

D/ Detailed Outline

I. Executive Summary

- In 4-5 first sentences: An executive summary briefly summarizes the key points of a report in a concise way. To write an effective executive summary, state the purpose of the report, highlight the main findings/arguments, and leave out unnecessary details.

Example:

The purpose of this essay is to examine the idea of corporate social responsibility (CSR) and its purported advantages. A wide range of scholarly works are consulted in order to obtain a thorough understanding of the development of corporate social responsibility. The study comes to the conclusion that there are several definitions of corporate social responsibility (CSR) in the contemporary business environment. Consequently, it is advised that corporate social responsibility (CSR) be measured from multiple angles and incorporate thorough understanding in order to support CSR-integrated business objectives.

Tips and Tricks:

- Keep it short and Focus on the most important points only
- Include purpose, scope, methods, key findings, and conclusions
- Should be written last after having finished the report

II.CSR Definitions

- **Define CSR** in your own words based on academic research (check the subject notes/slides/workbook for definition) and say that there are different views on what CRS is.

Example:

- Corporate Social Responsibility (CSR) refers to a company's commitment to conducting its business in an ethical and sustainable manner, while also considering its impact on society and the environment.
or
- “Social responsibility is the obligation of decision makers to take actions which protect and improve the welfare of society along with their own interests”
([Davis 1975](#))

Hint: There are diverse views on what CSR entails, and these perspectives can vary based on stakeholders' interests, cultural contexts, and business objectives. For example:

- Economic View
 - Stakeholder View
 - Sustainability View
- Discuss 3-4 key CSR concepts from research. Access sources like [Investopedia](#) or [Harvard Business Review](#) for references

Hint:

- Traditional CSR (Lee 2022).
- Carroll's CSR Pyramid (Carroll 2021)
- Shared Value approach (Kramer and Porter 2011).
- Traditional and Contemporary CSR methodologies (Mirvis and Googins 2018).

Example:

- Traditional CSR (Definition, Advocates and benefits, Criticisms)
 - + Corporate Social Responsibility (CSR) has evolved significantly over the years, reflecting changes in societal expectations and business practices. One of the foundational concepts in CSR is the traditional model, as discussed by [Lee \(2022\)](#).
 - + This model primarily focuses on businesses contributing to societal good through philanthropic efforts, ethical business practices, and economic responsibility.
 - + Advocates of this model argue that it helps companies build a positive image and establish trust with stakeholders.
 - + However, criticisms arise from its sometimes superficial engagement with societal issues, needing a deeper integration with core business strategies.
 - + Expanding on the notion of CSR, [Carroll's CSR Pyramid \(Carroll, 2021\)](#) presents a more structured framework. This pyramid categorizes CSR into four levels: **economic, legal, ethical, and philanthropic responsibilities**. Each level represents a different aspect of CSR, from the foundational need to be profitable to the aspirational goal of contributing to the community. This structured approach allows companies to address CSR more comprehensively and systematically.



- Shared Value Approach (Introduction, Explanation of how it address social and environmental issues, Benefits and rationale)
 - + The Shared Value Approach, introduced by [Kramer and Porter \(2011\)](#), represents a significant shift in CSR thinking. This approach argues that businesses can generate economic value in a way that also produces value for society by addressing its challenges. It suggests that companies can leverage their core business to create positive social and environmental impacts, thus aligning business success with social progress. The rationale behind this approach is that addressing societal issues can open up new markets and drive innovation, leading to sustained economic success.
- Contemporary CSR (Definition, Description of strategic approach, components, Advocates and benefits, Criticisms)
 - + In contemporary times, CSR methodologies have further evolved, as described by [Mirvis and Googins \(2018\)](#).
 - + Modern CSR approaches are more strategic and integrated with core business operations. They involve not just philanthropy but also sustainable business practices, stakeholder engagement, and social innovation.
 - + Advocates of contemporary CSR argue that it leads to long-term business sustainability and societal well-being.

- + However, criticisms include challenges in measuring the real impact of these CSR activities and aligning them with business objectives.
- Evolving Definition of CSR (Discussion of the evolving business landscape, Key elements of the consolidated CSR framework)
 - + Lastly, the evolving definition of CSR reflects the changing business landscape. Today's consolidated CSR framework emphasizes the importance of ethical conduct, stakeholder engagement, environmental sustainability, and social equity.
 - + The key elements of this consolidated framework include transparency, ethical behavior, respect for stakeholder interests, respect for legal requirements, international norms of behavior, and human rights.
 - + As businesses continue to operate in an increasingly complex and interconnected world, the role and definition of CSR are likely to continue evolving, reflecting new challenges and opportunities for creating shared value for businesses and society.

- **Combine traditional and contemporary approaches to conclude with your own CSR definition**

Example:

- In conclusion, the synthesis of traditional and contemporary approaches to Corporate Social Responsibility (CSR) leads to a more holistic definition.
- Traditional CSR, with its focus on philanthropy and ethical practices, lays the foundation for social responsibility. Contemporary CSR, on the other hand, integrates these practices into the core business strategy, emphasizing sustainability, stakeholder engagement, and innovation.
- Thus, a comprehensive definition of CSR would be: an evolving business practice that incorporates ethical values, respect for people, communities, and the environment, actively contributing to the betterment of society while ensuring economic success and sustainable business growth.

III.CSR Benefits

A. Section 1

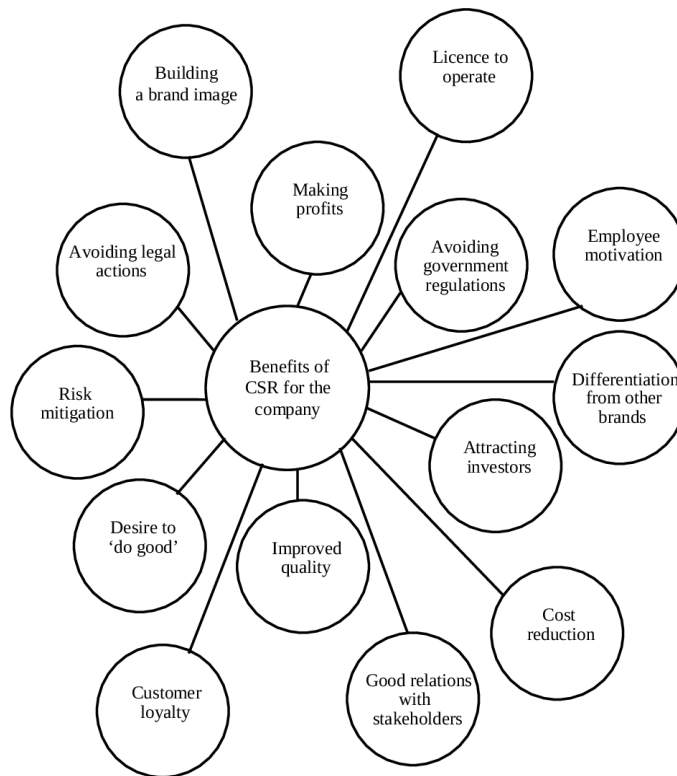
Note: Suggested aspects (benefits from CSR) to analyze:

- a. **Building brand image and reputation:** *Implementing CSR helps construct a positive brand image and solidify a company's reputation as a responsible and ethical business. This can lead to increased customer loyalty, greater employee pride, and an enhanced perception among all stakeholders.*
- b. **Gaining social license to operate:** *By addressing societal needs and stakeholders' concerns through CSR, companies gain acceptance and a "social license" allowing them to conduct business with minimal obstacles. This legitimacy enables smoother operations.*
- c. **Differentiation from competitors:** *A strong CSR focus can set a company apart from competitors in a crowded marketplace, appealing to customers who prioritize ethics and values. This differentiation makes the brand stand out.*
- d. **Mitigating risks:** *CSR requires companies to actively identify, assess and control for various risks, leading to overarching risk reduction across the business. Lower risks diminish uncertainty and vulnerability.*
- e. **Motivating employees:** *Employees feel proud to work at responsible companies with ethical values. This drives greater engagement, organizational commitment, and performance among the workforce.*
- f. **Avoiding legal actions:** *Adhering to CSR standards ensures companies operate legally regarding issues like human rights and labor policies. This proactively prevents lawsuits or charges.*
- g. **Achieving cost reductions:** *CSR practices around waste/energy reduction, efficiency improvements and streamlined operations can significantly lower costs over the long term. This boosts profit margins.*
- h. **Gaining competitive advantage:** *The aggregate benefits stemming from CSR ultimately allow companies to achieve strategic and competitive advantages in areas like brand image, risk management, innovation and costs.*
- i. **Preventing regulations:** *Self-imposed CSR policies prevent the need for governmental regulatory intervention, allowing more flexibility and autonomy for companies to dictate acceptable practices.*
- j. **Experiencing direct/indirect benefits:** *Companies see direct results like positive publicity and indirect advantages like access to markets by engaging in CSR. These multiply and compound over time.*

Suggested flow:

- Overview of CSR benefits on company
 - **Introducing CSR benefits on company:** Corporate Social Responsibility (CSR) is fundamentally important for modern businesses,

offering a range of benefits including improved brand image, financial performance, and workforce attraction and retention.



[Source](#)

- **Explain case study in research.** Discuss CSR and Financial Performance with a Case Study (1-2 sentences): Introduce the case study of Patagonia to illustrate the relationship between CSR and financial performance.
 - **Example:** "[Moon et al. \(2018\)](#) analyze Patagonia as a case study to explore how CSR contributes to financial performance, focusing on reputation enhancement, cost reduction, and revenue growth."
- Detail Patagonia's Commitment to Sustainability (1-2 sentences): Elaborate on Patagonia's sustainability initiatives and their impact.
 - **Example:** "Patagonia's commitment to sustainability is evident in its branding and marketing, emphasizing the environmental benefits of its products and efforts to reduce its environmental impact."
- Explain Patagonia's Stakeholder Engagement (1-2 sentences): Discuss how Patagonia engaged with stakeholders to develop its sustainability strategy.
 - **Example:** "The company collaborated with stakeholders, including customers, employees, and NGOs, to understand their expectations, shaping Patagonia's sustainability efforts ([Rasche et al. 2017](#))."
- **Financial Success of the case**
 - Describe Specific Sustainable Practices and Financial Success (1-2 sentences): Provide examples of Patagonia's sustainable practices and their financial implications.

- **Example:** *"By implementing programs like Footprint Chronicles and using recycled materials, Patagonia not only enhanced its sustainability but also achieved financial success, as indicated by a 4% increase in net revenue ([Patagonia Report 2018](#))."*
- Mention Awards and Recognitions (1-2 sentences): Highlight the awards and recognitions Patagonia received for its CSR initiatives.
 - **Example:** *"Patagonia's environmental and social efforts have earned it accolades, such as being named the best sustainable company in the outdoor industry by Corporate Knights in 2020 (Corporate Knights 2020)."*
- **Explain Employee Retention and CSR**
 - Discuss CSR in Employee Retention (1-2 sentences): Transition to discussing the importance of CSR in retaining employees.
 - **Example:** *"[Bansal \(2019\)](#) emphasizes the role of CSR activities in retaining top talent, noting that employees increasingly seek purpose-driven organizations."*
 - Provide an Example of another firm's CSR Strategy (1-2 sentences): Use Google as an example to illustrate how CSR is integrated into a business strategy.
 - **Example:** *"[Google](#) incorporates CSR into its strategy by focusing on employee engagement, environmental sustainability, and community involvement."*
 - Elaborate on How Google's CSR Helps Retain Skilled Employees (1-2 sentences): Detail the ways in which Google's CSR initiatives contribute to employee retention.
 - **Example:** *"Google's CSR initiatives, such as volunteer programs and community activities, foster employee engagement and satisfaction, making the company an attractive place for purpose-driven individuals. ([Joseph 2023](#))"*
- Conclude with the **Overall Impact of CSR on Talent Retention:** Summarize how prioritizing CSR helps companies stand out in the talent market.
 - **Example:** *"Bansal argues that companies prioritizing CSR can distinguish themselves in the talent market, enjoying the benefits of a motivated and engaged workforce."*

B. Section 2

Suggested outline

- **Company Overview & CSR Mission:** Introduce the company and its CSR mission, integrating Traditional CSR concepts [Lee \(2022\)](#) focused on philanthropy, ethical business practices, and economic responsibility.

- **Carroll's CSR Pyramid Integration:** Discuss how the company's CSR activities align with Carroll's four levels of CSR: economic, legal, ethical, and philanthropic ([Carroll, 2021](#)).
- **Main Activities & Shared Value Approach:** Detail the company's key CSR activities, linking them to the Shared Value Approach (Kramer & Porter, 2011), emphasizing how these activities create social and environmental value.
- **Social Benefits & Contemporary CSR:** Highlight the social benefits of the CSR activities, framing them within the context of contemporary CSR strategies ([Mirvis & Googins, 2018](#)), like sustainable business practices and stakeholder engagement.
- **Company Returns & Evolving CSR Definition:** Discuss the benefits the company gains from its CSR activities, relating this to the evolving definition of CSR, which emphasizes ethical conduct, stakeholder engagement, and environmental sustainability.
- **Conclusion and Future Outlook:** Conclude with how the company's CSR approach exemplifies the modern, integrated CSR philosophy and its potential future direction.

Example:

- [Unilever](#):
- + Unilever, an Anglo-Dutch multinational corporation, owns numerous global consumer product brands in sectors like food, beverages, cleaning agents, and personal care. Its products are distributed in over 180 countries worldwide.
- + Unilever is now delivering more social and environmental benefits in more parts of the world through the **Unilever Sustainable Living Plan (USLP)**. The USLP was launched in 2010 – setting ambitious targets to decouple Unilever's growth from its environmental impact, while increasing the company's positive social impact. Today, Unilever is on track to meet around 80% of its commitments, which include
- + **Improving Health and Well-being:** Health & Hygiene and Nutrition.
- + **Reducing Environmental Impact:** Greenhouse Gases, Water, Waste & Packaging, Sustainable Sourcing.
- + **Enhancing Livelihoods:** Fairness in the Workplace, Opportunities for Women, Inclusive Business
- ([Unilever](#))
- + The Unilever Sustainable Living Plan is directly linked to earnings and returns – it drives growth, reduces costs, mitigates risks and attracts talent
- + One significant campaign in Unilever's Sustainable Living Plan (USLP) that contributed to business growth is their focus on '**sustainable living**' brands. Some examples of Unilever's sustainable living brands include Dove, Lipton, OMO/Persil, Rexona, Hellmann's, and Continental, among others. These brands have implemented various sustainability initiatives, such as using sustainably

sourced ingredients, reducing packaging waste, and promoting health and well-being.

- + **Unilever's purpose-led, Sustainable Living Brands are growing 69% faster than the rest of the business and delivering 75% of growth. ([Unilever](#))** This success indicates that sustainability-focused products can drive substantial business growth while also achieving positive environmental and social impacts.

Dove Self-Esteem Project:



Kids' Self Esteem

We believe no young person should be held back from reaching their full potential.



- **Campaign Overview:** Launched in Australia, this campaign partnered with Coles to raise awareness of body image challenges among young people. The initiative was aimed at educating parents about what their kids are searching for online and promoting positive body image.
- **Impact:** During the campaign, Dove experienced a 550% increase in downloads of its online self-esteem training guide. Concurrently, Dove skin cleansing sales grew by 12% in Coles supermarkets. ([source](#))
- **CSR Alignment:** This campaign aligns with USLP's goal to help people improve their health and well-being. It demonstrates Unilever's commitment to ethical responsibility by addressing societal issues like body image and self-esteem, particularly among the youth.

Sustainable Sourcing & Environmental Impact: [\[1\]](#); [\[2\]](#)

- **Campaign Overview:** Continental, another Unilever brand, has been working to promote sustainable farming practices in Australia and New Zealand. The initiative involves helping farmers develop and implement sustainable farming practices, certified against Unilever's Sustainable Agriculture Code.
- **Impact:** As a result, 88% of the ingredients used in Unilever's Australian Continental factory come from sustainable sources, including 100% of wheat, tomatoes, and pumpkins. ([source](#))
- **CSR Alignment:** This aligns with USLP's commitment to halving the environmental footprint of Unilever's products and sourcing agricultural raw

materials sustainably. It exemplifies the integration of ethical and environmental responsibilities into the company's core business operations.

- [Microsoft](#): Microsoft has made significant investments in CSR, including efforts to bridge the digital divide and reduce its carbon footprint
- [Vinamilk](#): Vinamilk, a leading dairy and beverage producer in Vietnam, is notable for its commitment to sustainable practices and Corporate Social Responsibility (CSR). In 2013, Vinamilk announced [Vinamilk's Corporate Social Responsibility Policy](#).
 - + The company ensures product quality by focusing on safe and nutritious offerings, maintaining stringent control over raw materials, manufacturing processes, and packaging. A key initiative in their sustainability efforts is the [Vinamilk Green Farm](#), which emphasizes regenerative agriculture, circular economy, animal welfare, and renewable energy. This farm is notable for achieving the global Clean Label certification for fresh milk.
 - + Environmentally, Vinamilk adopts practices that align with international environmental management standards, investing in modern equipment to minimize ecological impact. In 2022, the company led in greenhouse gas inventory in compliance with [ISO 14064](#), implemented circular economy initiatives, and heavily utilized green energy, notably installing solar power systems across all its farms. These efforts highlight Vinamilk's commitment to sustainable resource use, biodiversity conservation, and carbon offset through tree planting.
 - + Vinamilk's community engagement includes charitable and educational initiatives, particularly the "[Vietnam's Rising Milk Fund](#)," which has donated millions of milk servings to underprivileged children across Vietnam, including 1.9 million servings to 21,000 children in 2022 alone. Additionally, Vinamilk conducts health and environmental awareness programs for the elderly and students.
- [VNM 40 years of Rising Vietnam campaign](#):
 - Campaign Overview: "Vinamilk 40 Years - Rising Vietnam" is a significant campaign by Vinamilk, marking its 40th anniversary. Initially launched in 2008, the campaign has evolved to represent not only Vinamilk's commitment to enhancing children's physical health through CSR activities but also its growth alongside Vietnam's national development.
 - Key Strategies:

The campaign embraced the "Reaching High Vietnam" message, showcasing Vinamilk's journey and alignment with national progress.

Diverse media strategies included a TV commercial (TVC), press articles, and the "Reaching High Vietnam" music video, highlighting Vinamilk's journey and contributions to Vietnam.

Key figures such as CEO Mai Kieu Lien were featured, portraying Vinamilk's historic decisions and its international presence.

- Impact:

The campaign's flagship TVC, launched on July 31, effectively conveyed national pride and the spirit of the Vietnamese people, receiving widespread acclaim.

Extensive media coverage across top channels like YouTube and VTV, along with social media engagement through influencers and fan pages, significantly boosted the campaign's reach.

The "Vietnam Rising Milk Fund" under this campaign successfully delivered milk to 40,000 underprivileged children across 40 provinces.

Recognition as a leading sustainable growth company on the stock market for five consecutive years (2011-2015) by NCDT magazine and Thien Viet Securities.

Vinamilk's market capitalization reached over 9 trillion USD, making it the largest on the Vietnam stock market as of August 2016.

- CSR Alignment: Vinamilk's CSR initiatives under this campaign were closely aligned with its corporate ethos and national objectives. The campaign included the "Vietnam Rising Milk Fund" which aimed to improve children's health by distributing milk to 40,000 underprivileged children across 40 provinces. The campaign's CSR activities were not just philanthropic but also focused on sustainable development, reflecting Vinamilk's commitment to social responsibility and its role in national development. These efforts highlighted the company's long-term vision of contributing positively to society and the well-being of future generations in Vietnam.

Tips and Tricks:

Sources on where to find such information:

1. Academic journals:

- Search journals like [Journal of Business Ethics](#), [Business & Society](#), and [Business Ethics Quarterly](#) for case studies examining specific companies. Look for terms like "CSR," "sustainability," "competitive advantage," etc.
- 2. CSR publications and websites:
 - [Forbes CSR blog](#) regularly profiles companies with strong CSR commitments.
 - [GreenBiz](#) highlights companies implementing sustainability and green business practices.
- 3. Company sustainability reports:
 - Review sustainability/CSR reports published annually by companies on their own websites for initiatives and impact.

IV. Conclusion

In around **200 words**, **briefly summarize your answer** to the assignment questions: What is SCR, and how does it benefit companies:

Example:

The present definition of corporate social responsibility (CSR) as assertiveness toward CSR goals and proactive involvement in supporting sustainable practices and stakeholder communications is how this article interprets the term. Businesses willingly participate in transparent discussions to reveal the implications of their actions and establish standards for regular impact assessments. The benefits of implementing CSR include [Benefit A] and [Benefit B] via active participation in CSR initiatives and comprehension of in-depth information.

NOTES: The conclusion should summarize all your main points but still be kept simple, and clear on the impacts of SCR concepts in both theory and through real company examples

E/ Tips & Tricks

- Choose a recent, well-documented CSR-applying company related to the course concepts so you have enough information to analyze. Some suggestions could be Nike, Nestlé, Unilever, Patagonia, IKEA,...
- Provide specific evidence through examples when discussing how the CSR initiatives applied concepts.
- Support ideas with relevant statistics, data, examples, and facts. Cite sources appropriately.
- Use transition words and vary sentence structure for a smooth flow between ideas.

- Proofread carefully to check for errors, concise language, and adherence to word count and time limit