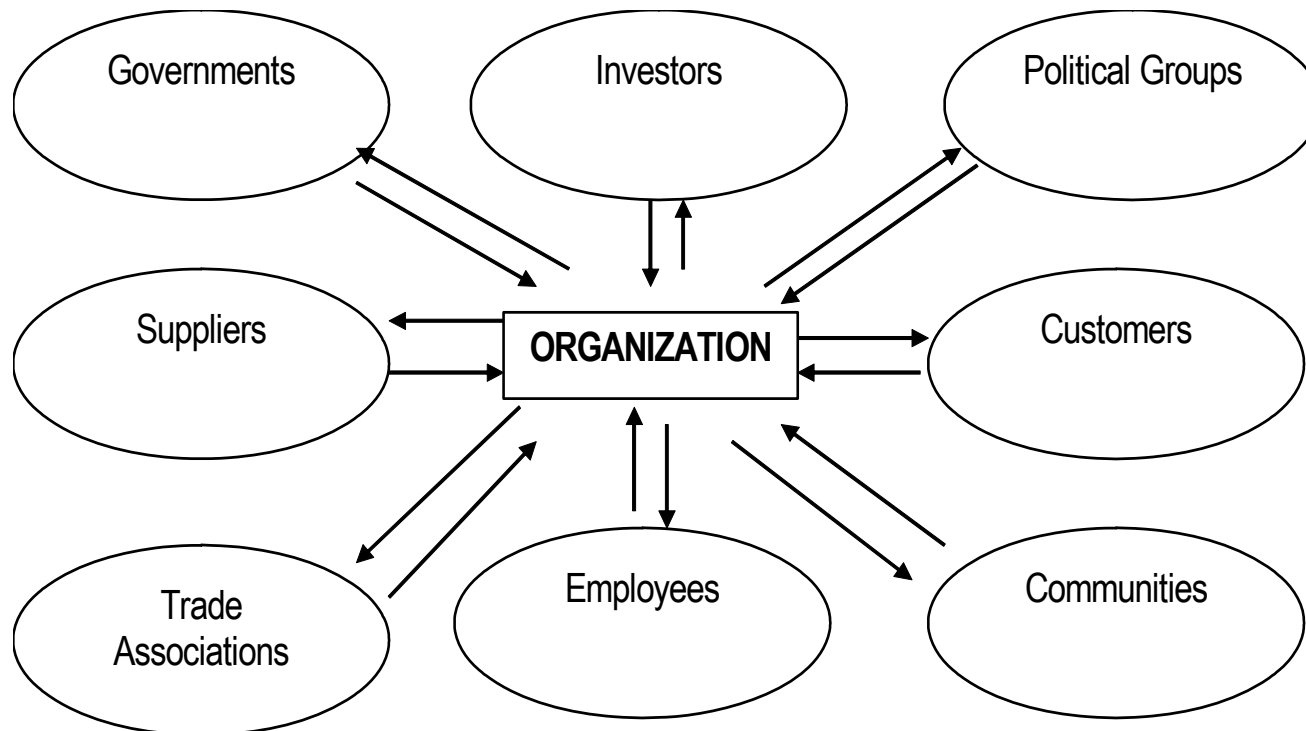
About accountability towards **the whole of society**

In a fully developed stakeholder model, a manager's key objective is basically to **coordinate conflicting interests** and values of stakeholders rather than controlling them

Not about containing stakeholder interests but attempting to accomplish them through corporate activity

Source: Cornelissen, J. (2014): Corporate Communication, 4th ed. pp. 240-257.

Socio-economic stakeholder theory



Source: Cornelissen, 2014, pp. 39-61..

Socio-economic stakeholder theory

Engagement with stakeholders because of

1. Instrumental reasons: connection between stakeholder management and corporate performance

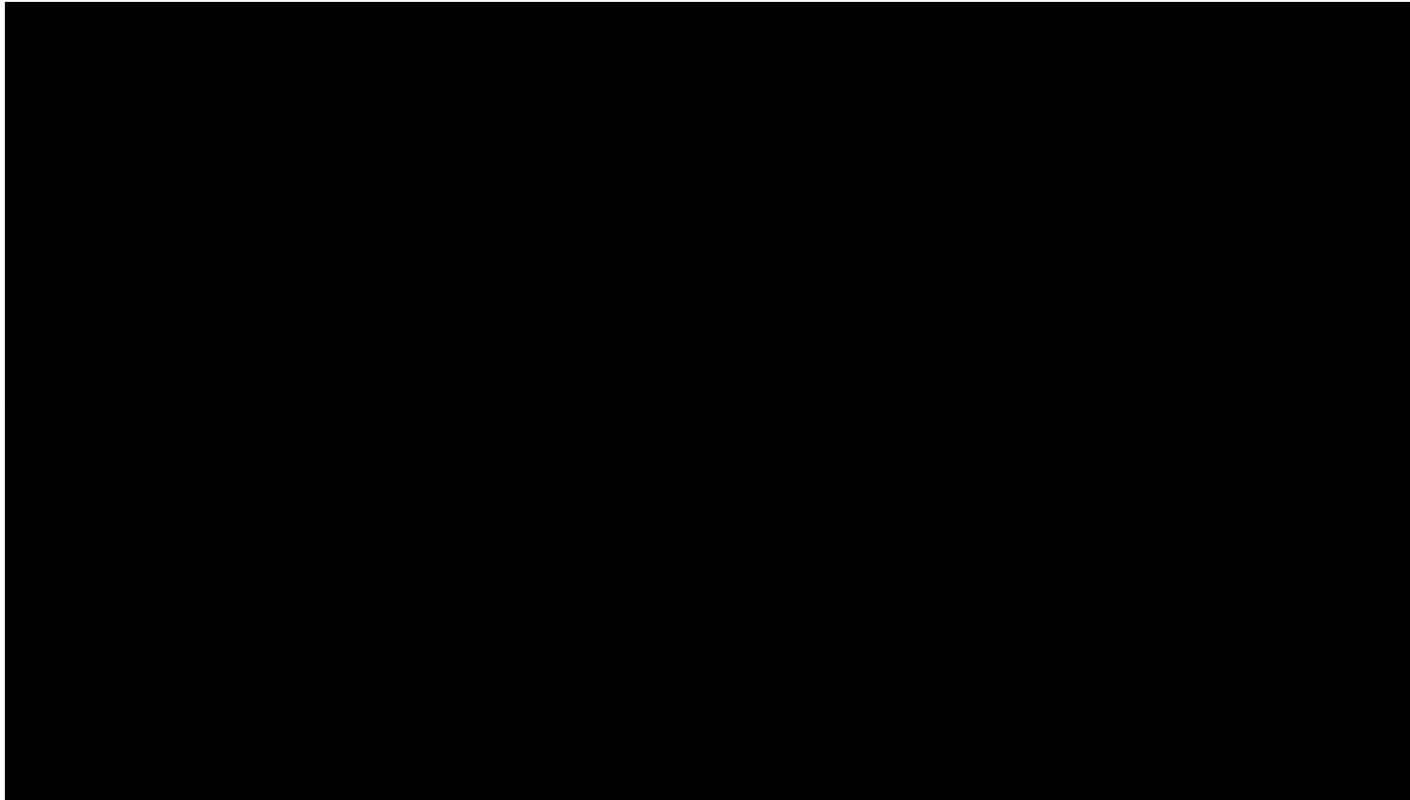
E.g. increase sales through increase of interaction with stakeholders

E.g. reduce costs through increasing engagement with stakeholders

2. Normative reasons: appeal to underlying concepts like 'individual' or 'group rights'; being a good 'corporate citizen'

Source: Cornelissen, 2014, pp. 39-61; Tomczak/Kernstock, 2014, pp. 27-40.

Carrefour: “Black Supermarket”





World Business Council for Sustainable Development, 2002

CSR is

“the continuing **commitment by business** to **contribute to economic development** while **improving the quality of life** of the workforce and their families as well as of the community and society at large.”

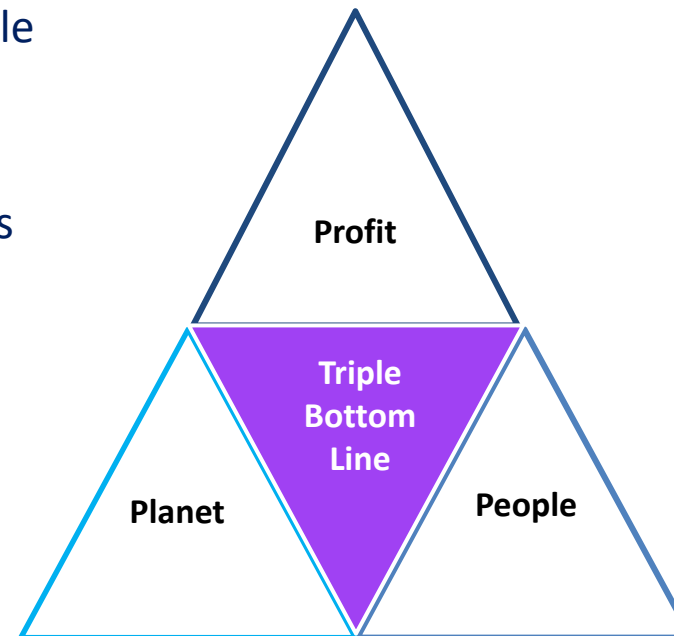
Source: Cornelissen, 2014, pp. 240-257.

Corporate Social Responsibility

- John Elkington introduced the term 'Triple bottom line'.

Achieving sustainable development includes strategies

- to reach economic (profit)
- social (people) and
- environmental (planet) goals



Sources: Cornelissen, 2014, pp. 240-257; Elliott, Rundle-Thiele, Waller (2014), Marketing, p. 20-22; *World Commission on Environment and Development (1987), Our Common Future, Oxford: University Press.

Ikea: “ThisAbles”



Sustainability implementation checklist

Factors to achieve the triple bottom line are **reduce, reuse, recycle**

Product	Reduce	Reuse	Recycle
What is it made from?			
Who makes it?			
How is it packed?			
What is the lifespan?			
How is the product disposed?			

Source: Elliott, Rundle-Thiele, Waller (2014), Marketing, p. 20-22; *World Commission on Environment and Development (1987), Our Common Future, Oxford: University Press.

Green washing / blue washing

CSR
rhetoric

Gap:
Green-
washing

CSR
implementation

Source: Cornelissen, 2014, pp. 240-257.

The business model approach

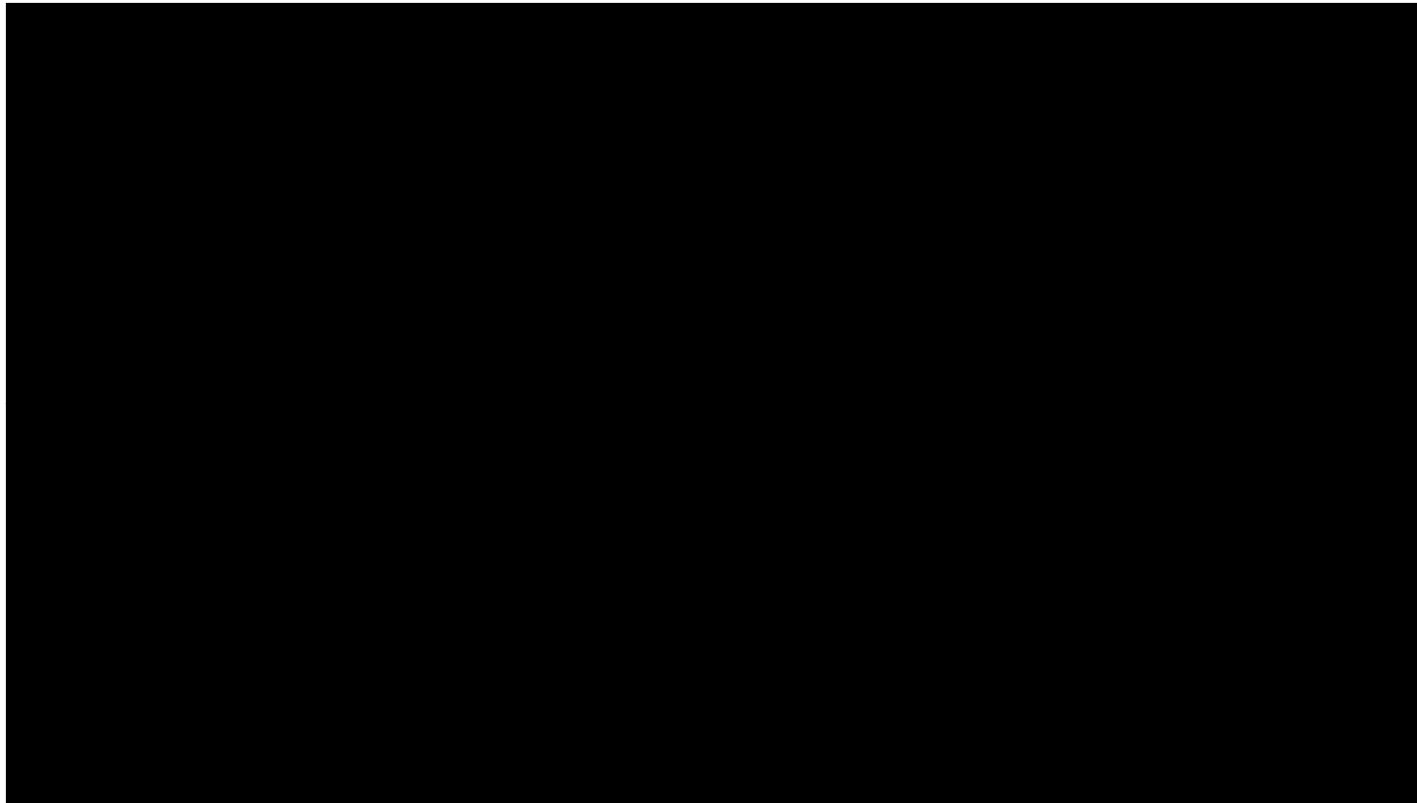
Example: TOMS Shoes



WITH EVERY PRODUCT YOU PURCHASE, TOMS WILL HELP A PERSON IN NEED.

One for One®

Black: Carbon Limit Credit Card



United Nations Global Compact

Aligning company operations and strategies with **10 universally accepted principles** in the areas of **human rights, labor, environment and anti-corruption**.



Why? Businesses are **primary driver of globalization**, can help to ensure that markets, commerce, technology and finance **advance in ways that benefit economies and societies everywhere**

Initiated 1999 at World Economic Forum in Davos by Kofi Annan

Source: United Nations Global Compact, 2015

UN Global Compact Initiative



Worldwide pact between companies and UNO
Strategic policy initiative for businesses

Participants:
8,000 businesses in approximately 145 countries around the world.

Source: United Nations Global Compact, 2015

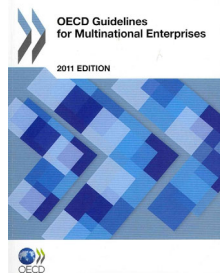
Further Stakeholder initiatives



Range of schemes and initiatives have developed at industry, national and transnational level, e.g.:

Global Reporting Initiative (GRI)

It is an international not-for-profit organization, with a network-based structure; and a Collaborating Centre of the United Nations Environment Program



OECD's Guidelines for Multinational Companies

New approach: corporate citizenship

The portfolio of activities that organizations undertake to fulfil perceived duties as members of society

Examples of corporate citizenship include:

pro bono
activities

corporate
volunteerism

charitable
contributions

support for
community
initiatives

Source: Cornelissen, 2014, pp. 240-257.



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