

CSR for Purpose, Shared Value and Deep Transformation

The New Responsibility

Virginia Munro



CSR for Purpose, Shared Value and Deep Transformation

Praise for CSR for Purpose, Shared Value and Deep Transformation

This book makes a significant contribution to the academic literature on Corporate Social Responsibility (CSR), and affiliated fields. It examines the development of CSR in response to successive waves of social and economic change and includes a number of case studies that illuminate the strengths and weakness of existing models of CSR which contribute not only to sustaining competitive advantage, but also social and environmental responsibility. The book also includes a comprehensive account of the literature on Creating Shared Value (CSV) and the United Nations Sustainable Development Goals (SDGs) complete with case studies to understand these concepts in practice. The book's greatest strength, however, is that it sets out an extended framework and new model (CSR 4.0), to accommodate the new challenges and systemic change posed for the Fourth Industrial Revolution. The book is a must reference read for economics, social science post-graduate students, and researchers interested in sustainability and corporate responsibility and for government, community and corporate leaders.

Colin Power AM, Ex Deputy Director-General UNESCO, Emeritus Professor, Flinders University of South Australia. and Adjunct Professor at University of New England (AU) and the University of Queensland.

This innovative book, by an accomplished expert in the field, provides a touchstone for the latest thinking and also provides a profound, evolutionary perspective that leads towards a deeper understanding of concepts, theory and practice. The book is suited for academics and practitioners alike and will serve to put a sharp edge on your knowledge and applications in the realm of CSR. Regardless of your generation or experience, I enthusiastically endorse and strongly recommend your acquisition and reading of this new book.

Archie B. Carroll, Chair of Management and Robert W. Scherer
Professor Emeritus, Terry College of Business, University of
Georgia, USA

This is a valuable and comprehensive book on Corporate Social Responsibility (CSR) from this author, which for the first time in the literature combines topics of Innovation, Entrepreneurship and Intrapreneurship plus value creation systems, such as Shared and Integrated Value in one book, under the theme of CSR. The book also provides important future perspectives on CSR and related fields and provides a much-needed fresh look on current issues in CSR. More importantly, this book covers the significance of the urgency toward the Sustainable Development Goals (SDG) within CSR strategy, while also providing material for future research opportunities in each topic area discussed. If you need to know everything there is about CSR and its proposed future, then you need to read this book to move forward in this field.

Dr Denni Arli, Assistant Professor, Labovitz School of Business
and Economics, University of Minnesota Duluth, USA

CSR for Purpose, Shared Value and Deep Transformation: *The New Responsibility*

VIRGINIA MUNRO

Griffith University, Australia



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

Copyright © 2020 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80043-036-5 (Print)

ISBN: 978-1-80043-035-8 (Online)

ISBN: 978-1-80043-037-2 (Epub)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

To anyone who is determined to make a *positive change* in this world, no matter how small.

If we begin with certainties, we shall end in doubts; but if we begin with doubts, and are patient in them, we shall end in certainties.

(Francis Bacon, English Philosopher and Lord Chancellor,
Great Britain, 1561–1626)

This page intentionally left blank

Table of Contents

List of Figures	<i>xi</i>
List of Tables	<i>xiii</i>
Foreword	<i>xv</i>
Preface	<i>xvii</i>
Acknowledgements	<i>xxi</i>
Introduction	<i>1</i>
Chapter 1 CSR Historical and Emerging Themes and Related Terms	<i>15</i>
Case Study Appendix: Corporate Case Studies Labeled as CSR	
Chapter 2 The Emergence of CSR Social Initiatives in a Research Setting	<i>53</i>
Paper Appendix: ‘Social Initiatives Framework,’ and analysis from a development research paper	
Chapter 3 The Universal Sustainable Development Goals for Purpose and Change	<i>85</i>
Case Study Appendix: Corporate SDG Examples in CSR strategy	
Chapter 4 Creating Shared Value for Social Initiatives and Shared Purpose	<i>119</i>
Case Study Appendix: CSV Examples	

Chapter 5	Innovation, Entrepreneurship, and Solving Wicked Challenges through CSR and CSV	<i>161</i>
Chapter 6	The Future of CSR and the New Ecosystem for CSR 4.0	<i>203</i>
	Case Study Appendix: CSR 2.0, CSR 3.0 and CIV Examples	
Chapter 7	Overall Summary and Conclusion	<i>231</i>
	Index	<i>241</i>

List of Figures

Chapter 2		
Figure 2.1.	The ‘Social Initiatives Framework’ (Adapted from Munro, 2017).	59
Figure 2.2.	Alternative Model—Direct Path from PCSR and ICSR to SI-E for Employees from Multinational Law Firms.	79

This page intentionally left blank

List of Tables

Chapter 1

Table 1.1.	The Top Five CSR Definitions and Five Dimensions from 1980 to 2003.	31
Table 1.2.	CSR Asia 2017 Topics.	36

Chapter 2

Table 2.1.	Glossary of Terms.	72
Table 2.2.	SEM Results for the Alternative Model – of Indonesia (IND) and Australia (AUST) Employees from Multinational Law Firms.	81
Table 2.3.	Bootstrapping Results of the Alternative Model—for Indonesia (IND) and Australia (AUST) Employees from Multinational Law Firms.	81

Chapter 3

Table 3.1.	The 10 principles of the United Nations Global Compact.	90
Table 3.2.	The 17 UN Sustainable Development Goals (SDGs).	91
Table 3.3.	Summary of Findings for the <i>CSR Europe</i> and PwC study.	96
Table 3.4.	New products launched to target particular SDGs.	101
Table 3.5.	Vehicles Launched to Support Mitigation and Adaptation Efforts.	102

Chapter 4

Table 4.1.	Reconceiving Products and Markets.	123
Table 4.2.	Redefining Productivity in the Value Chain.	124
Table 4.3.	Enabling Local Cluster Development.	124

Chapter 6

Table 6.1.	Examples of <i>Strategic CSR</i> .	206
Table 6.2.	The Five Principles of CSR 2.0.	208
Table 6.3	The CSR 4.0 Framework, Principles and Themes.	217

Foreword

Dr Virginia Munro's book is original, ground-breaking and thought provoking in how she is able to identify, isolate, and analyze relevant key concepts and present them in a coherent dialogue that is useful to newcomers to the field as well as seasoned veterans of theory, research and practice.

Beginning with an historical overview, the book moves through CSR as a research setting, accompanied by a relevant literature review and introduces an innovative Social Initiatives (SI) framework that builds upon and integrates CSR themes. These topics are explored with an emphasis on social 'purpose' and change, that is found throughout this book.

Taking a global perspective, the book addresses the universally proposed Sustainable Development Goals (SDGs) and discusses how these are integrated with the CSR trajectory of concepts and research. This is significant because the SDGs represent a universally accepted set of goals. In doing so, the book explores a serious problem: SDG-washing which should never be overlooked. The integration of SDGs and OECD methods is unique and appropriate. The future research focus is strong and effective. The discussions of creating shared value (CSV) and integrated value, with shared social 'purpose,' and impact are quite illuminating. These concepts are interrelated and though the nomenclature varies they significantly overlap in their essence.

Some of these topics have been discussed in other contexts, but I admire the fluidity of the integration of them found in this volume. It represents an excellent blending of theory, concepts, research and practice. The writing style is authoritative, coherent, and smooth and presents a comprehensive, integrative overview of concepts and themes within corporate social responsibility (CSR) and its' complementary and competitive concepts and frameworks.

The notion of linking innovation, entrepreneurship and solving wicked CSR problems and challenges are interesting, insightful and represents a strength of the volume. The relevance of social entrepreneurship and the importance of collaborative networks are appropriately aligned with the discussion of funding incubators for innovation and social entrepreneurship. These are often overlooked topics.

The book discusses and enlightens the future of CSR and new ecosystems while describing CSR 1.0, 2.0, 3.0 and transitioning to CSR 4.0. The idea of mapping CSR 4.0 onto Globalization 4.0 is useful, makes sense and is a clever and valuable contribution to the deep transformation required.

Finally, it must be stated that one of the strongest features of the book is the background, experience, and writing talent of its author. Dr Virginia Munro is remarkably qualified and well-connected with the leading organizations and associations in the field. The book obviously has been written by one who is profoundly knowledgeable about business practice, CSR and Social Issues in Management (SIM), plus Social Identity Theory (SIT) and literature. Whether you are an accomplished scholar or management practitioner, or a fledgling newcomer to the field, this book will bring you up to speed and place you on the cutting edge of knowledge and practice.

Professor Archie B. Carroll, Ph.D.
Chair of Management and Robert W. Scherer Professor *Emeritus*,
Terry College of Business
University of Georgia
Athens, Georgia, USA

Author of:

Business & Society: Ethics, Sustainability and Stakeholder Management, 10th edition, 2018.

Corporate Responsibility: The American Experience, Cambridge University Press, 2012.

Preface

2020 will be remembered for COVID-19, but it is also the year that leading companies will define their ‘purpose’ and reason for being. As we prepare ourselves for the ‘new normal,’ there is also new opportunities and a ‘new type of responsibility’ emerging. ‘Purpose,’ innovation, and transformation, have never been more important.

The ‘purpose’ of this book is therefore inseparable from the current and escalating need for renewed ‘purpose’, in both our business and personal lives, and our responsibility to act on the knowledge and situation that surrounds us. As we deal with the current context we also enter the Fourth Industrial Revolution and usher in the new era for Globalization 4.0. Committing to social and environmental change has never been greater nor more urgent, and corporate social responsibility (CSR) is evolving as a consequence.

Supporting this view is the often quoted, Larry Fink, CEO of BlackRock, who started 2019 with a strong message of ‘purpose’ to all companies. “Purpose is not the sole pursuit of profits but the animating force for achieving them. Profits are in no way inconsistent with purpose – in fact, profits and purpose are inextricably linked” (Fink, 2019). Harvard lecturer and consultant, Mark Kramer, responded to Fink’s critics by providing examples of companies who understand that ‘social impact’ and ‘purpose’ is critical to their success, stating “business leaders must finally, once and for all, let go the outdated and erroneous notion that social factors are irrelevant to the economic success of our companies” (Kramer, 2019).

In 2020, Larry Fink once again started the year with a strong message, to major corporations, emphasizing the need for alignment with public awareness and mentioning the global climate action protests in September 2019. He stressed the need for “reallocation of capital,” placing sustainability at the center of a corporate’s investment approach (Fink, 2020). He also reconfirmed “the importance of serving *stakeholders*,” not just *shareholders*. Matching this need is the 2020 theme of the World Economic Forum in Davos, focusing on *Stakeholders for a Cohesive and Sustainable World*. The forum’s founder Professor Schwab emphasized that 2020 is the year “to reimagine the purpose and scorecards for companies” and “assist governments and international institutions in tracking progress toward the Paris Agreement and the Sustainable Development Goals” (Cann, 2019). With *stakeholder capitalism* a key theme for Davos 2020, the move away from *shareholder capitalism* focused on shareholder returns, now requires the consideration of *all stakeholders* in operations and performance. However, as Sundheim and Starr (2020) point out, the “narrative from shareholder to

stakeholder won't happen overnight." A deep transformation is required for CSR and society, and this is a key theme of this book.

Reminding us that some of this transition is already commencing is the pre-2020 release of the new *Statement on the Purpose of a Corporation* by the Business Roundtable in August 2019. Signed by 181 CEOs of major corporations to make a commitment to lead their companies for the benefit of *all stakeholders*—customers, employees, suppliers, the environment and their communities—the new statement supersedes all previous statements and “outlines the (new) modern standard for corporate responsibility” (Business Roundtable, 2019).

Another prominent theme of this book is the sustainable development goals (SDGs), also referred to as the Global Goals. These goals are thought to provide history's “first universal matrix for achieving a flourishing future” (Gauri & Van Eerden, 2019). However, recent research from the UN Global Compact (UNGC)-Accenture Study (2019) notes a shift in CEO perspective, from one of opportunity in the earlier launch stages of the SDGs in 2015/2016, to a belief in 2019 that current business execution is not meeting the challenges of the Global Goals (UNGC- Accenture, 2019).

This book evolves current themes, explaining the movement toward a ‘new responsibility’ and a greater corporate ‘social purpose’ and responsibility toward *all stakeholders*. Backed by academic research throughout, this book places ‘purpose’ at the center of corporate and global responsibility, focusing on the development of CSR, for social innovation and ‘change’ alongside ‘value’ that is shared and integrated into a new systems approach.

To tell this story, this book commences with a historical and contemporary overview of CSR to determine the context from which ‘change’ and deep transformation can occur. Millennials and Generation Z, born between 1981–1996 and 1997–2012 respectively (Mental Floss, 2018), need to understand these topics as part of their drive for ‘purpose’ and *change*. They are opinionated about social responsibility and CSR activities (Reavis, Tucci & Pierre, 2017) and they desire to ‘*see change*’ and ‘*be the change*’ (Case Foundation, 2017; Millennial Impact Report, 2017). Millennials and Generation Z also want corporations, more than ever, to have a social conscience (Sharp, 2014) and they demand that organizations, both public and private, serve a *social* and *environmental* purpose and fix a broken system. At the time of writing this book, Greta Thunberg, the teenage activist, had just addressed another United Nations Summit and youth riots were escalating across major cities. Research reports were announcing the tipping point at the interface between business and society and the need for more rapid uptake of the SDGs before 2030, was becoming increasingly apparent.

As part of this demand, the ‘purpose’ and ‘*be the change*’ movements are driving innovation faster than ever, and renewing corporate strategy and responsibility in the communities where organizations and global corporations operate. Academic teachers and research scholars need to follow this lead to evaluate the case for ‘purpose’ and go beyond this to integrate new areas of research into university curriculums. This book will allow them to dig deeper into these relevant and topical subjects by embracing the social side of CSR and its

surrogate, alternative and overlapping terms alongside themes such as creating shared value (CSV) and integrated value creation (IVC), social entrepreneurialism and innovation for social impact and change. Aside from crowd funding across public and private networks, millennials (and Generation Z) will increasingly need the corporate dollar. In addition, corporates can provide a safe environment for entrepreneurs to set-up and incubate their social enterprise or innovative idea, within the CSR and R&D departments of the organization, allowing them to then unleash their concept to the world, only when it is ready. For this reason, millennials need to understand CSR and creating shared value (CSV) strategy alongside corporate innovation within R&D departments, which also include corporate entrepreneurialism and sources for public and corporate wealth, and private funding.

As business commentators focus on these areas and academics begin to teach and research these areas, university curriculums must follow suit, engaging communities and the general public in tackling systemic social problems (also referred to as complex ‘wicked problems’ or ‘challenges’). These wicked challenges can be tackled at a local level and then ‘go national’ and global, in the attempt to scale up for greater coverage of each problem. At the very core of ‘going global’ is the multinational corporation. Their extensive global value chains will force them to become more accountable for their impacts in the communities where they operate. It is also an opportunity to localize the SDGs by turning internationally agreed goals into a local reality through developing more extensive Social Initiatives (SIs) and social projects as part of this mission. The introduction of the UN SDGs has helped escalate this movement, calling for corporations to collaborate with governments, civil servants, NGOs, and other partners, and to do this at scale in developing countries. As stated previously, recent research suggests these targets may not be met by 2030, with the SDGs requiring further: impact measurement; innovation; and an entire ecosystem *change*, requiring a new and evolving type of responsibility.

This book promises to cover these themes. Backed by academic literature and various discussions in the business community, this book also provides practical real-world case study examples throughout. A special focus of this book is the identification of emerging research opportunities for each topic discussed, in the hope that we march forward in this journey together, in both practice and research.

As we embark on this great collective journey, we pledge that no one will be left behind. Recognizing that the dignity of the human person is fundamental, we wish to see the goals and targets met for all nations and peoples and for all segments of society. And we will endeavour to reach the furthest behind first (UNDESA, 2018).

Now more than ever, this journey will require a deeper transformation than we first thought, alongside a new and faster evolving responsibility, inseparable from our individual existence and inseparable from the need for each and every one of us to find a ‘purpose’ which is authentic and real, to strive for individual ‘*change*’ and ‘*collective purpose*’.

References

- Business Roundtable. (2019). *Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy That Serves All Americans'*. Retrieved from <https://www.businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans>
- Cann. (2019). *Davos 2020: World Economic Forum announces the theme*. Retrieved from <https://www.weforum.org/agenda/2019/10/davos-2020-wef-world-economic-forum-theme/>
- Case Foundation. (2017). *Millennials: The rise of the everyday changemaker*. Retrieved from <https://casefoundation.org/blog/millennials-the-rise-of-the-everyday-changemaker/>
- Fink, L. (2019). Larry Fink's 2019 Letter to CEO. *BlackRock*. Retrieved from <https://www.blackrock.com/corporate/investor-relations/larry-fink-ceo-letter>
- Fink., L. (2020). *CEO Letter: A Fundamental Reshaping of Finance*. Retrieved from <https://www.blackrock.com/corporate/investor-relations/larry-fink-ceo-letter>
- Gauri, P., & Van Eerden, J. (2019). What the fifth industrial Revolution is and why it matters. Retrieved from <https://europeansting.com/2019/05/16/what-the-fifthindustrial-revolution-is-and-why-it-matters/>
- Kramer, M. R. (2019). *The backlash to Larry Fink's letter shows how far business has to go on social responsibility*. Harvard business review, January 1, 2019. Retrieved from <https://hbr.org/2019/01/the-backlash-to-larry-finks-letter-shows-how-far-business-has-to-go-on-social-responsibility>
- Mental Floss. (2018). *New guidelines redefine birth years for Millennials, Gen-X, and 'Post-Millennials'*. Minute Media. USA. March 1, 2018. Retrieved from <http://mentalfloss.com/article/533632/new-guidelines-redefine-birth-years-millennials-gen-x-and-post-millennials>
- The Millennial Impact Report. (2017). *10 years looking back*. Retrieved from <http://www.themillennialimpact.com>
- Reavis, M. R., Tucci, J. E., & Pierre, G. S. (2017). Corporate social responsibility and millennials' stakeholder approach. *Journal of Leadership, Accountability and Ethics*, 14(4), 74-83.
- Sharp, K. (2014). *Millennials' bold new business plan: Corporations with a conscience*. Salon, January. Retrieved from http://www.salon.com/2014/02/09/millennials_boldnewbusinessplancorporationswithaconscience/
- Sundheim, D., & Starr, K. (2020). *Making stakeholder capitalism a reality*. Harvard Business Review. Retrieved from <https://hbr.org/2020/01/making-stakeholder-capitalism-a-reality>
- UNDESA. (2018). *Leaving no one behind*. Retrieved from <https://www.un.org/development/desa/en/news/sustainable/leaving-no-one-behind.html>
- UNGC-Accenture. (2019). *UN global compact-accenture strategy 2019 ceo study – The decade to deliver: A call to business action*. Retrieved from <https://www.unglobalcompact.org/library/5715>.

Acknowledgements

First, I would like to thank Cedwyn Fernandes, Associate Professor at Middlesex University and MBA program leader (now Pro-Vice Chancellor), who took an interest in my initial CSR research in the Middle East and Africa, while based in Dubai and London. The journey continued to the Asia Pacific region, where I was the recipient of a scholarship to further develop this concept.

I would like to take this opportunity therefore to thank the Australian Government and Griffith University who provided me with an APA scholarship to complete this research, which first commenced out of the UK and was finalised in Australia. Thank you also to Assistant Professor Denni Arli of the University of Minnesota and Professor Sharyn Rundle-Thiele of Griffith University, for taking an interest in this research and peer reviewing my earlier work in this topic area. I have since developed this body of work to embrace a number of fields including intra- and intrapreneurship, innovation, social impact assessment and investment, and of course co-creation and collaboration for a better world. All are vitally important as we work toward the UN sustainable development goals.

I am forever grateful for the positive peer review I receive for my work. In doing so, I would like to thank renowned CSR guru, Professor Archie Carroll for providing me with a supporting foreword to this book, and the ex Deputy Director-General of UNESCO Colin Power AM, for adding his endorsement of this book from a global United Nations and Educational perspective.

Thank you also for the kindness and gratitude I have experienced from students I have worked with and mentored on projects and in youth work, in particular Anthony (Minh Hoang) Vo (Griffith University, Brisbane), Phan Ngoc Huyen (Cheryl) (Toyo University, Tokyo) and Tran Bao Thanh (Foreign Trade University, Ha Noi).

Thanks must also go to family and friends (you know who you are), who allowed me to be absent during busy writing periods. Finally, I would like to thank the publisher – Emerald – for supporting this book. It has been a pleasure to work with you. Thank you.

This page intentionally left blank

Introduction

Many cast their eyes in despair at the current global economy, its reoccurring economic crises, its worsening environmental and ecological conditions, its health pandemics, gender and racial inequality and extraordinarily large streams of refugees forced from their homes, topped with increasing social deprivation to growing parts of the population. Many believe a zero-sum game can no longer work. As more academic, business, and science literature reveals, these existential challenges are interconnected, and the CEOs and managers pursuing a zero-sum management game (where one player gains and the other loses) will encounter growing difficulties (Advameg, 2018; George, 2014; Mühlbacher & Böbel, 2018). In many cases, a capitalist system has been blamed for creating these systemic problems. Corporate social responsibility (CSR) has been blamed as part of this system and many multinational corporations (MNCs) have been held accountable for not fixing these problems.

With the increasing reality of the complexity of these escalating economic, social, and environmental challenges and problems, a new business and management discourse is evolving to deal with climate change, poverty, food insecurity, resource depletion and inequality. Firstly, as part of this crisis-based discourse, this book will refer to all ‘wicked problems’ as ‘challenges’, and therefore “solvable” systemic issues. Secondly, the launch of the UN SDGs allows corporates to take on board these social issues both as business “opportunities” and as Social Initiatives (SIs), within CSR strategy. As we enter the Fourth Industrial Revolution and the era of Globalization 4.0, these challenges are increasingly highlighted:

“... the challenges associated with the ‘fourth industrial revolution’ are coinciding with the rapid emergence of ecological constraints, the advent of an increasingly multipolar international order, and rising inequality. These integrated developments are ushering in a new era of globalisation. Whether it will improve the human condition will depend on whether corporate, local, national and international governance can adapt in time” (Schwab, 2018).

As we step forward into the future, we must examine the present – and therefore also the past. Arising from current circumstances is the notion upheld by some that CSR is outdated or in lay terms “has not worked.” Furthermore, some

2 *CSR for Purpose, Shared Value and Deep Transformation*

commercial conferences, social media, and business conversations have referred to the notion that “CSR is decreasing or dying” or has been replaced by other themes such as sustainability, shared value, or the ‘for purpose’ or ‘change the world’ movements or something similar. While all are important movements, this book shows how these terms and themes co-exist and may also overlap and be complimentary to CSR development.

To further illustrate this point, a local conference held recently, titled by one word—‘Purpose’—targeted a start-up social enterprise audience, with the theme ‘CSR is dying’ emerging from one of the panel discussions. However, the belief of this existed without knowing how to define CSR in its entirety or explain *all* its components. The belief is therefore easier to understand than the complexity and depth of the definition itself. For this reason, the evolution and social side of CSR and overlapping themes as part of this movement need to be embraced and understood by start-up audiences and millennials who wish to ‘be the change’ (Case Foundation, 2018; [Millennial Impact Report, 2017](#)) and wish to see corporations develop more of a social conscience (Sharp, 2014).

The academic literature often discusses CSR as being at a crossroads ([Kim, An, Myung, & Bae, 2016](#); [Munro, Arli, & Rundle-Thiele, 2016](#)), rather than dead or dying. [Kim \(2018\)](#) also adequately explains some of the pressures on CSR in recent times:

“These pressures include accusations of dressing up CSR as a business discipline ([Rangan, Chase, & Karim, 2015](#)), the challenge of effectively communicating CSR achievements without being accused of green-washing ([Illia, Zygliopoulos, Romenti, Rodríguez-Cánovas, & del Valle Brena, 2013](#)), and the inability to turn the corporate landscape into a win-win wonderland ([Marques & Mintzberg, 2015](#))” ([Kim, 2018](#), p. 19).

The sentence – “... the inability to turn the corporate landscape into a win-win wonderland” – shows some introspective thought. The choice of the word “wonderland” resonates the thought that CSR is not to blame for the lack of ability to turn the world into a win-win Paradise or Neverland and makes it sound near impossible in the reality of the world’s largest systemic problems. That is because there are many factors at play including the underlying system, economy, and ecosystem these problems exist within.

In this context, the landscape for CSR is in transition. CSR is no longer static, or just Philanthropic, as it was historically. It is evolving under a catastrophic blanket of ‘need’ and is turning into a more integrated concept. This journey is explained throughout this book and proposes CSR is evolving like many of its surrounding, surrogate, overlapping, and competing terms and themes. This book explains how this evolution began from the fourth and fifth century BC through to the information evolution of the Third Industrial Revolution and the current Fourth Industrial Revolution. As we embrace this new era, labeled Globalization 4.0, we see a revised sense of innovation and ‘purpose,’ and a new type of win-win strategy has evolved. CSR-related theory and research in

the past has supported a win-win strategy through discussions of inclusive growth (George, McGahan, & Prabhu, 2012), social entrepreneurship (Besharov & Smith, 2014), corporate citizenship (Matten & Crane, 2005), and base of the pyramid (Hart & Prahalad, 2002), leading to creating shared value (CSV) (Porter & Kramer, 2011) and integrated value creation (IVC) (Visser, 2014). Included in these strategies is business organizations offering opportunities for co-creation, innovation, and shared collaboration (e.g., Korhonen, 2013). Increasingly, companies acknowledge they gain a sustainable and competitive advantage if they are able to implement social solutions to social problems while also creating business and social value (Michellini & Fiorentino, 2012; Mühlbacher & Böbel, 2018) and it is hoped the SDGs (and Global Goals) will assist this transition. This book covers these themes and attempts to dispel the myth of CSR extinction by embracing the social side of CSR, and integrating current research trends focused on inclusion, collaboration, evolution, co-creation, transformation, and innovation. This allows an update of academic research shaped alongside current business perspectives.

As part of writing this book and examining the academic literature related to these themes, it was noted that CSR research continues to proliferate (for example, Laudal, 2018). The research examined, however, calls for greater responsibility by firms and a request to use a broader range of novel concepts and models utilizing multilevel and multidisciplinary approaches (Aguinis & Glavas, 2012; Frynas & Yamahaki, 2016; Munro, 2017). With the current emphasis on measuring impact, there is also a call for the integration of different disciplines and topic areas such as performance measures for profit and not-for-profit organizations that reflect their diverse and complex *stakeholders* (Boateng, Akamavi, & Ndoro, 2016). Stifling some progress in this area is the perspective that academic research is often thought to have a narrow focus and therefore unable to cover every nuance or new ‘fad’ immediately or cross every overlapping boundary where it cannot be controlled, as academics needing to achieve tenure must often examine specific issues in greater depth rather than breadth. Academic research, however, can have ongoing impact and provide direction to entire disciplines of research. This research then trickles down to the business community through publishing in both academic and general publications while revising university curriculums and student training as a consequence.

Backed by theory and research, this book works toward this solution by integrating social innovation and bringing together contemporary themes to make them easily accessible to early researchers, students, their lecturers, and professional bloggers in the broader business community. CSR veteran and guru Archie Carroll provided one of the first accepted definitions of CSR in 1979 (Carroll, 1979) and corresponded with me recently to congratulate me on my early research papers in the area of CSR, relating to business and society. I took the opportunity to ask his perspective on CSR. His response is similar to mine and noted in Chapter 1 alongside other research perspectives on the transformation of CSR and its related and alternative themes including CSV, ‘business-for-purpose,’ social innovation, integrating social enterprise, corporate social entrepreneurship,

4 CSR for Purpose, Shared Value and Deep Transformation

IVC, collaboration, co-creation, and implementation of the SDGs. These themes are all part of CSR strategy (Munro, 2018).

However, to create ‘change’ that is sustainable, the key ingredient is ‘disruption’ of current systems. A major stumbling block to disruption and global change, however, is regional differences. As early as 2008, Matten and Moon noted strong regional differences for CSR and its components. They argue that CSR is more “explicit” in the United States, describing it as voluntary, with self-interest-driven policies, programs, and strategies. In contrast, they argue that CSR is more “implicit” in the United Kingdom and Europe where CSR embraces the entirety of each country through the existence of formal and informal institutions that “assign corporations an agreed upon share of responsibility for society’s concern” (Carroll & Brown, 2018, p. 47). However, in the United States (and Australia), CSR is considered to be more discretionary and often manifested in response to pressure from special interest groups or adopted because of a management philosophy, policy, or strategy. As a consequence, CSR is “a given” in the United Kingdom and Europe, with even small to medium enterprises (SMEs) prolific in their uptake of CSR. Australia in contrast has a tendency for only very large companies to practice CSR. The term CSR is then often diluted further by referring to it as ‘sustainability’ (as the larger component of CSR), and as the *replacement* term for CSR, in a country like Australia, with an economy driven predominately by natural resources and mining.

In different parts of the world, CSR is backed by strong associations. Research reveals that CSR in the United Kingdom and Europe (CSR Europe, 2018), for example, is strongly supported by associations such as *CSR Europe*, which support the ‘new’ European Commission’s (EU’s) definition of CSR. They have worked together to implement their *Enterprise 2020* initiative and to drive, innovate, and develop CSR strategy in these parts of the world (European Commission, 2011). This further supports the argument that CSR is evolving and refocusing and joining the ‘business-for-purpose’ movement and mission to solve social problems at scale.

Additional effort in social responsibility and sustainable development through the Global Goals is currently focused on developing countries. In developing Eastern countries, authors suggest that CSR has evolved from a ‘collective’ base (e.g. Ho, 1995; Matten & Moon, 2008; Triandis, Robert, Marcelo, Masaaki, & Lucca, 1988; Wei, Egri, & Yeh-Yun Lin, 2014). It is also noted that as a collective, employees and therefore citizens of these developing countries have a stronger identification and engagement with CSR activities – in relation to the significant *needs* of their country – in comparison to the ‘individualistic’ divide of Western developed countries (Munro, 2017). This stronger need and ‘identification’ of such has also been progressed by the ‘identification’ of the sustainable development goals (SDGs) in 2015. Since then, there has been a global gradual transition and worldwide movement of innovation, collaboration, and co-creation, with a further request from the United Nations to focus more SDG development in the developing countries.

Multinationals and corporations with large pockets can invest in these activities as part of their global ‘CSR social and community projects’ or SIs and their

shared value mission toward ‘social purpose’. As a result, they can also collaborate with social entrepreneurs, governments, and civil servants – to co-create and integrate – on wicked challenges as part of a strategy that incorporates the SDGs (and Global Goals). Several parts of this book (including Chapters 3 and 5, and a research paper example in Chapter 2) provide cases of this and explain how this can be researched in the business community and academically. An update of the current status of the SDGs is provided in Chapter 3, alongside an analysis of their ongoing impact and investment potential.

As many refer to the need for corporates to be made responsible for the wicked problems they have created as part of their global footprint, it is also suggested that these problems are part of a broken system. Research shows that wicked problems and challenges occur in a complex social context, where there are diverse views on who is responsible and what the original cause of the problem is (Camillus, 2008; Dentoni, Hospes, & Ross, 2012). There has also been a cognitive and mental shift, perceiving huge problems as opportunities rather than problems. There is also an economic opportunity for embracing and solving wicked problems and challenges, when these challenges are considered in both a *social* and *environmental* context. If we take a social problem such as poverty, for example, and teach impoverished women how to understand money and run a business and give them a micro-loan to get started, they then have the means to make money, educate their children and support their families, and adopt environmentally friendly behaviors such as recycling in their community and purchasing unpolluting stove cookers, for example. Nearly every social project has a loop back to the environment and almost every environmental problem, if not all, loops back to social. The community also prospers more as community members increasingly become customers of the loan provider, allowing the corporate provider to also prosper.

Agribusiness is an even clearer example, where financially helping and training impoverished farmers to grow better crops in an environmentally sustainable way returns nutrients to the soil. The farmers then achieve increased return on their money for the more sustainable crops they produce, while the corporate retailer who supports the farmer and buys the vegetables, has both a higher quality product and more product to sell. This then enters the argument for creating a shared value (CSV) methodology to implement these SIs or social projects, so that both society and the business benefit economically. Chapter 4 discusses the strengths and weakness of the shared value concept and provides numerous examples of how corporates and social enterprises have shaped their CSR SIs utilizing a CSV methodology, highlighting the need for corporates to take their CSR programs and initiatives to greater scale and to also achieve CSV type projects at greater depth.

Likewise, the mainstream movement toward the development of innovative social enterprises to co-create and deal with wicked problems as wicked challenges – and create ‘change’ in society through a business idea or mission – encompasses both an *environmental* and a *social* solution. Making ‘change’ and being a ‘changemaker’ is discussed as an opportunity for corporates to embrace this innovation as part of their CSR strategy, alongside millennial, Generation Z, and (soon to be) Alpha generation’s involvement in this. As previously

mentioned, corporates are key to funding millennial and Generation Z enterprise development and can provide entrepreneurial opportunities by incubating their innovative idea – within the safety net of the corporate enterprise – before unleashing their concept to the world. This is discussed further in Chapter 5.

The overall theme of this book acknowledges “business as usual is not an option” ([Business and Sustainable Development Commission, 2017](#)). Collaboration and SDG uptake is ‘King’ and sharing and integrating value between society and business will be the ‘new normal’. However, knowing what people understand about CSR is crucial to determining how we communicate, develop, transition, and incorporate new themes. How people identify with and engage in some of these activities is key to unlocking the “doing” part of CSR and the social impact of its SIs, shared value (CSV) activities, and social entrepreneurial projects. This is explained further in Chapter 5, with a research paper example in Chapter 2.

Later chapters of this book examine the future of CSR and the new ecosystem required to inject ‘purpose’ into every part of that system. In Thomas [Friedman’s \(2005\)](#) article, “*It’s a Flat World, After All*” (New York Times), he defines succinctly the stages of globalization as a journey through time, commencing with Globalization 1.0 to Globalization 3.0 in 2000, which is now superseded since his 2005 article, by Globalization 4.0. While Globalization 3.0 allowed “*individuals all over the world to talk, work and enjoy leisure activities*” ([Baker McKenzie, 2018](#)) online, none of this would have been possible without the spread of the World Wide Web and Internet. Globalization 4.0 has already begun and is the digital automation stage beyond 3.0. Many believe we are already vastly underprepared for this level of automation, clinging to an outdated way of thinking and only fixing parts of existing institutions and processes. It must be acknowledged that we need to:

“...redesign them (the existing institutions and processes) from the ground up, so that we can capitalize on the new opportunities that await us, while avoiding the kind of disruptions that we are witnessing today” ([Huffington Post, 2011](#)).

If we consider CSR to be like Globalization, as a journey through time and different eras, the evolution of CSR and its surrogate and alternative terms and themes are also evolving as part of this journey. Therefore, rather than saying CSR (or CSR 1.0 or 2.0) is extinct, it is in fact, still evolving and transforming past CSR 3.0 to CSR 4.0, mapped on to new eras and social movements consistent with Globalization 4.0. As part of the Fourth Industrial Revolution, a more evolved CSR will play a key role in a new and integrated ecosystem which forces change and deep transformation in the way organizations and companies operate. This is discussed further in the final chapters of this book.

Conclusion

Some of our biggest fears are what the future will bring for this planet and whether there will be anything left for those who inhabit it. Whether it be

automation and diabolical job loss or increasingly extreme weather conditions, ‘change’ is inevitable. The United Nations call to action through global implementation of the SDGs must be at the core of this *change*.

Start-ups, social enterprises, SMEs, and especially global and multinational corporations (MNCs) and multinational enterprise (MNEs) all have the ability to scale up to make a difference. But it must be a difference that can be maintained in a new and evolved system. This book examines these issues and suggests ways to implement ‘change’ under both the traditional academic view and the evolving broader sector view, using definitions and labels that different fields of research and individuals are comfortable with. Whether it be CSR, sustainability, shared value, innovation, integration, social entrepreneurship, or ‘purpose,’ let us stop saying one school of thought is extinct or a lesser entity and just get on with the job. It is the task of this generation—right now—to rapidly implement the SDGs in a meaningful way and scale up in the Fourth Industrial Revolution, without worrying who can and cannot perform these tasks and what it should be called.

With the World Economic Forum’s 2019 theme as *Globalization 4.0: Shaping a New Architecture in the Age of the Fourth Industrial Revolution*, this setting is unfolding before our eyes:

“Its genesis is situated at the dawn of the third millennium with the emergence of the Internet. This is the first industrial revolution rooted in a new technological phenomenon—digitalization—rather than in the emergence of a new type of energy. This digitalization enables us to build a new virtual world from which we can steer the physical world” (Sentryo, 2017).

We are set for an entire ecosystem change of how the world lives, eats, and breathes. This book takes into consideration the escalation of innovation as part of this setting and covers the subject of innovation within an evolving setting (in Chapter 5) and considers different value systems and economic systems needed as part of a new and more sustainable ecosystem (in the final chapters of this book). Rather than creating a semantic war on terminology, this book discovers opportunities for future research in this area of academic literature, by being flexible with terminology while also incorporating perspectives from the business community, start-ups, global MNEs, their partners, and the current generation of employees and students (i.e., millennials and Generation Z). This book aims to provide a new generation of researchers and teachers with a greater depth of knowledge, of what has gone before on this subject, and determine what the future may bring.

To achieve the objectives of the 2030 Agenda, we need an integrated and transformed social policy and framework that aims:

“...to progressively achieve universal coverage, while addressing the specific needs of vulnerable people through targeted policies and programmes ... ultimately, leaving no one behind requires the transformation of deeply rooted systems — economic, social and

political, governance structures and business models at all levels, from local to global.” (UNDESA, 2018).

Corporates are in a position to assist this evolution through placing their *stakeholders* (rather than their shareholders) at the center of their decision-making, by reaching out to their extensive supply chains and expanding their level of presence in the developing countries where they reside—whether it be labeled *creating* global citizenship, *creating* corporate SIs, *creating* shared value (CSV), integrated value *creation* (IVC), or *creating* new and inclusive innovative solutions to support entrepreneurs and social enterprises as part of a deeper transformation and new responsibility (CTV). This book explains how this is possible. Backed by literature and research, this book educates its audience, while also identifying gaps in the literature and outlining future emerging research opportunities to further the cause toward ‘*change*’ and deep transformation.

Summary of Chapters

This book first examines a summary of definitions for CSR, its alternative, surrogate and competing terms, plus the historical development and evolution of its components and constructs over time. Traditional academic literature is presented to discuss the social side of CSR and introduce SIs as part of CSR activities and social projects. Extracts from a research paper developed from the traditional CSR literature is then presented to suggest future research possibilities, which can be adapted to the evolutionary aspects of CSR and the movement toward Globalization 4.0. Later chapters focus on recent innovations in CSR and terms that have emerged with the global movement toward CSR implementation of the SDGs alongside their impact and the possibility for a more integrated and deeply transformed ecosystem.

The transformation of CSR is also discussed, as a more inclusive and innovative CSR evolves alongside the addition of CSV projects in a more integrated value system. Further progression through social innovation and the development of social enterprises as part of CSR strategy is discussed and backed by emerging literature on these topics. The book ends with a thought toward future research opportunities, the future of CSR, and the possibilities that may emerge from both a research and theoretical sense, within a practical setting.

Chapter 1: CSR Historical and Emerging Themes and Related Terms

To determine the new responsibility and new form of CSR required in an evolving ecosystem, this chapter covers the historical evolution of CSR including the various additional labels CSR has attracted and its many surrogate, complementary, and alternative terms and themes. Some parties still view CSR as just a form of Philanthropy; however, current definitions for CSR involve many components, which have been adapted over time. The new CSR definition provided by the