

Influential Article Review - Generating Value for Companies and Communities through CSR

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This paper examines corporate social responsibility and sustainability. We present insights from a highly influential paper. Here are the highlights from this paper: Today's corporations are increasingly implementing responsible behaviours as they pursue profit-making activities. A thorough literature review suggests that there is a link between corporate social responsibility (CSR) or corporate social performance (CSP) and financial performance. In addition, there are relevant theoretical underpinnings and empirical studies that have often used other concepts, including corporate citizenship, stakeholder management and business ethics. In this light, this contribution reports on how CSR is continuously evolving to reflect contemporary societal realities. At the same time, it critically analyses some of the latest value-based CSR constructs. This review paper puts forward a conceptual framework for corporate sustainability and responsibility. It suggests that responsible business practices create economic and societal value by re-aligning their corporate objectives with stakeholder management and environmental responsibility. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Corporate social responsibility, Corporate sustainability and responsibility, Creating shared value, CSR, Strategic CSR

SUMMARY

- Firms create simultaneous, pluralistic definitions of value whilst targeting their stakeholders. Stakeholder Approach to Maximizing Business and Social Value' and 'Value Creation through Social Strategy', among others.
- Very often, these value-based theories suggest that businesses should continuously monitor and evaluate their performance in terms of their economic results. It may appear that many of these propositions focus on identifying and expanding the connections between societal and economic progress. Whilst the traditional school of thought for CSR's had primarily focused on responsibility, Porter and Kramer argued that their creating shared value approach is inherently different than CSR. Yet, other academics did not view CSV as unrelated to strategic CSR practices . Porter and Kramer contended that their proposed strategy has set out new business opportunities

as it creates new markets, improves profitability and strengthens the corporations' competitive positioning. The reason for this is that the businesses processes in the value chain operate in an environmental setting within their wider community context . It may appear that Porter and Kramer had focused on the value chain activities that could bring opportunities for competitive advantage. The authors contended that there is shared value when the organizations' social value propositions are integrated into their corporate strategies. Therefore, companies could benefit from insights, skills, and resources that cut across profit/non-profit and private/public boundaries. On the other hand, companies will be less successful if they attempt to tackle societal problems on their own.

- The way forward: -corporate sustainability and responsibility. In the past, CSR may have been more associated with corporate philanthropy, stewardship principles, contributions-in-kind toward social and environmental causes, environmental protection, employees' engagement in community works, volunteerism and probono service among other responsible initiatives. Very often, such altruistic CSR activities may have not resulted in financial performance to the business per se.
- This review paper has built on the previous theoretical underpinnings of the corporate social responsibility agenda including Stakeholder Management, Corporate CSR and environmental management with a stakeholder approach to bring long term corporate sustainability, in terms of economic performance for the business, as well as corporate responsibility's social outcomes. Recently, some international conferences including Humboldt University's gatherings in 2014 and 2016 have also raised awareness on this proposition. The corporate sustainability and responsibility concept is linked to improvements to the companies' internal processes including nvironmental management, human resource management, operations management and marketing . At the same time, it raises awareness on the businesses' responsible behaviours toward stakeholders including the government, suppliers, customers and the community, among others. The fundamental motivation behind this approach is the view that creating connections between stakeholders in the value chain will open-up unseen opportunities for the competitive advantage of responsible businesses, as illustrated in Table 2.
- Corporate sustainability and responsibility focuses on exploiting opportunities that reconcile differing stakeholder demands as many corporations out there are investing in corporate sustainability and responsible business practices.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Camilleri, M. A. (2017). Corporate sustainability and responsibility: creating value for business, society and the environment. *Asian Journal of Sustainability and Social Responsibility*, 2(1), 59–74.

This is the link to the publisher's website:

<https://ajssr.springeropen.com/articles/10.1186/s41180-017-0016-5>

INTRODUCTION

This research builds on the previous theoretical underpinnings of the corporate social responsibility (CSR) agenda, including corporate social performance (Waddock and Graves 1997, Griffin and Mahon 1997, Wang and Choi 2013), stakeholder management (Freeman 1984, Berman et al. 1999, Carroll and Buchholtz 2014), corporate citizenship (Carroll 1998, Maignan et al. 1999, Fombrun et al. 2000, Matten and Crane 2005), strategic CSR (Burke and Logsdon 1996, Lantos 2001, McWilliams et al. 2006, Falck and Heblich 2007) and creating shared value (Camilleri 2017, Porter and Kramer 2011, 2014, European Union 2011, Elkington 2012, Crane et al. 2014). Moreover, it reviews the corporate sustainability and responsibility perspectives (Van Marrewijk and Werre 2003, Salzmann et al. 2005, Montiel 2008, Visser 2011, Benn et al. 2014). Corporate sustainability and responsibility is increasingly being recognised as a

concept that offers ways of thinking and behaving. This approach toward sustainable business has potential to deliver significant benefits to business, society and the environment.

The subject of corporate social responsibility (CSR) has continuously been challenged by those who want corporations to move beyond transparency, ethical behaviour and stakeholder engagement. Today, responsible behaviours are increasingly being embedded into new sustainable business models that are designed to meet environmental, societal and governance deficits. Although there are numerous theories and empirical analyses on CSR constructs (Carroll 1979, Margolis and Walsh 2001, McWilliams and Siegel 2001, Fombrun 2005, Wang and Choi 2013, Strand et al. 2015), there is still scant theoretical research that links corporate sustainability with corporate social responsibility and environmental management. Therefore, this contribution aims at filling this academic gap by examining the conceptual developments of the “corporate sustainability and responsibility” notion. This review paper reiterates that there is a business case for CSR as organizations can pursue profit-making activities (i.e. corporate sustainability). Businesses are encouraged to strategically re-align their products, services, and operations with responsible behaviors (Husted and Allen 2009). Strategic CSR outcomes may include responsible management of internal practices and forging relationships with external stakeholders. It is in the organizations’ interest to forge closer ties with the regulatory authorities and with their neighbouring communities. Responsible behaviours add value to the firm, society and the environment (Camilleri 2017). Therefore, businesses ought to utilize their skills, resources, and management capability that lead to social progress (see Beschoner 2014, Porter and Kramer 2011: 77). This is consistent with the expectation that much of CSR is developed in order to improve the firm’s image and reputation, possibly allowing it to differentiate its products in the market (Fombrun 2005).

The underlying objective of this research is to advance the corporate sustainability and responsibility concept. Hence, this contribution provides a critical analysis of the literature that has inevitably led to the conceptual development of this value-based construct. This research elaborates on the business case for CSR and the related stakeholder theory. It provides a logical link between them. Following relevant theoretical underpinnings, this review article also puts forward a conceptual model representing a graphical illustration of ‘corporate sustainability and responsibility’.

CONCLUSION

Multinational organizations are under increased pressures from stakeholders (particularly customers and consumer associations) to revisit their numerous processes in their value chain activities. Each stage of the company’s production process, from the supply chain to the transformation of resources could add value to their businesses’ operational costs as they produce end-products. However, the businesses are always expected to be responsible in their internal processes toward their employees or toward their suppliers’ labour force. Therefore, this corporate sustainability and responsibility perspective demands that businesses create economic and societal value by re-aligning their corporate objectives with stakeholder management and environmental responsibility. In sum, corporate sustainability and responsibility may only happen when companies demonstrate their genuine willingness to add corporate responsible dimensions and stakeholder engagement to their value propositions. This occurs when businesses opt for responsible managerial practices that are integral to their overall corporate strategy. These strategic behaviours create opportunities for them to improve the well-being of stakeholders as they reduce negative externalities on the environment. The negative externalities can be eliminated by developing integrated approaches that are driven by ethical and sustainability principles. Very often, multinational businesses are in a position to mitigate risk and to avoid inconveniences to third parties. For instance, major accidents including BP’s Deep Horizon oil spill in 2010, or the collapse of Primark’s Rana Plaza factory in Bangladesh, back in 2013, could have been prevented if the big businesses were responsible beforehand.

In conclusion, the corporate sustainability and responsibility construct is about embedding sustainability and responsibility by seeking out and connecting with the stakeholders’ varied interests. As firms reap profits and grow, there is a possibility that they generate virtuous circles of positive multiplier effects (Camilleri 2017). Therefore, corporate sustainability and responsibility can be considered as

strategic in its intents and purposes. Indeed, the businesses are capable of being socially and environmentally responsible ‘citizens’ as they are doing well, economically. This theoretical paper has contributed to academic knowledge as it explained the foundations for corporate sustainability and responsibility. Although this concept is still evolving, the debate among academic commentators is slowly but surely raising awareness on responsible managerial practices and on the skills and competences that are needed to deliver strategic results that create value for businesses, society and the environment.

Limitations and future research avenues

No research is without limitations. This conceptual paper could not have featured all of the contributions that are related to CSR’s value driven notions. However, the scope of this paper has been reached. The corporate sustainability and responsibility proposition could appeal to business practitioners themselves, as sustainable and responsible behaviours may bring significant improvements to their firms’ bottom lines. Of course, there are diverse contexts across different industry sectors (and jurisdictions) that will surely influence the successful implementation of corporate sustainability and responsibility practices and their reporting mechanisms. Notwithstanding, it may prove difficult to quantify the tangible and intangible benefits of corporate sustainability and responsibility. Future theoretical and empirical research may address these challenging issues, in further detail. Indeed, there is also potential for more conceptual development in this promising area of strategic management.

APPENDIX

TABLE 1
A NON-EXHAUSTIVE LIST OF CONCEPTS RELATING TO CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Performance
Waddock and Graves 1997 ; Orlitzky et al. 2003 ; De Bakker, Groenewegen and Den Hond (2005) ; Wang and Choi (2013) ; Jones et al. (2014) ; Camilleri 2017 .
Corporate Sustainability
Dyllick and Hockerts (2002) ; Van Marrewijk and Werre (2003) ; Salzmman et al. (2005) ; Steger Ionescu-Somers and Salzmman (2007) ; Montiel (2008) ; Visser (2011) ; Benn et al. (2014) ; Lozano (2015) , Camilleri (2017) .
Creating Shared Value
Porter and Kramer (2006) ; Porter and Kramer (2011) ; Union (2011) ; Crane et al. (2014) ; Camilleri (2014) ; Beschorner (2014) ; de los Reyes et al. 2016 ; Corazza et al. (2017) ; Camilleri (2017) .
Stakeholder Engagement
Freeman (1984) ; Hillman and Keim (2001) ; Sen et al. (2006) ; Morsing and Schultz (2006) Bhattacharya et al. (2009) ; Henisz et al. (2014) ; O’Riordan and Fairbrass 2014 ; Camilleri (2015) ; Yasser et al. (2017) .
Stakeholder Theory / Stakeholder Management
Donaldson and Preston (1995) ; Wheeler, Colbert & Freeman (2003) . Hillman and Keim (2001) ; Freeman et al. (2010) ; Verbeke and Tung (2013) ; Harrison and Wicks (2013) ; Olsen 2017 .
Strategic CSR
Burke and Logsdon (1996) ; Lantos (2001) ; McWilliams et al. (2006) ; Porter and Kramer (2006) ; Jamali (2007) ; Husted and Allen (2009) ; Camilleri 2014 ; Bansal et al. (2015) ; Marques-Mendes and Santos (2016) ; Camilleri (2017) .

(Compiled by the author)

TABLE 2
THE CORPORATE SUSTAINABILITY AND RESPONSIBILITY MODEL

<i>Internal Practices</i>			
Environmental Management	Human Resource Management	Marketing	Operations Management
Energy conservation	Create and secure jobs	Truthful advertising	Total quality management
Water use	Provide career opportunities	Fair Pricing	Use of technological innovations
Pollution prevention	Training and development	Consumer Information	Outsourcing unprofitable operations
Environmental protection	Employees health and safety	customer credit	Reduction in procurement costs
Sustainable transport	Work-life balance for employees	After sales service	Pay invoices early or on time
Reduction in carbon footprint		Publish integrated reports	Identify inefficiencies
			Minimise inventory costs
			Reduce, reuse and recycle
			Produce safe products
			Research and development
<i>Forge Relationships with External Stakeholders</i>			
Regulatory Stakeholders			Suppliers
Comply with legal requirements			Responsible procurement
Engage in dialogue and discussions			Responsible supply chain management
	Shareholders	Customers	Safeguard human rights
Communities	Generate Profit	Meet and exceed customer needs	Use sustainable materials
Engage in dialogue and discussion			Provide training and CPD
Sponsor education			
Provide training opportunities			
Support local activities			

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

Esta investigación se basa en los fundamentos teóricos anteriores de la agenda de responsabilidad social corporativa (RSC), incluido el desempeño social corporativo (Waddock y Graves 1997, Griffin y Mahon 1997, Wang y Choi 2013), gestión de las partes interesadas (Freeman 1984, Berman et al. 1999, Carroll y Buchholtz 2014), ciudadanía corporativa (Carroll 1998, Maignan et al. 1999, Fombrun et al. 2000, Matten y Crane 2005), RSC estratégica (Burke y Logsdon 1999, Lantos 2001, mcwilliams et al. 2006, Falck and Hebllich 2007) y creando valor compartido (Camilleri 2017, Porter y Kramer 2011, 2014, Unión Europea 2011, Elkington 2012, Crane et al. 2014). Además, revisa las perspectivas de sostenibilidad y responsabilidad corporativa (Van Marrewijk y Werre 2003, Salzmann et al. 2005, Montiel 2008, Visser 2011, Benn et al. 2014). La sostenibilidad y la responsabilidad corporativas se reconocen cada vez más como un concepto que ofrece formas de pensar y comportarse. Este enfoque hacia negocios sostenibles tiene potencial para ofrecer beneficios significativos a las empresas, la sociedad y el medio ambiente.

El tema de la responsabilidad social corporativa (RSC) ha sido continuamente desafiado por aquellos que quieren que las corporaciones vayan más allá de la transparencia, el comportamiento ético y la participación de las partes interesadas. Hoy en día, los comportamientos responsables se están integrando cada vez más en nuevos modelos de negocio sostenibles que están diseñados para satisfacer los déficits ambientales, sociales y de gobernanza. Aunque hay numerosas teorías y análisis empíricos sobre las construcciones de RSC (Carroll 1979, Margolis y Walsh 2001, mcwilliams y Siegel 2001, Fombrun 2005, Wang y Choi 2013, Strand et al. 2015), todavía hay escasas investigaciones teóricas que vinculan la sostenibilidad corporativa con la responsabilidad social corporativa y la gestión ambiental. Por lo tanto, esta contribución tiene como objetivo colmar este vacío académico examinando los desarrollos conceptuales de la noción de "sostenibilidad y responsabilidad corporativa". Este documento de revisión reitera que existe un argumento empresarial para la RSE, ya que las organizaciones pueden llevar a cabo actividades lucrativas (es decir, sostenibilidad corporativa). Se alienta a las empresas a realinear estratégicamente sus productos, servicios y operaciones con comportamientos responsables (Husted y Allen 2009). Los resultados estratégicos de la RSC pueden incluir una gestión responsable de las prácticas internas y la forja de relaciones con las partes interesadas externas. Es de interés de las organizaciones forjar vínculos más estrechos con las autoridades reguladoras y con sus comunidades vecinas. Los comportamientos responsables añaden valor a la empresa, a la sociedad y al medio ambiente (Camilleri 2017). Por lo tanto, las empresas deben utilizar sus habilidades, recursos y capacidad de gestión que conducen al progreso social (véase Beschorner 2014, Porter y Kramer 2011: 77). Esto es coherente con la expectativa de que gran parte de CSR se desarrolla con el fin de mejorar la imagen y la reputación de la empresa, lo que posiblemente le permite diferenciar sus productos en el mercado (Fombrun 2005).

El objetivo subyacente de esta investigación es avanzar en el concepto de sostenibilidad y responsabilidad corporativa. Por lo tanto, esta contribución proporciona un análisis crítico de la literatura que inevitablemente ha llevado al desarrollo conceptual de esta construcción basada en el valor. Esta investigación profundiza en el caso de negocio de la RSE y la teoría de las partes interesadas relacionadas. Proporciona un vínculo lógico entre ellos. Siguiendo los fundamentos teóricos pertinentes, este artículo de revisión también presenta un modelo conceptual que representa una ilustración gráfica de "sostenibilidad y responsabilidad corporativa".

CONCLUSIÓN

Las organizaciones multinacionales están bajo una mayor presión de las partes interesadas (particularmente los clientes y las asociaciones de consumidores) para revisar sus numerosos procesos en sus actividades de la cadena de valor. Cada etapa del proceso de producción de la empresa, desde la cadena

de suministro hasta la transformación de los recursos, podría agregar valor a los costos operativos de sus negocios a medida que producen productos finales. Sin embargo, siempre se espera que las empresas sean responsables en sus procesos internos hacia sus empleados o hacia la fuerza laboral de sus proveedores. Por lo tanto, esta perspectiva de sostenibilidad y responsabilidad corporativa exige que las empresas creen valor económico y social al realinear sus objetivos corporativos con la gestión de las partes interesadas y la responsabilidad medioambiental. En resumen, la sostenibilidad y la responsabilidad corporativas sólo pueden ocurrir cuando las empresas demuestran su voluntad genuina de agregar dimensiones corporativas responsables y el compromiso de las partes interesadas a sus propuestas de valor. Esto ocurre cuando las empresas optan por prácticas gerenciales responsables que son parte integral de su estrategia corporativa general. Estos comportamientos estratégicos crean oportunidades para mejorar el bienestar de las partes interesadas a medida que reducen las externalidades negativas en el medio ambiente. Las externalidades negativas pueden eliminarse mediante el desarrollo de enfoques integrados impulsados por principios éticos y de sostenibilidad. Muy a menudo, las empresas multinacionales están en condiciones de mitigar el riesgo y evitar molestias a terceros. Por ejemplo, los accidentes graves, incluido el derrame de petróleo de Deep Horizon de BP en 2010, o el colapso de la fábrica Rana Plaza de Primark en Bangladesh, allá por 2013, podrían haberse evitado si las grandes empresas fueran responsables de antemano.

En conclusión, la construcción de la sostenibilidad y la responsabilidad corporativa se trata de integrar la sostenibilidad y la responsabilidad mediante la búsqueda y la conexión con los diversos intereses de las partes interesadas. A medida que las empresas obtienen beneficios y crecen, existe la posibilidad de que generen círculos virtuosos de efectos multiplicadores positivos (Camilleri 2017). Por lo tanto, la sostenibilidad y la responsabilidad corporativas pueden considerarse estratégicas en sus intenciones y propósitos. De hecho, las empresas son capaces de ser "ciudadanos" social y ambientalmente responsables, ya que lo están haciendo bien, económicamente. Este artículo teórico ha contribuido al conocimiento académico, ya que explica las bases para la sostenibilidad y la responsabilidad corporativas. Aunque este concepto sigue evolucionando, el debate entre los comentaristas académicos está sensibilizando lenta pero seguramente sobre las prácticas de gestión responsables y sobre las habilidades y competencias necesarias para ofrecer resultados estratégicos que creen valor para las empresas, la sociedad y el medio ambiente.

Limitaciones y futuras vías de investigación

Ninguna investigación es sin limitaciones. Este documento conceptual no podría haber presentado todas las contribuciones relacionadas con las nociones basadas en el valor de la RSE. Sin embargo, se ha alcanzado el alcance de este documento. La propuesta de sostenibilidad y responsabilidad corporativa podría atraer a los propios profesionales de las empresas, ya que los comportamientos sostenibles y responsables pueden aportar mejoras significativas en los resultados de sus empresas. Por supuesto, hay diversos contextos en diferentes sectores industriales (y jurisdicciones) que seguramente influirán en la implementación exitosa de las prácticas de sostenibilidad y responsabilidad corporativas y sus mecanismos de presentación de informes. No obstante, puede resultar difícil cuantificar los beneficios tangibles e intangibles de la sostenibilidad y la responsabilidad corporativas. La investigación teórica y empírica futura puede abordar estas cuestiones desafiantes, con más detalle. De hecho, también existe un potencial de desarrollo más conceptual en esta prometedora área de gestión estratégica.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

CONCLUSION

Les organisations multinationales subissent des pressions accrues de la part des intervenants (en particulier des clients et des associations de consommateurs) pour revoir leurs nombreux processus dans leurs activités de la chaîne de valeur. Chaque étape du processus de production de l'entreprise, de la chaîne d'approvisionnement à la transformation des ressources, pourrait ajouter de la valeur aux coûts opérationnels de leurs entreprises à mesure qu'elles produisent des produits finaux. Toutefois, on s'attend toujours à ce que les entreprises soient responsables dans leurs processus internes envers leurs employés ou envers la main-d'œuvre de leurs fournisseurs. Par conséquent, cette perspective de durabilité et de responsabilité de l'entreprise exige que les entreprises créent de la valeur économique et sociétale en réalignant leurs objectifs de l'entreprise avec la gestion des intervenants et la responsabilité environnementale. En résumé, la durabilité et la responsabilité de l'entreprise ne peuvent se produire que lorsque les entreprises démontrent leur réelle volonté d'ajouter des dimensions responsables de l'entreprise et l'engagement des parties prenantes à leurs propositions de valeur. Cela se produit lorsque les entreprises optent pour des pratiques de gestion responsables qui font partie intégrante de leur stratégie globale d'entreprise. Ces comportements stratégiques leur permettent d'améliorer le bien-être des intervenants, car ils réduisent les externalités négatives sur l'environnement. Les externalités négatives peuvent être éliminées en développant des approches intégrées qui sont guidées par des principes éthiques et de durabilité. Très souvent, les entreprises multinationales sont en mesure d'atténuer les risques et d'éviter les inconvénients pour les tiers. Par exemple, des accidents majeurs, dont la marée noire Deep Horizon de BP en 2010, ou l'effondrement de l'usine Rana Plaza de Primark au Bangladesh, en 2013, auraient pu être évités si les grandes entreprises étaient responsables au préalable.

En conclusion, la construction de la durabilité et de la responsabilité de l'entreprise consiste à intégrer la durabilité et la responsabilité en cherchant et en établissant des liens avec les intérêts variés des parties prenantes. Au fur et à mesure que les entreprises récoltent des bénéfices et grandissent, il est possible qu'elles génèrent des cercles vertueux d'effets multiplicateurs positifs (Camilleri 2017). Par conséquent, la durabilité et la responsabilité de l'entreprise peuvent être considérées comme stratégiques dans ses intentions et ses objectifs. En effet, les entreprises sont capables d'être socialement et écologiquement responsables « *oyen* » comme ils le font bien, économiquement. Cet article théorique a contribué aux connaissances académiques en expliquant les fondements de la durabilité et de la responsabilité de l'entreprise. Bien que ce concept continue d'évoluer, le débat entre les commentateurs universitaires est lentement mais sûrement de sensibilisation sur les pratiques de gestion responsables et sur les compétences et les compétences qui sont nécessaires pour fournir des résultats stratégiques qui créent de la valeur pour les entreprises, la société et l'environnement.

Limitations et futures pistes de recherche

Aucune recherche n'est sans limites. Cet article conceptuel n'aurait pas pu présenter toutes les contributions liées aux notions axées sur la valeur de la RSE. Toutefois, la portée du présent document a été atteinte. La proposition de durabilité et de responsabilité de l'entreprise pourrait plaire aux professionnels eux-mêmes, car des comportements durables et responsables pourraient apporter des améliorations importantes aux résultats de leurs entreprises. Bien sûr, il existe des contextes variés dans différents secteurs de l'industrie (et administrations) qui influenceront sûrement la mise en œuvre réussie des pratiques de durabilité et de responsabilité des entreprises et de leurs mécanismes de déclaration. Néanmoins, il peut s'avérer difficile de quantifier les avantages tangibles et intangibles de la durabilité et de la responsabilité des entreprises. Les recherches théoriques et empiriques futures aborderront peut-être ces questions difficiles, plus en détail. En effet, il y a également un potentiel de développement plus conceptuel dans ce domaine prometteur de la gestion stratégique.

TRANSLATED VERSION: GERMAN

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ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Diese Forschung baut auf den bisherigen theoretischen Grundlagen der Corporate Social Responsibility (CSR)-Agenda auf, einschließlich der sozialen Leistung von Unternehmen (Waddock und Graves 1997, Griffin und Mahon 1997, Wang und Choi 2013), Stakeholder-Management (Freeman 1984, Berman et al. 1999, Carroll und Buchholtz 2014), Corporate Citizenship (Carroll 1998, Maignan et al. 1999, Fombrun et al. 2000, Matten and Crane 2005), strategische CSR (Burke und Logsdon 1996), Lantos 2001, mcwilliams et al. 2006, Falck und Heblich 2007) und Schaffung von gemeinsamem Wert (Camilleri 2017, Porter und Kramer 2011, 2014, European Union 2011, Elkington 2012, Crane et al. 2014). Darüber hinaus werden die Nachhaltigkeits- und Verantwortungsperspektiven des Unternehmens überprüft (Van Marrewijk und Werre 2003, Salzmann et al. 2005, Montiel 2008, Visser 2011, Benn et al. 2014). Nachhaltigkeit und Verantwortung von Unternehmen werden zunehmend als ein Konzept anerkannt, das Denk- und Handlungsweisen bietet. Dieser Ansatz für nachhaltiges Wirtschaften hat das Potenzial, erhebliche Vorteile für Unternehmen, Gesellschaft und Umwelt zu erzielen.

Das Thema Corporate Social Responsibility (CSR) wird von denjenigen, die wollen, dass Unternehmen über Transparenz, ethisches Verhalten und Stakeholder-Engagement hinausgehen, ständig in Frage gestellt. Heute werden verantwortungsvolles Verhalten zunehmend in neue nachhaltige Geschäftsmodelle eingebettet, die auf Umwelt-, Gesellschafts- und Governance-Defizite ausgerichtet sind. Obwohl es zahlreiche Theorien und empirische Analysen zu CSR-Konstrukten gibt (Carroll 1979, Margolis und Walsh 2001, mcwilliams und Siegel 2001, Fombrun 2005, Wang und Choi 2013, Strand et al. 2015), gibt es immer noch kaum theoretische Forschung, die Corporate Sustainability mit Corporate Social Responsibility und Umweltmanagement verbindet. Dieser Beitrag zielt daher darauf ab, diese akademische Lücke zu schließen, indem die konzeptionellen Entwicklungen des Begriffs "Corporate Sustainability and Responsibility" untersucht werden. In diesem Review Paper wird erneut darauf hingewiesen, dass csr einen Geschäftsgrund hat, da Unternehmen gewinnbringende Aktivitäten (d. H. Nachhaltigkeit des Unternehmens) ausüben können. Unternehmen werden ermutigt, ihre Produkte, Dienstleistungen und Operationen strategisch mit verantwortungsvollem Verhalten auszurichten (Husted und Allen 2009). Strategische CSR-Ergebnisse können ein verantwortungsvolles Management interner Praktiken und die Beziehung zu externen Stakeholdern umfassen. Es liegt im Interesse der Organisationen, engere Beziehungen zu den Regulierungsbehörden und ihren Nachbargemeinden zu knüpfen. Verantwortungsvolles Verhalten schafft Mehrwert für Unternehmen, Gesellschaft und Umwelt (Camilleri 2017). Daher sollten Unternehmen ihre Fähigkeiten, Ressourcen und Managementfähigkeiten nutzen, die zu sozialem Fortschritt führen (siehe Beschorner 2014, Porter und Kramer 2011: 77). Dies steht im Einklang mit der Erwartung, dass ein Großteil von CSR entwickelt wird, um das Image und den Ruf des Unternehmens zu verbessern und es ihm möglicherweise zu ermöglichen, seine Produkte auf dem Markt zu differenzieren (Fombrun 2005).

Das zugrunde liegende Ziel dieser Forschung ist es, das Nachhaltigkeits- und Verantwortungskonzept des Unternehmens voranzubringen. Dieser Beitrag liefert daher eine kritische Analyse der Literatur, die unweigerlich zur konzeptionellen Entwicklung dieses wertbasierten Konstrukts geführt hat. Diese Forschung erarbeitet den Business Case für CSR und die damit verbundene Stakeholder-Theorie. Es stellt

eine logische Verbindung zwischen ihnen. Nach einschlägigen theoretischen Grundlagen wird in diesem Review-Artikel auch ein konzeptionelles Modell vorgeschlagen, das eine grafische Darstellung von "Corporate Sustainability and Responsibility" darstellt.

SCHLUSSFOLGERUNG

Multinationale Organisationen stehen unter dem zunehmenden Druck von Stakeholdern (insbesondere Kunden und Verbraucherverbänden), ihre zahlreichen Prozesse in ihren Wertschöpfungskettenaktivitäten zu überdenken. Jede Phase des Produktionsprozesses des Unternehmens, von der Lieferkette bis zur Transformation von Ressourcen, könnte einen Mehrwert für die Betriebskosten ihrer Unternehmen schaffen, wenn sie Endprodukte produzieren. Von den Unternehmen wird jedoch stets erwartet, dass sie in ihren internen Prozessen gegenüber ihren Mitarbeitern oder gegenüber den Arbeitskräften ihrer Lieferanten verantwortlich sind. Daher erfordert diese Nachhaltigkeits- und Verantwortungsperspektive des Unternehmens, dass Unternehmen wirtschaftlichen und gesellschaftlichen Wert schaffen, indem sie ihre Unternehmensziele mit Stakeholder-Management und Umweltverantwortung neu ausrichten. Zusammengefasst: Nachhaltigkeit und Verantwortung von Unternehmen dürfen nur dann eintreten, wenn Unternehmen ihre echte Bereitschaft unter Beweis stellen, ihren Wertversprechen verantwortungsvolle Dimensionen und Stakeholder-Engagement hinzuzufügen. Dies geschieht, wenn Unternehmen sich für verantwortungsvolle Managementpraktiken entscheiden, die integraler Bestandteil ihrer gesamten Unternehmensstrategie sind. Diese strategischen Verhaltensweisen schaffen ihnen Möglichkeiten, das Wohlbefinden der Interessengruppen zu verbessern, da sie negative externe Effekte in der Umwelt verringern. Die negativen externen Effekte können durch die Entwicklung integrierter Ansätze, die von ethischen und Nachhaltigkeitsprinzipien getrieben werden, beseitigt werden. Sehr oft sind multinationale Unternehmen in der Lage, Risiken zu mindern und Unannehmlichkeiten für Dritte zu vermeiden. So hätten beispielsweise schwere Unfälle wie die Ölpest von BP in Deep Horizon im Jahr 2010 oder der Einsturz der Primark-Fabrik Rana Plaza in Bangladesch im Jahr 2013 verhindert werden können, wenn die großen Unternehmen vorher dafür verantwortlich gewesen wären.

Zusammenfassend lässt sich sagen, dass es bei dem Nachhaltigkeits- und Verantwortungskonstrukt des Unternehmens darum geht, Nachhaltigkeit und Verantwortung durch die Suche nach und der Vernetzung mit den unterschiedlichen Interessen der Stakeholder zu veranlassen. Da Unternehmen Gewinne ernten und wachsen, besteht die Möglichkeit, dass sie positive Kreise positiver Multiplikatoreffekte erzeugen (Camilleri 2017). Daher können Nachhaltigkeit und Verantwortung von Unternehmen in ihren Absichten und Zielen als strategisch betrachtet werden. Tatsächlich sind die Unternehmen in der Lage, sozial und ökologisch verantwortliche "Bürger" zu sein, wie es ihnen wirtschaftlich gut geht. Diese theoretische Arbeit hat zu akademischem Wissen beigetragen, da sie die Grundlagen für Nachhaltigkeit und Verantwortung von Unternehmen erläuterte. Obwohl sich dieses Konzept noch weiterentwickelt, wird die Debatte unter akademischen Kommentatoren langsam aber sicher für verantwortungsvolle Managementpraktiken und die Fähigkeiten und Kompetenzen sensibilisiert, die erforderlich sind, um strategische Ergebnisse zu liefern, die Wert für Unternehmen, Gesellschaft und Umwelt schaffen.

Einschränkungen und zukünftige Forschungswege

Keine Forschung ist ohne Einschränkungen. Dieses konzeptionelle Papier hätte nicht alle Beiträge enthalten können, die sich auf die wertorientierten Vorstellungen von CSR beziehen. Der Umfang dieses Papiers ist jedoch erreicht. Das Nachhaltigkeits- und Verantwortungsangebot der Unternehmen könnte die Unternehmer selbst ansprechen, da nachhaltiges und verantwortungsvolles Verhalten die Bilanz ihrer Unternehmen erheblich verbessern kann. Natürlich gibt es unterschiedliche Kontexte in verschiedenen Branchen (und Rechtsordnungen), die sicherlich die erfolgreiche Umsetzung der Nachhaltigkeits- und Verantwortungspraktiken von Unternehmen und deren Berichterstattungsmechanismen beeinflussen werden. Ungeachtet dessen kann es schwierig sein, die materiellen und immateriellen Vorteile der Nachhaltigkeit und Verantwortung von Unternehmen zu quantifizieren. Zukünftige theoretische und empirische Forschung ermittern diese herausfordernden Fragen im Detail. Tatsächlich gibt es auch

Potenzial für eine konzeptionellere Entwicklung in diesem vielversprechenden Bereich des strategischen Managements.

TRANSLATED VERSION: PORTUGUESE

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VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Esta investigação baseia-se nos fundamentos teóricos anteriores da agenda de responsabilidade social corporativa (RSE), incluindo o desempenho social corporativo (Waddock and Graves 1997, Griffin e Mahon 1997, Wang e Choi 2013), gestão de stakeholders (Freeman 1984, Berman et al. 1999, Carroll e Buchholtz 2014), cidadania corporativa (Carroll 1998, Maignan et al. 1999, Fombrun et al. 2000, Matten e Crane 2005), CSR estratégico (Burke e Logsdon 1996, Lantos 2001, mcwilliams et al. 2006, Falck e Hebllich 2007) e criando valor partilhado (Camilleri 2017, Porter e Kramer 2011, 2014, União Europeia 2011, Elkington 2012, Crane et al. 2014). Além disso, revê as perspetivas de sustentabilidade e responsabilidade corporativa (Van Marrewijk e Werre 2003, Salzmann et al. 2005, Montiel 2008, Visser 2011, Benn et al. 2014). A sustentabilidade e a responsabilidade corporativa são cada vez mais reconhecidas como um conceito que oferece formas de pensar e de se comportar. Esta abordagem para negócios sustentáveis tem potencial para proporcionar benefícios significativos às empresas, à sociedade e ao ambiente.

O tema da responsabilidade social corporativa (RSE) tem sido continuamente contestado por aqueles que querem que as empresas ultrapassem a transparência, o comportamento ético e o envolvimento das partes interessadas. Hoje em dia, os comportamentos responsáveis estão a ser cada vez mais incorporados em novos modelos de negócio sustentáveis que se destinam a fazer face aos défices ambientais, sociais e de governação. Embora existam numerosas teorias e análises empíricas sobre construções de RSE (Carroll 1979, Margolis e Walsh 2001, mcwilliams e Siegel 2001, Fombrun 2005, Wang e Choi 2013, Strand et al. 2015), ainda há pouca investigação teórica que liga a sustentabilidade corporativa com a responsabilidade social corporativa e a gestão ambiental. Por isso, esta contribuição visa colmatar esta lacuna académica, examinando a evolução conceptual da noção de "sustentabilidade e responsabilidade corporativa". Este documento de revisão reitera que existe um caso de negócio para a RSE, uma vez que as organizações podem prosseguir atividades lucrativas (ou seja, sustentabilidade das empresas). As empresas são encorajadas a realçar estrategicamente os seus produtos, serviços e operações com comportamentos responsáveis (Husted e Allen 2009). Os resultados estratégicos da RSE podem incluir uma gestão responsável das práticas internas e a forjar relações com as partes interessadas externas. É do interesse das organizações estabelecer laços mais estreitos com as autoridades reguladoras e com as comunidades vizinhas. Comportamentos responsáveis acrescentam valor à empresa, à sociedade e ao ambiente (Camilleri 2017). Por isso, as empresas devem utilizar as suas competências, recursos e capacidade de gestão que conduzam ao progresso social (ver Beschorner 2014, Porter e Kramer 2011: 77). Isto é consistente com a expectativa de que grande parte da RSE seja desenvolvida de modo a melhorar a imagem e a reputação da empresa, possivelmente permitindo-lhe diferenciar os seus produtos no mercado (Fombrun 2005).

O objetivo subjacente a esta investigação é promover o conceito de sustentabilidade e responsabilidade corporativa. Assim, esta contribuição proporciona uma análise crítica da literatura que inevitavelmente

conduziu ao desenvolvimento conceptual desta construção baseada em valor. Esta investigação elabora sobre o caso da RSE e da teoria das partes interessadas relacionadas. Fornece uma ligação lógica entre eles. Na sequência de fundamentos teóricos relevantes, este artigo de revisão apresenta também um modelo conceptual que representa uma ilustração gráfica de "sustentabilidade e responsabilidade corporativa".

CONCLUSÃO

As organizações multinacionais estão sob crescentes pressões das partes interessadas (em particular dos clientes e das associações de consumidores) para revisitarem os seus inúmeros processos nas suas atividades em cadeia de valor. Cada fase do processo de produção da empresa, desde a cadeia de abastecimento até à transformação de recursos, poderia acrescentar valor aos custos operacionais dos seus negócios, uma vez que produzem produtos finais. No entanto, espera-se sempre que as empresas sejam responsáveis nos seus processos internos em relação aos seus trabalhadores ou à mão de obra dos seus fornecedores. Por isso, esta perspectiva de sustentabilidade e responsabilidade corporativa exige que as empresas criem valor económico e social, reatando os seus objetivos corporativos com a gestão das partes interessadas e a responsabilidade ambiental. Em suma, a sustentabilidade e a responsabilidade das empresas só podem acontecer quando as empresas demonstrarem a sua genuína vontade de adicionar dimensões responsáveis corporativas e envolvimento das partes interessadas nas suas propostas de valor. Isto ocorre quando as empresas optam por práticas de gestão responsáveis que são parte integrante da sua estratégia corporativa global. Estes comportamentos estratégicos criam-lhes oportunidades para melhorar o bem-estar das partes interessadas, uma vez que reduzem as externalidades negativas no ambiente. As externalidades negativas podem ser eliminadas através do desenvolvimento de abordagens integradas que são impulsionadas por princípios éticos e de sustentabilidade. Muitas vezes, as empresas multinacionais estão em condições de mitigar os riscos e de evitar inconvenientes para terceiros. Por exemplo, os grandes acidentes, incluindo o derrame de petróleo da BP Deep Horizon em 2010, ou o colapso da fábrica Rana Plaza da Primark no Bangladesh, em 2013, poderiam ter sido evitados se as grandes empresas fossem responsáveis previamente.

Em conclusão, a construção da sustentabilidade e responsabilidade das empresas tem a ver com a incorporação da sustentabilidade e da responsabilidade, procurando e conectando-se com os interesses variados dos stakeholders. À medida que as empresas colhem lucros e crescem, existe a possibilidade de gerarem círculos virtuosos de efeitos multiplicadores positivos (Camilleri 2017). Assim, a sustentabilidade e a responsabilidade corporativa podem ser consideradas estratégicas nas suas intenções e finalidades. Com efeito, as empresas são capazes de ser "cidadãos" social e ambientalmente responsáveis, uma vez que estão a sair-se bem, economicamente. Este trabalho teórico tem contribuído para o conhecimento académico, uma vez que explicou as bases para a sustentabilidade e responsabilidade das empresas. Embora este conceito ainda esteja a evoluir, o debate entre os comentadores académicos está lentamente mas seguramente a sensibilizar para as práticas de gestão responsáveis e sobre as competências e competências necessárias para produzir resultados estratégicos que criem valor para as empresas, a sociedade e o ambiente.

Limitações e futuras vias de investigação

Nenhuma pesquisa é sem limitações. Este trabalho conceptual não poderia ter apresentado todas as contribuições relacionadas com as noções orientadas para o valor da RSE. No entanto, o âmbito deste documento foi atingido. A proposta de sustentabilidade e responsabilidade das empresas poderia apelar aos próprios profissionais de negócios, uma vez que comportamentos sustentáveis e responsáveis podem trazer melhorias significativas às linhas de fundo das suas empresas. É claro que existem diversos contextos entre diferentes sectores da indústria (e jurisdições) que irão certamente influenciar a implementação bem sucedida das práticas de sustentabilidade e responsabilidade das empresas e dos seus mecanismos de reporte. Não obstante, pode revelar-se difícil quantificar os benefícios tangíveis e intangíveis da sustentabilidade e da responsabilidade das empresas. Futuras investigações teóricas e empíricas podem abordar estas questões desafiantes, mais detalhadamente. Com efeito, existe também potencial para um desenvolvimento mais conceptual nesta área promissora de gestão estratégica.