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**EXPLORING CORPORATE SOCIAL RESPONSIBILITY: THE ROLES OF ORGANIZATIONAL IDENTITY
AND SOCIAL CREATIVITY**

A Dissertation Presented

by

PAMALA J. DILLON

**Submitted to the Graduate School of the
University of Massachusetts Amherst in partial fulfillment
of the requirements for the degree of**

DOCTOR OF PHILOSOPHY

September 2016

Management

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DEDICATION

To my husband, the best Vegas jackpot ever!

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First and foremost, I would like to acknowledge the support and “leading from behind” of my advisor and committee chair, Chuck. His guidance throughout this journey of becoming a scholar has been instrumental to my success. He allowed me to pursue my own path while giving me the tools to explore different theoretical perspectives and approach knowledge creation from an other-than-positivist perspective. I will be forever grateful for his role in getting to this point, as well as thankful that he will continue to be a part of my scholarly journey.

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ABSTRACT

EXPLORING CORPORATE SOCIAL RESPONSIBILITY: THE ROLES OF ORGANIZATIONAL IDENTITY
AND SOCIAL CREATIVITY

SEPTEMBER 2016

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Corporate Social Responsibility (CSR) has become entrenched in organization studies, but with much confusion as to what it actually means. There are many different definitions of the term in the literature, representing multiple perspectives of the phenomenon being studied, be it ethical, instrumental, institutional, or process-oriented. The commonality tying the CSR literature together is the focus on the role of organizations in society, whether that role is understood from an ethical standpoint or an economic one, at the institutional or individual level, or from a psychological or process perspective. In this qualitative inductive study, I explore how organizational identity and the underlying social psychological processes influence organizational member understanding of social responsibility. I conduct a comparative case analysis, developing four case studies of organizational CSR processes and practices, examining the various ways in which CSR is understood. The four cases represent four different coffee roasting organizations within the specialty coffee industry.

Exploring patterns arising among the cases, I find similarities and differences in the relationships between organizational identity and CSR, pointing to the importance of underlying

social identity processes in organizational member understanding of social responsibility. I develop propositions regarding how organizational identity and social identity processes influence member understanding of CSR, specifically using social creativity. I offer a model of organizational identity dynamics explicating the relationship between organizational identity and the maintenance of positive distinctiveness, introducing the concept of organizational identity centrality as a mechanism motivating different social creativity strategies influencing member understanding of social responsibility. I discuss the implications of the model for further theory development and testing in both the CSR and organizational identity literatures.

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CHAPTER 1

CORPORATE SOCIAL RESPONSIBILITY

1.1 Introduction

When the phrase Corporate Social Responsibility (CSR) is used, many different thoughts come to mind, ranging from a narrowly prescribed neoclassical view of organizations as generating profits for shareholders to a wide ranging vision of organizations as social change agents, encompassing a moral responsibility to contribute positively to society. Some people see CSR as instrumental in nature, contributing to the organization's bottom line, while others view CSR from a normative perspective, focusing on the ethical perspectives and the "right" actions to take in light of the role of organizations in society. It is the range of positions along this continuum which is interesting – what motivates people and organizations to approach social responsibility from a variety of ways, how do these stances impact or reflect the variety of CSR practices which are used, and, ultimately, what do these practices mean for organizational success and the good of society?

Modern CSR scholarship can be traced to Howard Bowen's work, *Social Responsibilities of Businessman*, published in 1953 (Carroll, 1999). As a welfare economist, Bowen was concerned with the regulation of business for the good of society (Acquier, Gond, & Pasquero, 2011). His initial conception of social responsibilities entailed "the obligations of businessmen to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953, p.6). Since that time, the ideas and concerns he pointed to have provided the impetus for scholars to develop the field of CSR, albeit haphazardly.

Over the past sixty years there has been a lack of consensus regarding CSR as a concept, but it has taken hold in the management literature (De Bakker, 2005; Gond & Crane, 2008). The field of CSR is characterized by a lack of agreement as to a distinct definition to which all scholars adhere. Numerous definitions of CSR have been used, which can most likely be linked to the different avenues scholars take as an entry into the CSR arena (Carroll, 1999; Dahlsrud, 2008; Garriga & Mele, 2004; Waddock, 2008). As CSR is a systemic issue, crossing many different perspectives, any specific definition will be circumscribed by the theoretical stance used to elucidate the concept, as well as the level of analysis engaged. However, the underlying theme that ties various streams together is the notion of responsibility and the role of organizations in society as a whole.

1.2 CSR Background

1.2.1 Instrumental CSR Theories

Orlitzky, Siegel, and Waldman (2011) provide an excellent overview of what they have termed the economic theoretical foundations of strategic CSR, highlighting the theory of the firm perspective, transaction cost economics, and the resource-based view of the firm. Each of these perspectives is grounded in economic theory and focuses on the implications for the firm and creating the business case for incorporating socially responsible considerations. Exploring the supply and demand aspects of CSR and CSR related products, McWilliams and Siegel (2001) develop a theory of the firm perspective and posit that managers could find a specific level that provides the best return on their investment in CSR efforts. For example, the higher the demand for specific socially responsible actions, such as environmentally friendly packaging, the better the potential return on investment in this effort.

From a resource-based perspective, CSR efforts can provide intangible benefits both internally and externally, especially in developing competitive advantages (Branco & Rodrigues, 2006). Both of these highlight the instrumental aspects of CSR within these theories by focusing on how CSR efforts can benefit the organization by being profitable and providing specific advantages within the field. There is another aspect to instrumental CSR which entails turning attention away from a manager's expectation to only serve the shareholders, and enveloping a wide range of actors in CSR engagement.

Stakeholder theory keeps the focus of CSR inquiry on firm performance, but incorporates a broader range of inputs for managers to consider, including stakeholders, both internal and external to the organization (Davis, Schoorman, & Donaldson, 1997; Donaldson & Preston, 1995). Stakeholders include not only external stakeholders, such as communities and interest groups, but also internal stakeholders such as employees. The stakeholder culture within a firm, which relates to how stakeholder relationships are managed, can range from individually self-interested to other-regarding (Jones, Felps, & Bigley, 2007). This delineation is reflective of the range of moral concerns that might be taking place in any organization. While some firms use stakeholder relationships for purely self-interested ends, such as enhancing profits, others can reflect a more altruistic and other-regarding orientation, incorporating stakeholder interests in their CSR efforts as a way to positively contribute to stakeholder concerns.

1.2.2 Normative CSR Theories

Ethical theories provide important insights into CSR, providing normative standards of expected corporate actions. Swanson (1995) highlights two specific ethical approaches, rights-based and justice-based, to explain the duty-bound perspective of corporate action within

society. She highlights the differences in that ethical considerations based on rights are structured around moral concern for others within motivations and those based on justice are focused on the fairness of the distribution of benefits and harms (Swanson, 1995). Combining these two ethical perspectives provides the basis for the duty-bound ethical motivations and implications of CSR.

Stakeholder theory can also entail ethical considerations as the normative expectations of stakeholders are taken into account. Donaldson and Preston (1995) outline the descriptive, instrumental and normative uses associated with stakeholder theory. While their conceptualization of these three is as a nested system with the normative aspect at the center and based on the intrinsic value of stakeholder interests, the justification for a normative component of stakeholder theory rests on the “contemporary pluralistic theory of property rights” (Donaldson & Preston, 1995, p.85). The reliance on property rights as a basis for stakeholder interests couches the normative aspect of the theory in an ethical sense of right and wrong based on ownership, not out of a sense of what right and wrong based on values or social norms.

Some studies have explored the link between the ethics and values of individual managers on CSR practices, finding evidence of a link between the two. CEOs that have a stewardship orientation versus an agency orientation, are more likely to give ethics and social responsibility more importance in their decision making process (Godos-Díez, Fernández-Gago, & Martínez-Campillo, 2010; Hemingway & Maclagan, 2004). Hemingway and Maclagan (2004) create a framework that looks at the individual motive (altruistic/strategic) and locus of responsibility (individual/corporate) to analyze CSR along the lines of managers’ personal values. The typical themes used to create the ethical framework to understand CSR include viewing

responsibility as either being self- or other- focused and individual motivation as grounded in either agency or stewardship perspectives.

Some would critique ethical CSR theory on the basis that there is not a single business ethic to follow and as such needs to be adopted on a case by case basis (Windsor, 2006).

Another critique is that a focus on ethics leads to looking at questions of right and wrong by creating codes of conduct that constrain behavior based on obligation, instead of a sense of purpose, character development and collective responsibilities (Arjoon, 2000). Numerous authors have highlighted the tensions between economic (instrumental) and ethical (normative) views of CSR and sought ways to reconcile the differences, with little success so far (Driver, 2006; Gond & Crane, 2008; Swanson, 1995; Windsor, 2001).

1.2.3 Institutional Perspectives on CSR

In addition to the instrumental and ethical perspectives on CSR, which focus on individual level drivers of CSR, neo-institutional thought has added much to the discussion on CSR at the organizational and institutional levels. Neo-institutional exploration of CSR has been dominated by research focused on the institutional drivers of CSR. Most of the research and theorizing has focused on the different aspects of isomorphism and how CSR may diffuse throughout an organizational field. Some examples include: looking at isomorphism as a response to uncertainty that is used to explain “negative, constraining mode of the social control view” of public opinion in regards to corporate social responsiveness (Vallentin, 2007, p.82), the isomorphic effects within organizational fields predict the adoption of environmental protection policies within specific industries (Ramus, 2005), and regulative and normative institutional conditions under which firms act in socially responsible ways (Campbell, 2006).

There are two distinct levels of interaction involved when looking at organizations as social actors: institutional and organizational. Aguinis and Glavas (2012) conducted a content analysis of CSR articles published in 17 journals not specializing in CSR and found that 4% included individual-level analysis, 33% focused on institutional level and 57% on organizational level analyses. At the institutional level of analysis, the authors considered articles focused on the three pillars of institutions: normative, cultural-cognitive, and regulative elements. In terms of empirical papers exploring institutional predictors of CSR engagement, the topics ranged from stakeholder influence to mimetic forces, as well as trade related pressures and media pressure (Boal & Peery, 1985; Davidson & Worrell, 1988; Muller & Kolk, 2010; Nikolaeva & Bicho, 2011; G. R. Weaver, Treviño, & Cochran, 1999; Gary R Weaver, Trevino, & Cochran, 1999; Weaver & Trevino, 1999). Empirical papers at the organizational level of analysis focused on firm motives, mission and values, ownership, structure and governance, and other predictors of CSR engagement (Bansal & Roth, 2000; Bansal, 2003; Boal & Peery, 1985; Davis et al., 1997; Maignan, Ferrell, & Hult, 1999; Marcus & Anderson, 2006; Waddock & Graves, 1997).

There is no significant research focused on CSR practices blending the levels of analysis as well as the theoretical perspectives, but in order to understand the embedded nature of organizations within society, it is critical to look at the interactions between individual, organizational, and institutional levels as well as the ethical, instrumental, and institutional forces at play to understand the complexities of CSR (Aguilera, Rupp, Williams, & Ganapathi, 2007; Aguinis & Glavas, 2012). The incoherence of the current state of research related to CSR is further complicated by the different theoretical lenses applied to each level of analysis. Institutional theorists rely on institutional theory (e.g., Bansal & Roth, 2000; Schultz & Wehmeier, 2010), individual level analysis is conducted using normative or economic theories (e.g., Aguinis, 2011; Rupp, Ganapathi, Aguilera, & Williams, 2006; Rupp, Williams, & Aguilera,

2010), while organizational theorists look toward theories such as the resource-based view of the firm (e.g., Amato & Amato, 2008; Branco & Rodrigues, 2006). The commonality which ties the CSR literature together is the focus on the role of organizations in society, whether that role is understood from an ethical standpoint or an economic one, at the institutional or individual level, or from a psychological or process perspective.

1.3 Research Purpose

In reality, CSR practices are influenced by factors represented in each of the theoretical perspectives at each level. In looking at the development of CSR practices, Basu and Palazzo (2008, p.124) define CSR as “the process by which managers within an organization think about and discuss relationships with stakeholders as well as their roles in relation to the common good, along with their behavioral disposition with respect to the fulfillment and achievement of these roles and relationships.” This definition combines the behavioral disposition as well as cognitive elements regarding social expectations as understood by leaders and organizational members, and can be used to focus inquiry into the social psychological underpinnings of CSR. CSR practices reflect the culmination of attitudes, behavior, and cognition occurring in interactions both within and across organizational boundaries reflecting not only relationships with stakeholders, but the organization’s role within society as well. In order to understand CSR from a holistic perspective, this definition brings together individual level (dispositional elements and social role achievement), and organizational level (relations with stakeholders and the organizational role in relation to the common good) elements. This definition also indicates the importance of social psychological processes in CSR, which can illuminate the balancing of normative, instrumental, and institutional drivers.

Little is understood about individual level perceptions of and motivations for engaging in CSR practices. Over the past sixty years, CSR research and theorizing has focused on economic, ethical, and institutional drivers and outcomes of CSR engagement, while the psychology of CSR has largely been ignored (Aguinis & Glavas, 2012; McWilliams & Siegel, 2001; Rupp, Williams, & Aguilera, 2010). As individuals are ultimately responsible for influencing policy and implementing organizational actions, a lack of attention to the microfoundations of CSR contributes to a knowledge gap (Aguinis & Glavas, 2012). Microfoundations refer to the actions and interactions of individuals which form the basis of analyzing the complexities of individuals (Foss, 2010). Using the definition of CSR highlighted above, I develop an understanding of CSR from a social psychological perspective, attending to the perceptions of organizational members and leaders regarding their understanding of the organization's role within the wider society which may be reflected within the organizational identity.

In studying CSR from this perspective, a social psychological lens provides a framework to focus on the microfoundations of CSR practices, or the interactions of individuals which lead to engaging in socially responsible practices as well as give meaning to the term CSR. The social identity perspective attends to the reciprocal influence between an individual and social context when it comes to social processes (Turner & Reynolds, 2001). At the individual level, a person's self-concept entails both a personal identity and a social identity where the personal identity is a unique understanding a person has of the self as an individual and the social identity consists of a reflection of others' expectations, how one should "be" in specific social interactions (Tajfel & Turner, 1985; Turner & Onorato, 1999). The social identity acts as a motivational driver in social situations, including within organizational contexts and inter-organizational relationships, both constraining and enabling behaviors as well as providing a sense of purpose or role in the relationship (Ashforth & Mael, 1989; Markus & Wurf, 1987; Markus, 1977). Using this

framework to investigate CSR as a social process in an organizational context, this research project explores components of social identity related to organizational roles and responsibilities within society, contributing to the microfoundations of CSR.

Organizational identity is acknowledged as being the central, enduring, and distinctive features of an organization (Albert & Whetten, 1985). Organizational identity in organizations reflects the shared cognitions and perceptions of organizational members regarding the identity of the organization and what it means to be a member of the organization, a notion that provides an individual with a social identity linked to being an organizational member (Haslam, Postmes, & Ellemers, 2003; Hogg & Terry, 2001). Just as an individual can have multiple social identities (Markus & Wurf, 1987; Stryker, 1986; Tajfel & Turner, 1985), organizations can possess multiple organizational identities (Albert & Whetten, 1985; Ashforth & Mael, 1989; Corley et al., 2006; Foreman & Whetten, 2002). Multiple organizational identities are formed by organizational members, including those tied to services or products, as well as specific practices, such as an ethical organizational identity (Corley, 2004; Foreman & Whetten, 2002; Pratt & Foreman, 2000; Verbos, Gerard, Forshey, Harding, & Miller, 2007). Acknowledging the multidimensional nature of organizational identity and that different practices can influence organizational members' understanding of specific central and distinctive features of an organization, CSR, both as a social process as defined above, as well as specific practices may create a specific dimension of organizational identity. This specific dimension represents organizational members' understanding of how the organization is socially responsible (what practices do they consider socially responsible) as well as why the organization engages in these specific practices (motivations for responsibility). As organizational leaders discuss and manage relationships with the external environment and stakeholders, as well as implement and explain

specific socially responsible practices, organizational members may be developing an understanding of central and distinctive features related to the organization's role in society.

The overarching purpose of this inductive qualitative research project is to contribute to the CSR literature by developing theory related to CSR (practices and processes) using a framework of organizational identity. Organizational identity provides an orienting lens used to explore the social psychological processes happening in organizational contexts, illuminating the underlying social identity processes revealed by organizational members when it comes to understanding why an organization engages in CSR practices and what those practices mean. The literature review in the following chapter will explain why this specific theoretical lens provides a promising framework to study the research question.

1.4 Orienting Research Question

How does organizational identity influence organizational member understanding of Corporate Social Responsibility?

The overarching research question addressed in this study is to explore the role that organizational identity and related social identity processes play in organizational member understanding of CSR practices and processes. As organizational leaders and members engage in the process of discussing relationships with stakeholders and enacting specific CSR practices, how does this influence organizational members' development of shared cognitions regarding how their organization is socially responsible?

There are multiple sub-questions included in this research project in order to answer the overarching question. Starting with the specific understanding of the phrase Corporate Social Responsibility, we can gain insight into organizational members' views of the institutionalized notions of social responsibility. Within the Specialty Coffee industry, there is a strong focus on

social responsibility and sustainability, which are components of CSR. Inquiring about organizational members' views of CSR and how they see it in action within the institutional field will provide an awareness of organizational member perceptions. This provides an indication of organizational member attitudes toward CSR.

Secondly, how organizational members understand organizational relationships with stakeholders is an important dimension of social responsibility. One of the components of the definition of CSR is how organizational members talk about relationships with stakeholders. In order to develop an understanding of organizational perceptions of CSR, how members talk about stakeholders is explored.

The second component of the definition of CSR refers to the actual practices which reflect the behavioral aspect of the construct. The third sub-question relates to this facet of the definition: how do organizational members talk about the practices they see as socially responsible? What are the actual practices they identify as being socially responsible and how do they describe and define them? Covering both the cognitive and behavioral aspects, a picture can be formed of exactly how organizational members understand how their organization is socially responsible.

1.5 Rationale for Qualitative Methods

Exploring the qualities and characteristics of organizational identities and the social processes surrounding CSR are exemplary subjects for utilizing qualitative methodology. Qualitative methodology is concerned with studying a phenomena in a natural setting, understanding the meaning participants give to various aspects of their social interactions, and approaching the people and context from a holistic perspective (Golden-Biddle & Locke, 2007; Taylor & Bogdan, 1998). Qualitative research is uniquely positioned to understand the how and

why of social interactions and social understanding. Instead of separating variables of interest from the context of the situation, the phenomenon is studied in context. In this study, organizational identity offers a context within which to study CSR processes and practices from a social psychological perspective. Social identities represent the intersection of social expectations and organizational functioning, and can be understood by exploring what is happening in certain interactions. In order to understand the how CSR is influenced by organizational identity descriptive data is developed which attends to participant understanding of CSR practices and processes within the context of their organization.

Finally, a comparative case study design is implemented. The design entails developing multiple case studies of organizational CSR practices and processes, examining the various characteristics and qualities of CSR which may be embedded in an organizational identity. Using a pattern matching technique and cross-case synthesis, patterns which arise among the CSR processes and practices and resulting organizational identities are explored (Campbell, 2006; Yin, 2014). There has been a fair amount of research and theory development centered on organizational identity using a social identity perspective, providing strong theoretical support for focusing on organizational identity in order to develop knowledge related to social responsibility (Albert, Ashforth, & Dutton, 2000; Ashforth & Mael, 1996; Brickson & Brewer, 2001; Corley et al., 2006; Whetten, 2006). Multiple perspectives from participants highlight the varied realities which are experienced and provide support for theory building (Cresswell, 2013; Eisenhardt & Graebner, 2007; Phillips & Burbules, 2000).

1.5.1 Dissertation Outline

This dissertation includes six chapters and appendices. The first chapter provides a brief introduction to CSR, the rationale for the study, and the rationale for using qualitative

methodology. The second chapter provides a review of the literature in which the study is grounded. The third chapter provides a detailed overview of the research methodology employed, including how the cases were selected, the various forms of data collection, analytic strategies used, how issues pertaining to validity and reliability were addressed, and the role and background of the researcher. The fourth chapter presents the individual case studies, describing each case in detail along with the themes which emerged from each of the cases. The fifth chapter presents the comparative case analysis, identifying similarities and differences in themes and patterns across the cases, along with the strengths and limitations of the study. The sixth chapter entails discussions regarding implications for theory development and future research.

CHAPTER 2

THEORETICAL PERSPECTIVES

There are two distinct theoretical lenses which were employed in conducting this inductive qualitative research project: Organizational Identity and Corporate Social Responsibility. This chapter begins with a review of current theorizing and research related to organizational identity, including different conceptions related to the levels of analysis. Organizational identity orientation is also discussed as this reflects member understanding of organizational relations with specific external stakeholders. An overview of CSR was provided in the previous chapter.

2.1 Organizational Identity

Organizational identity represents the attempt to bring social psychological processes related to social identity to bear on various aspects of organization studies. This perspective brings to light certain motivational drivers for attitudes and behavior at many different levels of analysis. Organizational identity has been conceptualized from two distinct perspectives, social constructionist and social actor (Ravasi & Schultz, 2006; Whetten & Mackey, 2002; Whetten, 2006). The social construction perspective reflects the shared cognitions and perceptions of organizational members regarding the identity of the organization and what it means to be a member of the organization, a notion that provides an individual with a social identity linked to being an organizational member (Haslam et al., 2003; Hogg & Terry, 2001). At the organizational level, organizational identity is linked to the conception of the organization as a social actor – that the organization can be seen as a single actor within a wider environment, and as such, has a specific social identity linked to social interactions (Whetten & Mackey, 2002; Whetten, 2006).

At the individual level, identity is a major driver of behavior grounded in self-regulation. An individual's self-concept is comprised of numerous identities or distinct ways a person defines who they are as a person and this in turn, impacts their behavior (Markus, 1977). For example, how an individual views and defines herself as a "daughter" may be very different than how she views herself as a "manager" and these different identities can have very diverse attributes which influence cognition, affect, and behavior (Reid & Deaux, 1996). The self-concept impacts the functioning of self-regulation as the goals related to a specific identity will influence the perceived discrepancy between the ideal and real self within the situation (Carver & Scheier, 1998; Markus & Wurf, 1987). The critical point is that identity drives behavior at an individual level.

At the organizational level, organizational identity reflects the attempts of organizations to respond to their environment (Dutton & Dukerich, 1991; Gioia, Price, Hamilton, & Thomas, 2010; Ravasi & Schultz, 2006). Through various identity claims, organizations develop both a sense of belonging to a specific institutional field but also create a sense of distinctiveness in order to differentiate themselves among their peers (Glynn, 2008; King & Whetten, 2008; King, 2008). The differences between these two different conceptions of organizational identity are detailed below.

2.1.1 Organizations as Social Actors

Modern organizations, by virtue of their structure and function, are social in nature and as such, have specific properties associated with social intercourse. One such property centers around creating and maintaining identities as a social actor, developing a sense of belongingness and distinctiveness within the wider organizational field (Corley et al., 2006; King & Whetten, 2008; Whetten, 2006). The reality is that organizations are acknowledged as collective social

actors possessing certain rights and responsibilities reflecting the expectations of the wider social environment in which they are embedded (Granovetter, 1985; Marcus, Kurucz, & Colbert, 2010; Whetten & Mackey, 2002). Organizational identities provide a sense of legitimacy as they consist of institutional claims which reflect membership in social categories (King & Whetten, 2008; King, 2008), but also provide a sense of distinctiveness (Glynn & Abzug, 2002; Navis & Glynn, 2011).

Institutional fields consist of diverse organizations and institutions (i.e., non-governmental organizations, governments, professional associations) which work together to constrain and enable behavior within an institutionally constructed framework of common meaning (Haveman & Rao, 1997; Powell, 1991; Scott, 2008). The members of an institutional field develop a common understanding of what it means to be a member of the field, participating in shared coercive, mimetic, and normative systems (Meyer & Scott, 1992; Scott, 2008). Organizations seeking legitimacy within the field are influenced by isomorphic processes, mimicking others within the field, following norms within the field, and submitting to regulatory schemes. Organizational identities are formed, in part, by reflecting the expectations of the constitutive elements within the field.

Organizational identities provide a framework to understand social processes occurring between actors in the organizational field and the organization, exploring complex identities created in response to legitimating forces, but fulfilling the need for distinctiveness. Through the lens of institutionalism, organizational identities have been found to support legitimacy within the field (Glynn & Abzug, 2002; Navis & Glynn, 2011) and influence organizational change (Rao, Davis, & Ward, 2000). Organizational identities also provide a sense of distinctiveness within the field. Specifically, identities linked to entrepreneurialism have been found to create a level of

distinctiveness which supports investor positive judgments regarding the viability of new ventures (Navis & Glynn, 2011).

One such social process which organizations must engage in is related to the increasing importance of corporate social responsibility. CSR represents a specific social process reflecting the relational aspects of organizational practices (Aguinis & Glavas, 2012; Basu & Palazzo, 2008). Organizational identity provides insight into the social role organizations define for themselves and can lead to a deeper understanding of CSR practices based on how specific characteristics become central and distinctive aspects of the organization. In addition, while organizational identity has been studied with respect to instrumental motives within the institutional field, a focus on normative motives has been lacking. Normative systems exist within the organization field and are indicators of the social obligations expected of the organization seeking legitimacy within the field (DiMaggio & Powell, 1983; Powell, 1991; Scott, 2008). Understanding and comparing how organizational identities might reflect normative expectations can illuminate the variety of CSR practices occurring in a specific institutional field.

Organizational identity at this level offers a way to analyze the multilevel reciprocal relationship between normative institutional and organizational factors impacting specific CSR engagement and can provide insight into the varieties of CSR practice. Organizational identity can be seen in the patterns of an organization's commitments and actions, called identity claims signifying an organization's self-definition in relation to the wider social system (Corley et al., 2006; Whetten, 2006). Exploring narratives organizations create in describing CSR practices can contribute to understanding the cognitive schema surrounding the qualities and characteristics, teasing out the institutional forces and organizational motives. A comparative analysis of organizational CSR processes and practices among similar actors within an institutional field will highlight the different labels organizations choose to indicate normative legitimacy, while

creating narratives around those labels to gain a level of distinctiveness (Corley & Gioia, 2004). These aspects of organizational narratives can be explored through both interviewing organizational leaders and members as well as analyzing written narratives describing their CSR practices.

2.1.2 Shared Cognitions of Organization Members

Organizational identity at the individual level represents the shared cognitions of organizational members as to what it means to be a member of an organization (Albert et al., 2000; Whetten, 2006). Social identity theory entails psychological theories grounded in both identity (self-concept) and social categorization (Tajfel & Turner, 1985). The self-concept is an amalgam of all the thoughts and feelings a person holds regarding their identities, both at the relational level and individual level (Mead, 1934; Rosenberg, 1979). These various identities provide a source of knowing oneself, information used for self-regulation, and standards used for evaluating behavior and attitudes (Rosenberg, 1979). The self-concept entails both a personal identity and a social identity where the personal identity is a unique understanding a person has of herself as an individual and the social identity consists of a reflection of others' expectations, how one should "be" in specific social interactions (Tajfel & Turner, 1985; Turner & Onorato, 1999). The many identities contained within the self-concept act as motivational drivers in social situations, including within the organizational context (Ashforth & Mael, 1989).

Self-categorization theory complements and extends social identity theory by incorporating the critical component of the collective self, which reflects membership in specific social groups (Ellemers, De Gilder, & Haslam, 2004; Hogg & Terry, 2000; van Rijswijk, Haslam, & Ellemers, 2006). The underlying hypothesis of social identity is that individuals need to feel both a level of belongingness and distinctiveness (Tajfel & Turner, 1985). A personal identity provides

a sense of uniqueness from other ingroup members while social identity arises through the social categorization of the self and others into distinct groups, allowing for social comparison (Tajfel & Turner, 1985; Turner & Onorato, 1999; Turner & Reynolds, 2001). Social categorization underlies the process of inter-group behavior and provides a framework to understand the contextualized emergence of different levels of categorization – either individual or group as the basis of how individuals approach relational others (Frey & Tropp, 2006).

Just as individuals have multiple social identities, organizational members can possess different identities related to various organizational dimensions, such as the products and services (Balmer, Fukukawa, & Gray, 2007; Foreman & Whetten, 2002). For example, ethical organizational identity consists of the ethical dimensions related to how organizational members answer the question “Who are we, ethically?” (Albert & Whetten, 1985; Ashforth & Mael, 1989; Verbos et al., 2007). Organizational leaders are intimately linked to the ethical organizational identity in terms of constructing the identity and influencing organizational member’s acceptance of this identity (Albert & Whetten, 1985; Ashforth & Mael, 1989; Foreman & Whetten, 2002; Whetten & Mackey, 2002). An organizational identity can be linked to many different organizational practices, one of them being CSR.

Leaders play a major role in developing and maintaining organizational identities. Gioia and Chittipeddi (1991) found, in an ethnographic study of a strategic change initiative, that organizational leaders engage in sense giving in order to influence the strategic change process. Their study suggested two frameworks for understanding the process of strategic change: sense making and sense giving. Sense making reflected the process of making meaning about the intended strategic change while sense giving entailed the process of influencing the sense making of others. Organizational leaders, through action and discourse, provided information and social cues as to the meaning behind the strategic change initiative, influencing the sense

making of organizational members and stakeholders. As organizational identities reflect organizational members' notions of what it means to be a member of the organization, leaders influence the sense making process of relational others by engaging in practices which give sense as to the relational realities and identities. There is support for the sense giving role leaders play within the organization in regards to social responsibility.

Within organizations, organizational members' views regarding CSR have been linked to leadership (Groves & LaRocca, 2011). Groves and LaRocca (2011) explored the link between ethical orientation, leadership style, and effects on follower attitudes and beliefs and found that followers tend to adopt the specific view of CSR held by the leaders within their organization. At an organizational level, the leadership within the management structure is a critical component to CSR efforts and perceptions of those efforts by organizational members. For example, CEO profiles have been found to correlate with both the perceived role of ethics and social responsibility as well as the level of CSR practices in the firm (Godos-Díez et al., 2010). CEOs with a profile more closely matched to a stewardship model versus an agency model placed higher importance on ethics and social responsibility in general and their firms also had higher levels of CSR practices.

All of this provides support for the role leaders play in developing specific characteristics and qualities of CSR practices and processes which can influence organizational identity, as followers tend to adopt views and attitudes regarding social responsibility that are espoused by the leaders of the organization. The narratives leaders develop around specific CSR practices can influence the specific characteristics and qualities which are subsequently incorporated into an organizational identity which reflects the how and why of CSR. An organizational identity is influenced partially from an understanding of motivations for and what being socially responsible means to the organization, stemming from the meaning infused into CSR practice

by leaders (Corley & Gioia, 2004; Gioia & Chittipeddi, 1991). One specific aspect of organizational practices which informs organizational members' understanding of an organization's role in society is how stakeholder relationships are managed and what types of patterns emerge.

2.1.2.1 Organizational Identity Orientation and Stakeholder Relations

Organizations have relationships with many different stakeholders, ranging from employees to suppliers, including shareholders and various interest groups. How those organizations relate to stakeholders reveals their identity orientation which is grounded in motivational states reflecting loci of concern (Brickson, 2005). Individualistic orientation is based on a concern of one's own well-being; relational orientation is associated with concern linked to a specific relationship; and, collectivist orientation centers on the welfare of the greater group. This reflects a range of motivations, from an organization being self-interested to other-regarding (Agle, Mitchell, & Sonnenfeld, 1999; Jones, Felps, & Bigley, 2007).

Brickson (2007) argues that the distinct identity orientations can illuminate motivational drivers for specific stakeholder relationships, as well as have implications for the resulting structure of the relationship. Individualistic organizations, approaching relations from a self-interested point of view, are driven by instrumentality. Relational organizations are motivated by a desire to aid the specific stakeholder. Collectivist organizations are driven by a common purpose and focus on shared efforts. Organizational identity orientation reflects an individual level understanding of how organizations relate to their stakeholders, not an organizational level perspective of the organization as a social actor (Brickson, 2005).

Organizational identity orientation is distinct from organizational culture as it reflects cognitive aspects of organizational members' understanding of the organization as opposed to

the meaning within a social system (Ashforth & Mael, 1996; Brickson, 2005). Organizational members engage in sensemaking regarding stakeholder relations, taking in communication from top management as well as noticing the structure of the relationships, to make sense of how the organization approaches various stakeholders (Gioia & Chittipeddi, 1991; Weick, 1979). This contributes to the shared cognitions of organizational members in terms of developing and maintaining an organizational identity related to being socially responsible (Scott & Lane, 2000).

CHAPTER 3

METHODOLOGY

3.1 Study Design and Methodology

In order to explore the overarching research question of the influence of organizational identity on CSR, I employed a comparative case study design, developing multiple case studies of organizational CSR practices and processes, examining the various characteristics and qualities of CSR which are embedded in an organizational identity. Using a pattern matching technique and cross-case synthesis, I explored the patterns which arise among the CSR processes and practices and the central and distinctive characteristics of the organizational identities to address the overarching research question. I conducted a comparative cross case analysis (Cresswell, 2013; Yin, 2014) exploring the different organizational identities and CSR processes and practices of small coffee roasters within the specialty coffee industry. Empirical research on organizational identity and CSR have benefitted from case study methodology. Sveningsson & Alvesson (2003) conducted an in-depth case study highlighting the process oriented aspects of identity and revealed the advantages of using a multi-level intensive case study in understanding identity. Case studies have been used to highlight exemplary practices in CSR (Black, 2006) as well as failings (Rundlethiele, Paladino, & Apostoljr, 2008); to compare successful outcomes (Stem, Lassoie, Lee, & Deshler, 2003); and compare practices in the wake of disaster (Fernando, 2007).

3.1.1 Case Selection and Sampling Strategy

The goal of this inductive research project was to develop theory by investigating the relationships between organizational identity and social responsibility. In order to focus on the phenomenon of CSR and the role that organizational identity might play, I employed a purposive

sampling strategy, selecting cases which have the potential for providing the most relevant data, but also those which provide a range of perspectives on CSR practices and processes. I selected coffee roasting organizations in the specialty coffee industry as the population to study. What makes specialty coffee “special”? Currently, specialty coffee represents coffee that “has met all the tests of survival encountered in the long journey from the coffee tree to the coffee cup” (Rhinehart, 2009). There are many players involved in this journey, starting with the coffee farmers (producers), then the green bean importers, then roasters, then retailers, and finally consumers. The specialty coffee industry is distinct from commodity coffee, focusing on a higher level quality of bean, supporting smaller coffee farms developing specialty flavor profiles, and eschewing the “technification” of coffee farming espoused by the transnational corporations seeking standardization and consistency of flavors (Bacon, 2008; Goodman, 2008; Talbot, 2004).

The specialty coffee industry offers a context in which social responsibility is a prominent feature and has become highly institutionalized (Bacon, 2008; Giovannucci & Ponte, 2005; Giovannucci & Potts, 2008). The Specialty Coffee Association of America (SCAA) founded in 1982, provides guidance to the industry on a number of issues related to sustainability and responsibility. For example, one report authored by the SCAA Sustainability Council is “A Blueprint to End Hunger in the Coffeelands,” providing information about projects which work to develop solutions to end seasonal hunger in coffee producing communities. The SCAA also sponsors a Low Impact Café Program to provide guidance for cafes on lowering the overall environmental impact of coffee retailers focusing on energy reduction, water conservation, and waste reduction and recycling.

Similar organizations within the same institutional field may develop organizational identities which are characterized by different central and distinctive attributes reflecting CSR practices and process, giving different meaning to what it means to be socially responsible

related to how they view their organization's role in society. Specific cases were selected based on their similarity in terms of type of organization (coffee roasters) in the institutional field (specialty coffee). In order to develop a comparative case study, the cases are grounded in the same industry. The selection of the specialty coffee industry as the population is based on the level of institutionalization of CSR within the industry (Bacon, 2008; Giovannucci & Ponte, 2005; Giovannucci & Potts, 2008). There is an emphasis on social responsibility and sustainability within the industry, as evidenced by the number of certification schemes centered on various aspects of being socially responsible, as well as the importance of sustainability espoused by the SCAA, the industry's professional association responsible for standards and protocols. Specific certification schemes used most often within the specialty coffee industry include Fair Trade and Organic certifications. Other certifications include Rainforest Alliance, Utz Kappch, and Smithsonian Bird Friendly.

While the presence of a variety of certification schemes is evident, the reasons organizational leaders and members provide for engaging in certain schemes is expected to vary, reflecting different values and motivations underlying engaging in the CSR practice. For example, an organizational leader may point to a market demand for Fair Trade certified coffees, while another may point to the impact Fair Trade has on coffee farmers. In selecting cases, I solicited organizations which represented this range of understanding related to social responsibility.

Each case represents one organization, providing a clear boundary for the case. I included four cases in this project. Organizational members are employees of the organization and the leader was identified as either the owner or a partner in each organization. I specifically explored CSR practices of the organization situated within the wider institutional setting of the specialty coffee industry. Selecting a specific industry allows for the identification of normative

institutional forces, exploring the labels which are available for organizations to select regarding CSR emanating from these forces, and comparing the different meanings ascribed to the labels by various organizations. Comprehensive case studies were developed for each of the selected organizations, following a replication approach (Yin, 2014).

3.1.2 Access and Informant Recruitment

Access to specific sites was gained through networking opportunities within the industry as well as direct calls to the organizations. I was able to access two of the organizations through personal and collegial connections. Two other organizations were solicited via direct calls to the owners. The organizations contacted directly were very open to participating in a research project, as they had experiences with such projects in the past. I contacted ten different coffee roasters and ended up recruiting four to participate in the project.

While my research is focused on CSR and organizational identity, in approaching and recruiting informants, I framed my interests in such a way that obfuscated the focus in order to obtain data in a credible fashion. The overarching theme I used was to refer to the role of organizations in society as well as decision making reflecting that role. By referencing the role of the organizations, information pertaining to social responsibility was conveyed without the initial use of the phrase CSR. However, in each interview I asked specifically about personal, professional, and industry definitions of CSR in order to gather data related to the specific term and personal interpretations.

Initial contact was made through an organizational leader, either through personal or collegial contacts or a “cold” call or email to the organization. I explained the intent of my research as being focused on the role of organizations in society and indicated the importance of exploring not just the leader’s experiences, but the role of the organizational members as

potentially rich sources of information and crucial to the success of the overall research project. Each leader allowed and facilitated access to their organizational members. The participation of each potential interviewee was negotiated individually.

3.1.3 Researcher Biography

As a researcher, I bring my personal history and biases into the process. I have a history in the specialty coffee industry as both an owner of a coffee café and a small roasting business. It is through these experiences, along with studies related to my MBA program, which spurred my interest in researching CSR as a doctoral candidate. In order to address my personal biases and preconceptions, I developed reflective memos throughout the research process, starting with an analysis of my understanding of what it means to be socially responsible in the specialty coffee industry. I have been developing a Buddhist insight meditation (or vipassana meditation) practice in order to hone my ability for self-reflection, which was very beneficial throughout this research process. I have experienced many moments of clarification during my meditation sessions, including being able to identify how some of my experiences influenced my understanding of interviews. Vipassana meditation helps to develop techniques to see things as they really are and create space in thought processes for self-exploration. I find that my practice provided a way to identify some of the biases which impacted my interpretations and internalization of my experiences. Insight meditation is grounded in skepticism of relying on one's thoughts as truths and proof of reality, encouraging exploration of those thoughts, sensations, feelings, perceptions, and behaviors to develop deeper understanding of ourselves and our social interactions. I was able to utilize this practice in developing both reflective and analytical memos throughout this project.

I have experience both as a trained barista and coffee roaster. I attended the American Barista and Coffee School in Portland, Oregon, for a week-long barista training program in 2005. I also attended coffee roasting training at Ambex Roasters in 2008. Both of these training experiences, along with my experience within the specialty coffee industry between 2005 and 2011, have provided me with specific cultural and operational knowledge of the industry. This experience provided very beneficial during this research project as it helped me to establish both trust and rapport with various organizational members across the organizations. I was able to speak the language of coffee roasting, as well as ask informed questions regarding the roasting process, which seemed to help in establishing dialogue with the some organizational members.

3.1.4 Data Collection

Each individual case study consists of an entire study, including the collection of data for use in establishing the facts and supporting the theme development for the case. In order to develop comprehensive case studies for each of the selected organizations, data collection entailed multiple sources to support data triangulation, including semi-structured interviews and website materials. In addition to data collection, I developed observational and analytical memos. Using these memos, I explored more fully my own interpretations of what occurred during the various interviews as well as my visits to the organizations.

The replication logic follows from the theoretically driven research questions (Yin, 2014). Each case study used the same measures in collecting data. The areas of interest included organizational member perceptions of CSR practices, including the practices identified as being socially responsible as well as the meanings attributed to those practices; leader and organizational member perceptions of CSR practices available in the wider institutional arena;

and meanings ascribed to those CSR practices. In addition, how organizational leaders and members identify the central and distinctive attributes of their organization in relation to the role of the organization in society is of interest.

A semi-structured interview protocol was developed and approved by the Institutional Review Board to address the specific research questions. The interviews were audio taped and detailed notes were taken when audio recording was not a viable option, which occurred only once. The approved interview protocol is included in the appendices of this document. In approaching potential organizational member informants, I presented my research as being interested in their views of their organization's role in society and in the wider industry. In approaching organizational leaders, I presented my research as focusing on their decision making processes and how the processes influence their organizational members' understanding of their role in society.

Archival data related to social responsibility and sustainability practices, including organizational documents and website materials were collected and documented. Materials included website materials and blogs. In attempting to ascertain an organization's identity related to social responsibility, how they presented their practices as being socially responsible was important data to review and analyze.

3.1.5 Data Analysis

Data analysis was conducted in NVivo 11, a qualitative data management software package which encompasses tools to code and analyze multi-media data, including video, audio, and text. Analysis commenced with an initial transcription of recorded audio, including interviews. A Case Study Overview is provided in the Appendices and provides a summary of the

questions being asked at each level of the study (individual, case, across cases, study) (Yin, 2014).

The initial approach to data analysis centered on moving iteratively back and forth between the data and emerging themes (Miles & Huberman, 1984; Strauss & Corbin, 1990). I followed a structured method of conducting qualitative data analysis which provides guidance for developing 2nd Order Themes from underlying 1st Order concepts (Corley & Gioia, 2004; Gioia, Corley, & Hamilton, 2012; Gioia et al., 2010). In terms of using this method to develop comparative cases, it provides a systematic way to identify the themes that emerge within each case. I found this method of coding the raw data and developing concepts supported a well-thought-out and coordinated way of identifying the themes within each case. It also provides a format to display the data structure developed to support the identification of themes.

3.1.5.1 1st Order Concepts

The first round of coding followed an open coding process. During this round, I looked at the data and asked the question, "What are they talking about?" Without reference to my research questions, I went through each of the interviews and archival data identifying specific ideas or concepts that were being discussed or were the topic of the website materials. After completing the first round of open coding, I identified a total of 252 codes. The second step of the process entailed reviewing the data associated with each of the codes, looking for specific codes that could be combined into a new node, merged together, nested together, or deleted.

For example, after the first round, I had three different codes which all related to the organization's business model (Business plan, Business model, Business opportunity). I condensed these three codes into one: Business model. After reviewing data coded as Coffee Love and Passion, I merged Coffee Love into Passion as the data all reflected a passion or love of

coffee. Some examples of deleted codes include USDA, Fairness and Emissions. While each of these could have been a developing theme, there was only one instance where an interviewee spoke of each of these ideas. Also, the data coded at these specific nodes were coded at other nodes which were more representative of the information contained in the specific section of the interview. For example, USDA referred to organic certification, fairness was spoken about in relation to Fair Trade and emissions related to environmental impacts. At the end of that part of the process, 198 distinct codes remained.

From this, I referred back to my research question to explore which of these codes would be germane to this specific project. During this process, I also combined codes further into 1st Order Concepts based on their differences and similarities. These concepts received labels which provide a description of the data included in the category, trying to use the interviewees own language to convey the content. The specific 1st Order Concepts can be seen in the individual case study them development data structures presented below.

3.1.5.2 2nd Order Themes

Once the 1st Order Concepts were identified, I went back to review the specific theoretical frameworks used in developing my research question and sub-questions, engaging in a deep review of the literature. I attended to these specific ideas when identifying the themes which emerged from the data. In exploring themes related to CSR, I identified 1st Order Concepts which related to stakeholder relationships and socially responsible practices. For example, in Case B, 1st Order Concepts such as Paid fairly, Feels like family, and Stability of employees all provide the grounding for a 2nd Order Theme of Caring for Employees and Co-Workers. In Case C, 1st Order Concepts such as Consistency of service, Solving problems for customers, and Reacting to customer needs all contribute to the theme of Meeting Customer

Needs. These 2nd Order Themes reveal how organizational members understand their organization's relationships with stakeholders, either employees or customers.

Social responsibility entails not only organizational member understanding of organizational relationships with stakeholders, but also their understanding of practices which they see as being responsible. In order to ascertain themes arising from this dimension of CSR, I looked for data indicating exactly how the organizational members saw their organization as being socially responsible. For example, in Case A, concepts such as Relationships with farmers, Paying farmers, Knowing what's happening at origin, all support the 2nd Order Theme of Direct Trade with Farmers. In Case B, Being reputable members of the community, Not harming the environment, Appropriately handling waste, all support the 2nd Order Theme of Good Neighbors.

Finally, as this research project also focused on the organizational identity as understood and expressed by organizational members, I explored the data to identify 1st Order Concepts which related to how organizational members saw their organization. For example, in Case D, Tarrazu members spoke about Making a difference, Having an impact, and Social justice organization when talking about their organization. These all support the theme of the organization as Activist. In Case A, Malabar members spoke about the organization as a Small roaster, Roasting really good coffee, and Third Wave – Profile Roasting, supporting a theme centered around Quality Coffee Roaster.

3.1.5.3 Comparative Case Analysis

I utilized a comparative case analysis technique, treating each case as a separate study (Yin, 2014). The findings were aggregated across the series of studies. Once the individual case studies were completed, I conducted a comparative case analysis to explore possible patterns

arising among the various themes identified in the individual cases which were germane to my research questions.

The initial research question centered on how organizational identity influences organizational member understanding of Corporate Social Responsibility. In order to explore the intersection of identity and responsibility, I examined how the themes related to CSR (including relationships with stakeholders and understanding of social responsibility) and the themes related to organizational identity might be connected in each case. Then, comparing the connections within each case to those happening in other cases, I developed insights into the patterns which emerged from comparing these relationships across cases.

This also was an iterative process, and I moved back and forth between the data and the literature. Specifically, I explored the social identity literature linked to intergroup social comparison and moved back into the data to explore different 1st Order Codes using this theoretical framework. In developing the individual cases I noticed a strong sense of social comparisons being made and I was interested in identifying possible mechanisms which could explain the patterns I was seeing. This analytical process is described in more detail in Chapter 5: Comparative Case Analysis.

3.1.6 Procedures to Address Trustworthiness and Credibility

Tactics for ensuring construct validity included triangulation of data and a clear chain of evidence. Data collection included multiple sources, including semi-structured interviews, observation, and organizational documents. Collecting data from multiple sources provides evidence to triangulate the analysis of specific constructs relevant to the research questions. The data collection and management was conducted with a level of transparency to ensure a clear chain of evidence can be provided. Using a qualitative research software package (NVivo

11), I organized the data in a way that creates a case based database. The database includes data from each specific case.

The use of comparative case analysis allows for tactics to address internal validity including pattern matching and explanation building, both important for establishing internal validity (Stake, 2006; Yin, 2014). Cases were chosen based on purposive sampling in order to obtain cases representing a variety of CSR processes and practices, as well as a range of central and distinctive CSR characteristics. In the analysis phase of the project, I undertook a pattern matching technique, comparing and contrasting themes which arose around the central research question and sub questions.

External validity refers to generalizability, or how does the study purport to be relevant outside of the population being studied. In case study research, analytic generalization is the goal as opposed to statistical generalization (Yin, 2014). In developing an understanding of the potential range of CSR practices and processes which can be represented in organizational identities this construct will potentially assist in analyzing organizations and CSR practices within other institutional fields. Reliability will be assured by demonstrating that the study can be repeated, using the same operations, and creating the same results (Yin, 2014). I intend to be as clear as possible about the steps taken in designing and conducting the research project in order to address reliability.

CHAPTER 4

INDIVIDUAL CASE STUDIES

In this chapter, I present four separate case studies developed based on research conducted in the field. Each case study details the specific ways in which CSR practices and processes are found within both the organizational identity claims of the organization and the specific understanding organizational members have developed of CSR and how their organization is socially responsible. The names of the organizations and organizational members have been changed. Each case starts with an overview of the organizational identity claims related to social responsibility – these are ideas presented in external communications via organizational website materials and blog postings. The case then proceeds to present how organizational members see their organization in regards to a few different dimension, including what makes their organization unique, what the values are that can be found within the organization, and what being socially responsible means.

In order to develop an understanding of organizational identity claims related to CSR, I analyzed website materials, including blog posting specifically as they related to mentions of CSR practices and relations with stakeholders (consumers, suppliers, farmers, communities). Starting from the assumption that CSR is “the process by which managers within an organization think about and discuss relationships with stakeholders as well as their roles in relation to the common good, along with their behavioral disposition with respect to the fulfillment and achievement of these roles and relationships” (Basu & Palazzo, 2008, p.124), the analysis focuses on the specific practices representing behavioral aspects of CSR, as well as how the organization positions itself in relation to their stakeholders, representing the relational aspects of CSR.

A second assumption, grounded in the institutional understanding of social responsibility, any mention of specific certification schemes were also noted as being part of an organization's identity claim with respect to CSR. Specifically, narratives related to Fair Trade, Organic, Rainforest Alliance, or other recognized institutional CSR practices, were included in the analysis.

Organizational members and leaders participated in a semi-structured interview process which focused on ideas and understanding surrounding CSR. The actual interview focused on the role of the interviewee within the organization, their experiences within the specialty coffee industry, their thoughts about the values held by the organization, as well as how those values impacted organizational actions and operations. Toward the end of the interview, specific questions related to their understanding of the phrase "Corporate Social Responsibility" were posed, including how they would define CSR for themselves as well as whether or not they saw their organization as being socially responsible. By framing the interviews in such a way that CSR was not specifically mentioned until the last few questions of the interview, I was able to ascertain how prevalent or central the notions of CSR were within the organization. Copies of the Interview Protocols for both the Organizational Leader and Organizational Members can be found in the Appendices.

4.1 Case Context – Sustainability in the Coffee Industry

Coffee is a very volatile industry, bending to the whims of the commodities market, and, like any agricultural product, affected greatly by the weather and the environment. These issues make it difficult to establish a sustainable industry that provides adequate resources for the coffee farmers. There are fluctuations in price that fall outside of their control, weather or natural disasters can affect production and potential diseases can devastate crops in any given

year. In order to help add value to their products, some farms turn to certification programs that purport to help build a more sustainable industry.

Broadly defined, sustainability is “economic development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs” (Brundtland, 1987). Sustainability encompasses three broad areas, including social, environmental, and economic issues. “The concept of sustainability in agriculture usually refers to aspects variously referred to as economic viability for farmers, environmental conservation and social responsibility” (Giovannucci & Ponte, 2005, p.286). Coffee is one of the first internationally traded products to become a focus of sustainable certification programs.

Numerous certification schemes have arisen in the coffee industry, including Fair Trade, Organic, Utz, Bird Friendly and Rainforest Alliance. Each certification program focuses on one or more of the three distinct areas of sustainability and uses specific criteria to assess the performance and provide certification.

4.1.1 Fair Trade and Organic

One of the main financial issues within the production of coffee is the overall price a farmer can expect to receive for the green coffee beans. Green coffee is traded as a commodity with the price being set on the New York Stock Exchange (for Arabica) and the London Stock Exchange (for Robusta). The market fluctuates continuously, causing boom and bust years for coffee growers. Over the past year, the commodities price for Arabica has fluctuated between \$1.58 and \$1.46 per pound. Many coffee growers are price takers, stuck with the commodity price of the coffee. The certification schemes provide a way for farmers to differentiate their crops and have some control over the price. Two of the major certification processes used in the coffee industry include Fair Trade and organic.

According to the Fairtrade Labelling Organization (FLO), Fair Trade is “an alternative approach to conventional trade and is based on a partnership between producers and consumers” (FLO, 2010). The overarching goal of Fair Trade is to equalize the trading relationship by guaranteeing a minimum price for a product. The minimum price is one that covers the costs of sustainable production. In addition to the minimum, products receive a Fair Trade premium which is to be used for community investment. It is this premium that aims to help social, economic and environmental conditions on top of ensuring a living wage.

The Fair Trade scheme consists of numerous levels of organizations and includes FLO, which is a multi-stakeholder body that is responsible for setting the standards for Fair Trade. FLO-CERT is an independent certification company owned by FLO which provides certification services. The Fair Trade Labelling Initiatives are made up of national organizations that market Fair Trade in their country. There are currently 19 organizations covering 23 countries in Europe, North America, Japan, Australia and New Zealand. Fair Trade Producer Networks are associations that Fair Trade certified producer groups may join. It is a fairly complicated and expensive process to become Fair Trade certified.

Organic products are produced with methods intended to preserve and improve the soil, without the use of synthetic chemicals. However, the certification process varies from country to country and must meet specific legal standards within each country. The producers and processors must be certified by the certification bodies recognized within the country. This adds a level of bureaucracy and cost associated with trying to meet the various standards and obtain multiple certifications. In terms of economic profitability, it seems that certification provides a higher net income over conventional farms (Giovannucci & Potts, 2008).

4.1.2 Third Wave

In the cases presented below, some individuals refer to the “Third Wave” or mention “Waves” of coffee. The waves represent three distinct movements within the coffee industry, starting with the First Wave or the point in history when coffee became more accessible and consumption grew greatly. You can think about brands such as Maxwell House and Folgers, as well as the invention of the Mr. Coffee automatic drip home coffee maker. Not only was instant coffee made more accessible, home brewing using percolators and then drip coffee makers, became commonplace. The Second Wave represents the advent of Specialty Coffee heralded by Starbucks. This was a response to the generally poor quality of coffee available for home consumption. Now coffee shops became the place to have more of a coffee experience, prepared by trained baristas and including a wide range of coffee based drinks – including lattes, Americanos, and espresso.

Currently, the Specialty Coffee industry is experiencing a Third Wave – a focus on the bean. This includes knowing where the bean originated, where it was grown, how it was processed, as well as a focus on the roasting. Third Wave coffee roasters highlight the importance of roasting to the bean and highlighting the flavor profile that represent the origin of the bean. For example, some beans have delicate notes of citrus while others have earthier notes and can taste “dirty.” However, if these beans are roasted improperly (typically over roasted) these nuanced flavors are lost. The basic chemistry of roasting coffee entails the use of heat to caramelize the sugars in the bean, contributing to the final flavor profile. Third Wave coffee roasters and connoisseurs pay close attention to how the different flavors are developed. Specific Third Wave coffee roasters include Stumptown Coffee Roasters, Intelligentsia, and Counter Culture Coffee.

Malabar, the first case presented below, identifies as part of the Third Wave of specialty coffee. This is an example of how they present information pertaining to a specific coffee they are roasting and selling:

FINCA IDEALISTA HONEY PROCESS

— *baker's chocolate, almond, plum* —

Instead of stripping the bean of all layers through fermenting & depulping as you would in a 'washed-process', this 'honey-process' coffee was dried with the some of the sweet, naturally-occurring honey-like layer of mucilage outside each bean. During the drying some of this 'honey' layer penetrates the bean, giving it a taste similar to honey but more noticeably presenting a honey like texture during the drying process which can help produce a wild variety of flavor components intrinsic in the coffee formula a particular grower has crafted and nurtured. To prevent fermentation, the team at Gold Mountain moves this honey process coffee every 12 minutes at first until it is dried, in full sun, to the correct moisture reading. This is tedious and hard work that can only be accomplished in select micro-climates around the globe.

FINCA IDEALISTA NATURAL PROCESS

— *cacao, juicy, citrus* —

When coffee is dried naturally, the entire cherry pulp and skin surrounding the seed are left on. Growers transport the coffee cherry as harvested, in its entirety (no easy task), down from the mountain to dry in full sun on drying beds or large drying patios. This is a great way of limiting the amount of water used for coffee processing and the environmental impacts that presents. This is also another technical means of creating value with coffee as the natural fruit flavors penetrate the coffee bean in striking fashion. Natural process coffees are always remit with fruit forward flavors of the berry family. The drying of this particular natural lot took an entire month's time filled careful agitation and turning to ensure even drying. 40 people were hired to select out anything that was not a perfectly red-ripe cherry, sparing no effort to bring forward truly great natural processed coffee. This is a micro-lot that puts tremors in the hearts of the coffee aficionado.

4.2 Case A – Malabar

For this case, I interviewed three organizational members: the CEO, the Front of the House Manager, and the Head Roaster. I also included web pages covering the history of the organization, the mission, and coffee roasting techniques. Blog posts covering Fair Trade provided insights into the organizational understanding of the role of certification schemes. Jerry, a Partner and CEO, has been at the organization for six years and was recruited by the

initial founder. Noelle, the Front of House Manager, has been at Malabar for 10 months. Prior to moving into the area she worked as an environmental educator for a nonprofit educational organization in California, as well as working part time in coffee cafes. Aaron, the Head Roaster, has been at Malabar for 2 years and has been roasting coffee for about 8 months. Prior to coming to Malabar he had interned at the organization and was a university student, completing his BA in English. He chose to stay in the community to work on his writing.

4.2.1 Malabar Overview

Malabar is a small coffee roaster located in the Southeast United States, in a community that also includes a large public research university. Founded in 2006, Malabar presents itself as a change agent, focusing on their intermediary role between the coffee growers and consumers, as well as a commitment to economic sustainability, ecological awareness, and quality. As part of its mission on their website, the organization identifies as “a coffee roaster, merchant of change, and voyager of the agrarian spirit.” The organization exists to create a partnership between coffee growers and their customers. They identify the partnership as being “the foundation for real economic sustainability for not just us, but all parties involved.” This organization employs six staff, four full-time and two part-time. In 2014, they reached close to \$600,000 in sales and projected between \$725,000 – \$750,000 for 2015. They roast an average of 6,000 pounds of coffee each month.

4.2.2 Organizational Identity Claims Reflecting Social Responsibility

Keeping in mind that the definition of CSR underlying this project is “the process by which managers within an organization think about and discuss relationships with stakeholders as well as their roles in relation to the common good, along with their behavioral disposition

with respect to the fulfillment and achievement of these roles and relationships” (2008, p.124), I focused on website materials which reflected organizational understanding of stakeholder relationships, discussed interactions with stakeholders, and highlighted their role in society. Some of the indicators of these include views of customers, relationships with coffee farmers, and participation in specific social responsibility certification schemes (i.e. Fair Trade, Organic).

Beginning with the organizational Mission highlighted in the overview above, a distinct focus on stakeholder relationships is evident. Malabar points to the partnerships between the focal organization and the coffee producers (growers) and coffee consumers (customers) and indicates that the partnerships provide the foundation for “real economic sustainability.” This economic sustainability refers to all parties involved in the production and consumption of coffee.

In writing about this process and relationship, Malabar provides a narrative that conveys the reality that coffee is typically grown in poor countries and consumed by people in wealthier countries. They also indicate that, historically, the business of coffee was structured in such a way that coffee middle men (or mid-level buyers) could exploit coffee growers by keeping them misinformed about the market and focus on appropriating the highest possible profit margins for themselves. Malabar sees its role as one of “balancing the business” and developing relationships with farmers and consumers which are based on “trust and mutual understanding.” One of the ways it attempts to fulfill this role is by developing direct relationships with the coffee growers, eliminating to the best of their ability, the middle men.

Malabar has chosen not to participate specifically in a Fair Trade certification program, and instead engages in a form of Direct Trade, which is not a regulated process. They indicate that, while Fair Trade has a level of legitimacy in terms of balancing inequities in the coffee industry, they have chosen a different route. In a blog entry focused on Fair Trade and the

organization's understanding of the certification scheme, the founder of the organization writes that Fair Trade can, in certain circumstances, do a good job at addressing inequities in coffee producing regions. However, they find the "true value" of Fair Trade in the legacy it creates in being a defining moment for the industry – marking a "turning point in self-reflection as to how practice was being made real." Instead of engaging and supporting the Fair Trade certification scheme, they direct their attention to cultivating direct relationships with growing partners to "ensure that our coffee dollars are not going to fund such imbalance." Establishing direct relationships with coffee growers is a way to ensure a more financially sustainable and equitable process, at least that is their contention. One can get the sense of these direct relationships by looking at the information provided for each coffee sold by Malabar.

The coffees come from a variety of farms around the globe, ranging from Kenya to Nicaragua. The names of their single origin coffees come from the farm, the producer, or the region. For example, Misty Valley comes from the Idido Cooperative's farm called Misty Valley, located in the Yirgacheffe region of Ethiopia. The specifics of the place are provided, including what varietal of bean is grown, how the coffee is processed, what altitude the coffee is grown at, as well as when the harvest season falls. Finca Idealista, from Nicaragua, is another example, which provides additional information regarding the actions of the coffee growers:

Finca Idealista sits on a mountaintop bordering a nature reserve, where trees act as a natural air conditioner for its Paca and Caturra variety coffee shrubs. This cool microclimate lengthens the coffee cherry maturation process, allowing the coffee more time to absorb natural sugars and other organic compounds that contribute to a rounded cup profile. Finca Idealista uses volcanic filtration to protect the environment from run-off when washing harvested coffee cherries. The volcanic material used in this process was brought from Masaya, one of Nicaragua's volcanic regions. The farm saves its best coffee cherries to make cascara, a coffee cherry tea, and uses the remaining cherries in compost which is then used as a nutrient for coffee plants and fruit trees. Finca Idealista proudly pays its workers the highest wages in the region. In addition to its focus on quality, Finca Idealista supports the growth and development of the community through the contribution of educational and medical supplies, by running water and providing scholarships to schools, and through providing free computer literacy classes for young women.

Farm: Finca Idealista
Producer: Ben Weiner, Gold Mountain Coffee Growers
Country: Nicaragua
Varietal: Paca
Process: Fully Washed
Altitude: 1200 msl
Harvest Season: December to February

This is a good example of how Malabar provides information to support their claims of developing direct relationships with coffee growers, and participating in a process which does not contribute to the inequalities between coffee producing countries and wealthier coffee consuming countries. Finca Idealista is noted to pay the highest wages in the region as well as supporting community development, education, and healthcare.

Taking the Mission and further information provided about their role in the coffee industry as indicated on their website and blog postings, a picture of Malabar develops which highlights their claims of being a direct trade partner with coffee growers, as well as an organization committed to quality coffee. Moving from the external identity claims to internal understanding of social responsibility, there is a sense of continuity.

4.2.3 Social Responsibility within Organizational Identity

Who are we as an organization? In order to get an understanding of how organizational members think about their organizational identity, or how they see themselves, I asked questions such as What are the central characteristics of your organization?; What makes your organization unique? What makes your organization distinctive from others? In general, Malabar organizational members shared similar views on these topics, including, Roasting Quality (Third Wave), Relationship Driven/Direct Trade, Community-Based, and Sustainability.

There is a strong commitment to the quality of the coffee and that is indicated by putting themselves into the category of Third Wave roasters.

“...you've got like the first wave, the second wave and the third wave, and the third wave is where we're living or where we've decided to be. You roast, do profile roasting to try to figure out, to get the bean itself, you don't want to mask the bean's original properties by roasting it really dark. So you roast it to a medium and you try to bring out what flavors are in the bean. Sort of best represent it to the customer. And so, I think that we are different from the second wave and the roasters like, you know, there's Folgers and Maxwell House and they're kind of the first and then you've got the second which is kind of where Starbucks lives and epitomizes and then you've got companies like us...” (Aaron, Head Roaster)

The Head Roaster explains Third Wave very well, indicating that it is about respecting the bean – focusing on the specific flavor nuances of the bean in terms of roasting. The CEO/Partner, Jerry, indicates that they don't carry a large number of single origin beans: “because we just really want to perfect the roast that we have and dial in all those flavors cause we really want the terroir of the land and the unique qualities that coffee has to speak for itself. We don't want it to be about the roast we want it to be about the bean.” It comes down to the quality of the roasts and a belief that their job is to highlight the qualities of the specific coffee bean that will come through in the final brewing process.

Another central characteristic of Malabar is their focus on developing relationships with farmers and trading directly. This claim can be found in the external identity claims but also was very prevalent in my discussions with all of the organizational members I interviewed. The Head Roaster linked the idea of direct trade with Third Wave coffee roasters in general:

“The only sort of gray area where all that comes in, with similar companies like Stumptown or Counter Culture, is how seriously you take or like, how by the book, you take the idea of direct, what is it, direct trade. You know going straight from the farmer to this. Most third wave roasters use importing companies and they use good ones, that can give you the most info about the farm possible. And for a lot of people, that's what direct trade means, because you can't get there. And so, we live in the middle ground, where most people do. You've been able to travel to a lot of different places and a lot of the farms that you represent, but you haven't been able to travel to all of them, so you rely on your good importing companies.”

Here he's pointing to other coffee roasters who identify as Third Wave, Stumptown and Counter Culture, and indicating there's a range of what direct trade actually means. Aaron understands that larger third wave roasters use good importers due to their volume and limited ability to actually travel to all of the farms and establish direct relationships. He indicates that Malabar has direct relationships with most, but not all, of the farms they work with, but for those who come through an importer, that importer has visited the farm and can provide direct hand accounts of what is happening at origin.

Noelle, the Front of House Manager explains it this way:

“Yeah, so their ethos is basically relationship driven coffee. So, that being said, it's like we hand select each farm that we get our coffee beans from, and so, with that being said, we, if we haven't been to the origin, we have friends in the coffee world that have been to the origin and so they know that the coffee farmers are practicing sustainable practices. They tell me in the past, I think we used to have a Kenyan coffee and we had a friend in the coffee world that went to the farm and was like, oooohhhhh, this is something you might want to think about, and they pulled it.”

She is indicating that they are very selective in choosing the coffee farms they work with and, if they haven't visited the farm, there are trusted partners who can provide information regarding what is happening on the ground. The final two characteristics, Community-Based and Sustainability, came up in more detail when talking about the organizational values.

4.2.4 Organizational Values

Organizational values can point to the core of organizational identity, as values are an important aspect of social identity in the social psychology literature. Values can be seen as the core of who we are and are intimately tied to our identities, and exploring organizational values can point to the central underpinnings of an organizational identity. Specific values that organizational members discussed in the interviews included: Relationships with Farmers, Community-Based, and Transparency.

4.2.4.1 Transparency

“Something we're super big on, probably like the big ticket thing I would think of is transparency. There's our, we keep our coffee prices, the green prices up there, [points to a chalk board where all of the green coffee is listed] and who imports them, and we do the roast dates on the bags, and you've got to know all that stuff. And so, it changes our website, if you go on there and you look at each coffee it's a bunch of information about this and that and that. And that's the push back from when you knew nothing about your coffee at all. And that meant, that's just an easy way to take advantage of the people you're buying coffee from and the customers too. So it changes the way we interact with customers in that, because, the coffee, because of the value of the coffee and how much they are paying for it, you want to tell them why. Why it costs this, what they are paying for, what they are supporting.” (Aaron, Head Roaster)

Here, Aaron is describing how the organization enacts the value of transparency – by providing detailed information regarding the coffee, including the prices paid for coffee greens by the pound. He indicates that it “changes the way we interact with customers” as it allows them to elaborate on why the price consumers are paying may be a little higher than other coffees, showing how those funds are used by the farmers. Some of the detailed information provided to consumers includes stories coming from origin.

“...we find that the most interest to us is in the origins of the coffee, the stories of how it was grown, and where it's grown and who the farmers are and the processing methods and the type of soil and you know, the direction the mountain top is facing and how that effects the different sunlight and winds and rain and all that stuff. And that's where we find excitement in coffee.” (Jerry, Partner)

Jerry, the Partner, points to importance of information coming from origin, or where the coffee is grown. As an agricultural product, each of the factors he mentions (soil, weather, processing) impacts the coffee and is an important aspect of the final product. He also points to the stories of who the farmers are as well as how the coffee is grown as being important to “the excitement in coffee.” All of this information is provided to the customers to support the value of transparency. The value of transparency also is mentioned when discussing member understanding of social responsibility.

4.2.4.2 Community-Based

“...just community, if community is a value. You want to be a good part, we go to the farmers market ... and that's a great way to be connected to everybody that comes through there. And align with all the farmers, and around here we keep the door open and we encourage people to come in and we do coffee at the co-op... we've had a long standing relationship with them and we go in there and we chart what coffees they need. We just try to do as many, be a good part of the community. I don't know how to say that better or how to exemplify it, but, just to, I don't know, just to be a good member.” (Aaron, Roaster)

Supporting the local surrounding community was mentioned numerous times by each organizational member. This could range anywhere from helping to run the local farmers markets to purchasing supplies from local businesses. Noelle states that “we have coffee from the world, but we also want to bring money back to our economy as well.” She is fairly clear that they support local businesses and provides a few clear indicators as to how they accomplish this:

“we also, like everything we use, like making a cup of coffee, so we have a relationship with the farmers that we get our coffee from but then, like we, and our coffee bags, our big bags, our friends at Double Dutch Press, they print the bags, so we're trying to contribute to our local economy here. We go to Daileys to get all of our milk and sugar, the co-op in town, it's a little bit more expensive, but we try to support them because we believe in what they're doing cause they're getting milk that is made here in Georgia by the cows, you know, it's grass fed.” (Noelle, Manager)

Jerry adds to that sentiment, “And we're local too, so we obviously, as a local business, try to put forward the whole idea of how shopping local is better for the community and it's better for the local economy and all that.” It is fairly clear from each of the organizational members that supporting local businesses and the local economy is a strong organizational value and they provide distinct examples of how that is accomplished.

4.2.4.3 Relationships with Farmers

Each of the organizational members discussed the importance of forming and maintaining close relationships with coffee farmers. “So, as a value... it's about putting the producer forward and realizing that our job as a roaster is to highlight the work of the producer.

And not take the front seat or the credit.” (Jerry, Partner) In terms of how they maintain that relationship, they travel to origin as often as possible:

“...travelling to origin is something that we put a lot of value into because that's how we maintain these relationships ... so we try do that at least 4 times a year. Or at least we try to in as much as that's possible. You know. Often times the farmers are working with cooperative structures, so you may not meet the exact farmer that picked the cherries that are in the bag you have, but you'll meet the cooperative that's working to produce that coffee. And then there's other farms that we have really great relationships with, you know, like there's one in Brazil called Fazenda Ambiental Fortaleza. We know the entire family and we've visited numerous times and when they're in town they come and visit us and we hang out.” (Jerry, Partner)

Developing and maintaining relationships with the farmers is a core value that arises again and again throughout interviews and can be seen in the organizational website materials. There are distinct ways that this is accomplished, as indicated above, including trips to origin, understanding cooperative farm structures, and working within the limits of what can be done. For example, Aaron mentions the use of reputable or “good” importers that can help with knowing what is being done in specific locations that the organizational members haven't been able to travel to, as well as Noelle mentioning the influence of “friends” who have visited the farms and provide feedback.

4.2.5 Member Understanding of CSR and Organizational Practices

4.2.5.1 What does CSR mean?

Corporate social responsibility can be understood in many different ways. Some of the main ideas that emerged from the organizational members at Malabar include maintaining supportive relationships with their farmers, being transparent, and treating others as you would like to be treated (the Golden Rule).

Aaron points specifically to being financially supportive of the farmers:

“Socially responsible? For a coffee roaster, I guess it means, doing right by the people you buy your beans from. Like some classic ideas, like you gotta pay the right amount

for what you want. And you want to be, not only working with nice coffees, but working to pay more for certain coffees depending on whether the country had a bad crop that year. You know, if you've worked with a farm for 5 years, you don't want to just be like, well we're gonna do what we gotta do because we got these margins to meet. You're like, no, we're gonna get this amount of bags this year, same as we do every year, even if it's \$4.30 as opposed to \$4. You can remain loyal to farms that you are regardless, like you would in any other industry probably. It can be hard, but the distance, being so far away, you can be like, well, we're going to do something different.” (Aaron, Roaster)

He is pointing to the uncertainty of an agricultural product and how that can negatively impact the farmers. Coffee farmers are vulnerable on many levels and in Aaron’s view, being supportive of the work they are doing and remaining loyal, is a way to be socially responsible.

Jerry points to what being socially responsible is NOT:

“Well what it doesn't look like is hunting after certifications or labels. We recognize that Fair Trade certified is a brand, even USDA organic is a brand, certainly rainforest alliance and bird friendly are brands. There's like rubrics and standards in place that these brands define for you, but that's not necessary for us to be able to buy the coffee, you know. Ultimately, what's more important is just understanding how the producer works and where the coffee comes from and how they are, if they are using herbicides or pesticides. What kind are they using and maybe they're completely organic methods. So like, Fazenda Ambiental Fortleza they practice passive and active organic systems and they're one of the more sustainable coffee farms in Brazil. Very proud to be able to work with them.” (Jerry, Partner)

He goes on to indicate that being socially responsible is more about relationships than the labels. While the rubrics that are in place supporting the certification schemes might have a place, they are not necessary for this organization in terms of being socially responsible. He also indicates the Golden Rule, saying “I suppose, I mean like there's the Golden Rule aspect, you know, treat others as you wish to be treated. That's socially responsible.”

4.2.5.2 How is your organization socially responsible?

When discussing social responsibility, Jerry pointed to the financial impact the price of green coffee can have for both their organization as well as their partners:

“There's, sometimes it's financial related, it's like, I could probably negotiate further on this but I won't because I know that you've worked hard to produce the product. So

there's like, there's the idea of giving up a couple of percentage points in your margin because you believe in the work that producer's doing. You know, like, we work with a producer called Gold Mountain Coffee Producers in Nicaragua, and they like, they build schools, they help people get surgery if they broke their foot on the farm, or they have rain water collection systems and they do composting, and they're just like, they're doing amazing work. And it's like, I can negotiate on the price, but I would feel bad about it because I know a chunk of that price is all that work that they are doing. So that's, I would say that would be socially responsible.” (Jerry, Partner)

Jerry recognizes that, even though he could pay a lower price for the green coffee, he understands that the coffee growers are implementing projects which greatly impact their overall life, such as providing medical care, taking care of their land, and providing educational opportunities for their members.

Noelle speaks to the impact of their local operations and how the organization attempts to be as environmentally responsible as possible:

“I feel like we, sustainability, we're really like, we're trying to make least of a carbon footprint as possible. Doing everything we can to reduce our waste and most of our waste, I would say, by far, goes in the compost, and then recycling and then just a little bit of trash. So I would say that's, I feel that's socially responsible.” (Noelle, Manager)

She also goes on to highlight the transparent practices of the organization, as well as how they treat their partners:

“But I would say the biggest thing is just our transparency and like how we try do the best we can be as far as sustainability goes, we treat our farmers and the cooperatives that grow the coffee, you know, give them the best price we can give them so they can take care of their land and keep their land and give that over to their children, so they're not feeling like they're being exploited. And I feel that's a huge social responsibility cause they're happy and they can stay on their land and do what they love to do what their families been doing forever. I would say that.” (Noelle, Manager)

Providing the best price possible in order for the coffee farmers and cooperatives to best take care of their families, communities, and land. In addition to the specific payment to farmers, she highlights the work of the organization in their local community:

“I love the fact that we always, social responsibility, we do a lot of work with the farmers market and [Jerry] is part of this organization called Wholesome Wave, so we do all kinds of, we help support fundraisers that double dollars at farmers markets. So if people come in with foodstamps, we double that at the farmers market, so we're part

of, any kind of fundraiser for that, to make money for Wholesome Wave. And I feel that's huge, just to find something that we can try to help people who don't have those means, not even to buy coffee, but I'm talking about just to eat food and eat healthy food, because we believe that's our social responsibility, is to take care of our community and not just focus on a certain kind of person, but just have everybody involved.” (Noelle, Manager)

Malabar participates in local fundraising opportunities, providing both roasted coffee as well as brewed coffee at events.

Additionally, Jerry pointed to the importance of increasing wages for the employees at Malabar:

“And long term, too, I think, continuing to increase wages, is one of the biggest things we can do for our staff. We're already paying living wages, and that's something that wasn't even an option when we got started, it was something we had to do. Because minimum wage is a farce. But moving from living wages to thriving wages is where we want to get to. I really want the employees that work here to feel like they have a great job, and they have a job that allows them to be on their feet really firmly and have the life that they want outside of work. And we're not there yet, but we're moving in that direction. And that's, for me, that's one of the more responsible things I can do.” (Jerry, Partner)

In general, this was the only time social responsibility was mentioned in relation to how organizational members are treated. Jerry, the Partner, identified employee wages as an important aspect of social responsibility, however, organizational members were focused more on the practices with external partners such as farmers and community organizations.

4.2.5.3 Certification Schemes?

As indicated by Jerry above, he sees that certification schemes are just a way to brand the product. While there are specific certification schemes such as Fair Trade and Organic, Malabar does not necessarily participate in these. Noelle explains why she believes Malabar does not participate in the certification process:

“I think that why that is because people love to put labels on things and I think that they all start off with like, we can just start with organic, you know. The best of intentions been made with people wanting to grow organic. ... I came from a place of all organic

farmers, but then it gets so misconstrued because when huge corporate farms become certified organic, are they really believing in the practices of that? And so for those labels, we believe that all the certification we need is talking to those farms and talking to those people and being really open and that not they're doing something that we don't do because we believe that you can say you're this certified, that certified, but really, are you? And really, is that a part of who you are or are you just wanting to get that certification just to say that? So we feel like if we walk the walk and talk the talk and we talk to our growers and our farmers, and our middle people that help get the people in, that that's all we need, is that confirmation. We don't need to have it organically certified, because, and that's another thing. To get these certifications costs so much money and a lot of these farms don't have it and they're totally producing organics. Because they're not spraying, this is something they've done forever, they're not spraying their coffee bushes, they're not doing anything like that, you know. They're already practicing, and if you go there and you see it, you're like, absolutely. And that's a promise they make to us, that they're not, you know. And then, like I said, if we do go to origin and something wonky is going on, then, we find out about it and then we don't carry that coffee anymore.” (Noelle, Manager)

She makes a few points in this part of the interview. First, she indicates that while organic certification can be used for the best of intentions, perhaps the larger corporate farms do not necessarily believe in the values underlying the practices, that they are using the label as a way to gain market share. Second, she speaks to Malabar’s approach to ensuring that their values are reflected in their practices, by walking the walk. They make a point of having close relationships with the growers and understanding the specifics of the growing practices, as well as the complexity of the issue. Noelle points to the fact that many coffee growers are naturally not using pesticides, herbicides and other non-organic practices, as that is how coffee has been grown for years in the region, and there is a level of trust in the relationship – trusting that what the growers are saying is true.

A third point in dealing with certifications is the cost to the coffee growers. Some certification processes are expensive, such as organic certification, and can be cost prohibitive. Coffee growers and cooperatives cannot afford the certification payments. Instead, Malabar relies on the relationships to ensure that the coffee farms are being good stewards of their land, ensuring a sustainable industry and product.

Aaron focuses on the history of why the certification schemes may have once been an important part of the coffee industry, but why that importance may be fading:

“It's weird, cause I can understand why back in the day it was a cool thing and it meant something for bigger companies to be all Fair Trade or all direct trade, or this and that. And to, early on in those brands' legacy, when they were just starting out it was a way to communicate something to the customer that they didn't understand yet. So you needed sort of a big brand with a lot of momentum like Fair Trade for people to be like, oh wow, this is a thing that I can compartmentalize and understand. But as more and more people started understanding what that meant, and more and more coffee that they purchased was that already, then the brand started getting diluted and it wasn't really effective and people were like blah, blah, blah. But I think the main goal of letting customers know that there were other options out there, or that, it was like a foot in the door to the world. So I think those things were useful in that sense but they're not useful to us because our clientele knows about that stuff and all the coffee they buy is already like that, so it doesn't really matter whether you have that label on it. And it's just you gotta trust the company that whatever the coffee they're buying is already, is paying fair wages and is grown in ecologically sustainable ways. So that's why we have so much on our website, why we have so much about that already is because we don't do that. And why else don't we do it? I guess because [Jerry] knows that they're just like a brand, it's like any lifestyle brand or any other thing, you don't really need that to be on the price tag or whatever.” (Aaron, Roaster)

Aaron points to the beginnings of Fair Trade in that it provided a way for brands to establish themselves, but as more and more coffee became part of the Fair Trade system, the impact for branding became diluted. He indicates that these certification schemes aren't useful to Malabar because customers purchasing coffee from them already understand the underlying importance of Fair Trade and believe that Malabar supports those same values without needing the label. He also points to the fact that customers trust the company, that they trust that the coffee is supporting fair wages and ecological sustainability. Aaron completes his thoughts by pointing back to his belief that the certification schemes and labels can be seen as a part of a lifestyle brand.

4.2.6 Malabar Case Themes

4.2.6.1 Relationships with Stakeholders

When using organizational identity as a lens to understand corporate social responsibility, or looking at how organizational members understand their relationships with stakeholders and their role in the wider society, themes appear which seem to indicate they are concerned with equitable, supportive and sustainable relationships. Relationships with stakeholders, including coffee farmers, customers, local organizations and businesses, and the environment, are very prevalent in the way members understand and describe their organization. Figure 1 below details the theme development, indicating the foundational 1st Order Concepts contributing to the 2nd Order Themes.

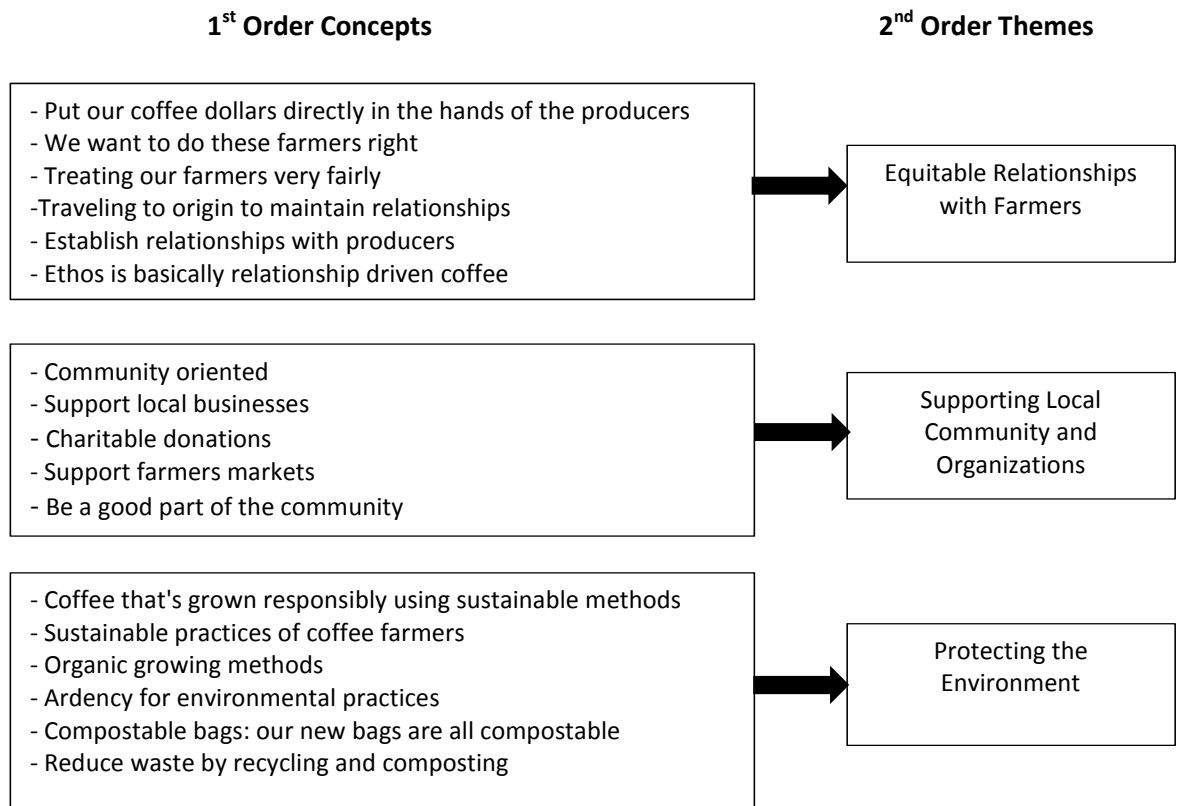


Figure 1: Case A – Malabar – Stakeholder Relationship Themes

Beginning with the external identity claims and their mission, Malabar's understanding of their role in the process as well as their relationships with stakeholders is key. They position themselves as a change agent, influencing positive changes from seed to cup. Transparency relates to the openness of the flow of information among all partners in the coffee producing/roasting/consuming process. Starting with open communication and relationships with farmers, all the way through to sharing detailed information with consumers and local community members about the process, Malabar is focused on not hiding any part of the process.

The impact on the environment is also an important aspect of the organizational identity, and arises in discussions around values as well as what makes the organization unique. Noelle was specifically drawn to Malabar because of their focus on environmental practices and is very proud of the lack of waste generated by the organization in general. She also points to the knowledge that the farmers they work with are not using pesticides and herbicides which harm the environment and that the farmers are contributing to environmental sustainability in the practices they use.

4.2.6.2 Organizational Understanding of Social Responsibility

In general, Malabar has rejected the institutionalized options of CSR, such as Fair Trade and Organic certifications. These options are seen as not fitting with the overall mission of the organization. Jerry, the Partner, describes these certification schemes as being defined by outside organizations which don't necessarily reflect the values of Malabar, choosing instead to focus on what is important – the relationships with the farmers. Malabar uses the term Direct Trade to describe their relationships with farmers, eschewing the Fair Trade and Organic

certification processes. The problem arises when Direct Trade is not a regulated term, there are no distinct rubrics in place to qualify what that means, so each organization can define what it means.

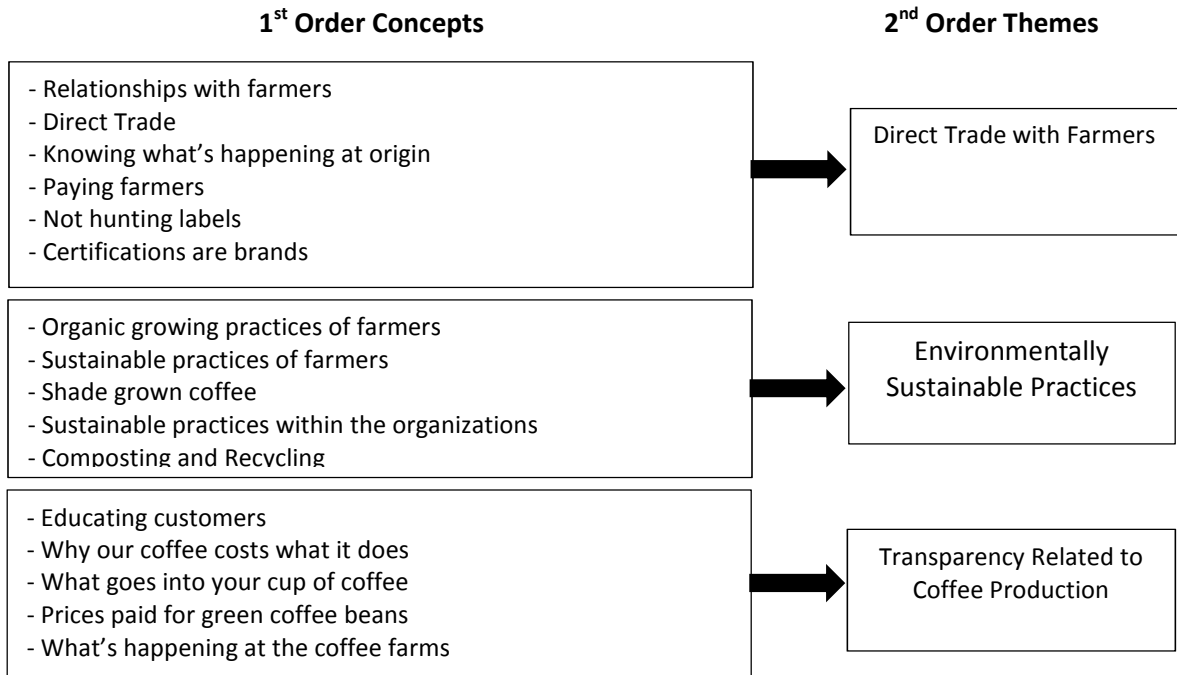


Figure 2: Case A – Malabar – Social Responsibility Themes

4.2.6.3 Organizational Identity

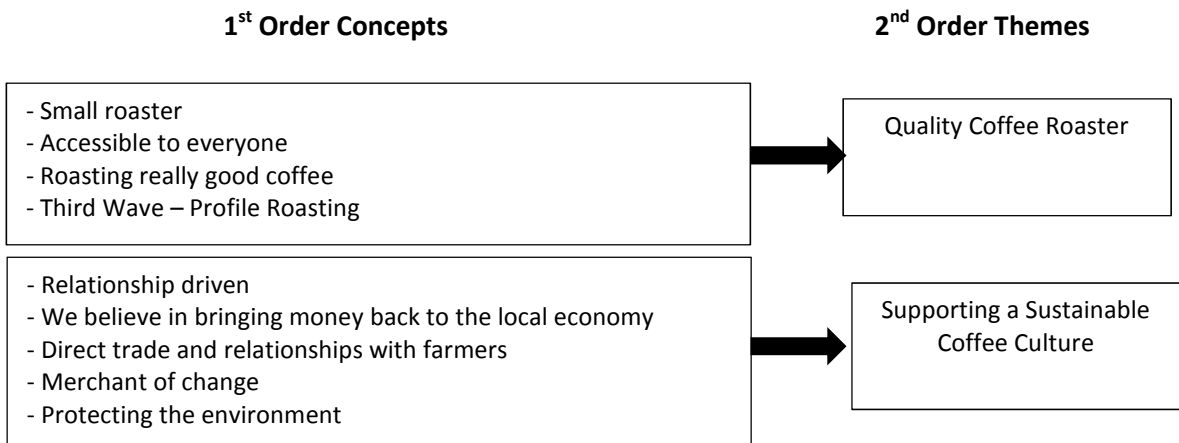


Figure 3: Case A – Malabar – Organizational Identity Themes

When speaking to organizational members about their organization, specifically how they see their organization, Malabar members focused on the fact that they roast quality coffee, using profile roasting. They also highlighted their participation in supporting a sustainable coffee culture, which connects all members in a sense of partnership.

4.3 Case B – Java

For this case, I interviewed four organizational members, including the Owner, the Roaster, the Sales Manager, and the General Manager. I also included web pages covering the organization ranging from their roasting operation to their involvement in the local community. In general, Java has a limited social media presence, utilizing only Facebook to communicate outside of their website. They do not use other social media outlets, such as blogs, to communicate with their customers.

4.3.1 Java Overview

“Java is a small café and coffee roastery, operating both a café and their coffee roasting operations out of the same building. It is located in the New England area, in a community that also includes a large public research university. Founded in 2006, Java presents itself as a café and an artisan coffee roaster, focusing on small batch roasting providing high quality coffee and customer service. I have specifically focused on the coffee roasting aspect of the organization for this research project. They roast an average of 10,000 pounds of coffee each month and project about \$925,000 in roasted coffee sales for 2016. Some of the coffee roasted is used in their own café and does not impact roasted coffee sales.

4.3.2 Organizational Identity Claims Reflecting Social Responsibility

Keeping in mind that the definition of CSR underlying this project is “the process by which managers within an organization think about and discuss relationships with stakeholders as well as their roles in relation to the common good, along with their behavioral disposition with respect to the fulfillment and achievement of these roles and relationships” (2008, p.124), I focused on website materials which reflected organizational understanding of stakeholder relationships and discussed interactions with stakeholders. In the case of Java, the main pages containing this information included their home page, a page dedicated to Coffee Roasting, and a page highlighting their participation in the local food system.

The only reference to sustainability is included in their general information page where they indicate a commitment to “economic and environmental sustainability through our support and collaboration with CISA and local farmers and the purchase of CO-OP green coffee beans.” Their relationship to the local farming community is the main focus of information on their website in terms of any stakeholder relations. Community Involved in Sustaining Agriculture (CISA) is a local nonprofit organization dedicated to strengthening farms in the growing region and engaging the community to build the local food economy. Their reason for buying local is that it “supports a more sustainable food system” and “reduces our carbon footprint.” Java is focused on being a “Local Hero” and supporting local organizations through their purchasing of fresh products and using local services whenever they can. They present themselves as an organization supporting the local community and playing a role in a growing movement dedicated to sustaining local economies.

The other relationship mentioned on their website includes the role of the Coffee Buyers or importers. They highlight the fact that the buyers “are constantly sampling new green coffee arrivals to select the best overall coffee... so we can offer [Java] customers the best

overall cup of coffee.” After establishing that their importers are looking for the highest quality green coffee beans, they then indicate that these beans are “painstakingly roasted in small batches” in order to ensure the “finest coffee available.” This seems to be the focus of the organization – providing a specific level of quality coffee and service to their customers. Overall, Java is most concerned with their relationship with the customers and a secondary concern is their role in the local community. These two main areas also came through in the various interviews with organizational members, as well as a focus on relationships within the organization.

4.3.3 Social Responsibility within Organizational Identity

Who are we as an organization? In order to get an understanding of how organizational members think about their organizational identity, or how they see themselves, I asked questions such as What are the central characteristics of your organization?; What makes your organization unique? What makes your organization distinctive from others? Coffee quality was the overarching concept that came across through the interview process when talking about Java as an organization.

“I'm going to say it again the coffee. That's what makes it unique. The passion, the passion, to me, the passion about coffee just, it's beyond, sometimes it's not, to me it's not a dollar sign, it's like, ok, my passion comes first. Yeah, I have to survive, I have to make money, I have family to take care of but I value my passion first. If it was not as aggressive in the coffee aspect, I think I would've, no I don't think, I would've quit a long time ago.” (Allen, Roaster)

Allen is highlighting the importance of the coffee at Java and that they are highly focused on roasting a very high quality product, even stating that he would've quit if his passion for coffee hadn't been supported.

Jill, the General Manager, conveyed her thoughts regarding the quality in this way:

“The fact that we have the roasters on staff who are tasting, worried about quality and they're handpacking the bags. It's so, it's becoming so big yet it's so small, and so much care and attentiveness goes into it... That attention to detail and that attention to detail because people here care so much about the product, about what we're putting out and how people perceive us.” (Jill, General Manager)

She mentions the roasters on staff who are focused on quality and that this is critical to how the organization is perceived. The owner, Michael, also points to the quality of the product as an important aspect of the organization:

“I feel that we offer a quality product, we're a small artisan roaster so I think that all those things play into it. And not just being another company roasting coffee just to make a buck, we're roasting coffee because we love coffee. So, I know there's coffee companies out there that just are, they're in it, probably for the money I guess.” (Michael, Owner)

When talking about what makes the organization unique or how they experience working at Java, there was little mention of any stakeholders other than customers. When customers were mentioned it was in relation to the quality of the coffee. In general, Java does not appear to have a focus on their relationships with various stakeholders, rather indicating that the quality of their coffee is what makes the organization unique. They identify as a small artisan roaster.

However, when the conversation turned toward the role of Java in the wider society, the focus became relationships with a broader set of stakeholders, including the vendors, coffee importers, other organizations in the coffee industry locally. For example, Jill mentioned the following:

“I think both in the local community and greater, our involvement, even with some of the other local coffee roasters, we'll sell them soy milk or lend them cups if they run out or something like that, I think it's kind of like everyone against Starbucks or Dunkin Donuts mindset. We're working toward the same goal, you're doing it in [your community], we're doing it in [our community], we'll go to your cafe when I'm off work, and that sort of idea. I don't necessarily know that all the people in the area share, but that's really how we feel. We're not competing against you, we're working with you to promote this idea of good, quality, locally roasted coffee that everyone in the community benefits from.” (Jill, Manager)

Here she is indicating that she sees Java as being a part of the specialty coffee community that covers many different cities within the area and that they are interested in supporting the growth of good, locally roasted coffee. Michael also points to their involvement in the community, mentioning not only their reputation but also assisting community organizations by providing donations of coffee:

“Well, I think from a community standpoint, for one, we're pretty well known for being a coffee roaster and cafe in the area. If you talk to people out and about, they've heard of [Java], which is important... and we help out as much as we possibly can, we donate free coffee, 5 pounds of coffee, it's like it's continuous that people are asking for things like that.” (Michael, Owner)

Michael also brought in relationships with vendors, such as their coffee importers:

“So I think vendors are, vendors as in our coffee importers, are just as important as our employees, so we're certainly not giving them vacation, but we're treating them with all due respect. When we speak to them, we're really nice to them, we're not demanding, we, sometimes we even just call and chat with them. Check in and see what's going on. I think that's really important thing to do with the coffee importers. Same thing with all the people that are involved, like our bag people, the people we buy our bags from, the trucking companies, the guys that deliver our coffee. We take care of them, you want a drink, you want a sandwich, you want a muffin or a coffee. So we take care of everybody so they love stopping here.” (Michael, Owner)

Michael is focused on making sure the vendors are happy and treating them with respect. His relationships with vendors seems to be somewhat transactional, they are delivering green coffee beans and bags and they are treated well at Java, being offered food and drink.

4.3.4 Organizational Values

Organizational values can point to the core of organizational identity, as values are an important aspect of social identity in the social psychology literature. Values can be seen as the core of who we are and are intimately tied to our identities, and exploring organizational values can point to the central underpinnings of an organizational identity. Specific values that

organizational members discussed in the interviews included: Customers, Quality, and Employees.

4.3.4.1 Customers

Each of the people interviewed mentioned the importance of customers in some respect, whether it was related to the quality of products provided to them or just that customer satisfaction is a key to their success. For example, Bill mentions the following. “Well, I would say, that, the customer satisfaction value is something that was made clear to me that is very important. I appreciate that because one of my favorite things about this job is being able to work with the customers and communicating with the customers and just kind of forming relationships.” He indicates that it is clearly a critical aspect of his work, ensuring customers are happy with the products and services they receive. Allen, the Roaster, highlights the importance the customer holds within the organizational sphere, “We really value our customers and even [Michael], the owner is so much flexible to please the customer rather than piss him off, which I appreciate and really like about him, that aspect, that's a wonderful thing.”

Bill highlights his work to ensure customers are happy:

“The other times I've had to intervene with customer service is something went out the door and the order was a little off. Being able to call, have resources, a few different people here who I can reach out to and see if they can take care of it, it's typically not difficult to get folks to fix that, fix an order. Everybody's kind of all hands on deck when that happens. And then I can turn around and a lot of times bring the order right back to them that day. And people, in my experience so far, people have, responded really well to that. It's almost like they're not used to such prompt service. And so I think that that's going to only help further our expansion because, hopefully getting a name for being attentive to these accounts...” (Bill, Sales Manager)

Bill is talking about his ability to reach out to other organizational members to fix an issue and that his responses from his colleagues have been very positive and supportive. In general, the relationship with the customer is very important to the organization. Each organizational

member, in their own role, focuses on customer satisfaction. The Roaster talks about educating the customers about coffee, the Sales Manager indicates service as a key component of his work, the General Manager talks about providing consistency to ensure customer satisfaction, and the Owner highlights supporting employees to take care of customers.

4.3.4.2 Quality

Quality really came through the entire interview of each organizational member, and was highlighted during discussions regarding the values of the organization. Michael, the Owner, focused on the quality of the green beans, as well as, indicating, “So our product quality, buying green beans, we buy from importers in the States that seek out the best product that they possibly can and we verify it through sample roasting. And I think that is a key element...” (Michael, Owner). The quality of the green beans is the basis for the quality achieved during the final roasting process and Michael is talking about working with coffee importers who are finding the best greens they can. So for him, the quality starts with the bean. But it also follows through to the roasting and brewing of the coffee. Jill, when talking about Michael and quality, states:

“If it's a cup of coffee he's [Michael] coming in in the morning and he's pouring it and he's smelling it and he's tasting it and he's making sure and if there's something wrong, he's going to [Allen] and saying, is it a roast problem, did we grind it wrong, why isn't this up to our standards? And he does that with everything every day.” (Jill, Manager)

Jill not only indicates that quality is important, but also how that quality is achieved and upheld by Michael.

4.3.4.3 Employees

“I think it starts with the employees, taking care of our employees is a key element because without them we have nothing. So I like to make sure everybody's happy while they're here working, they have everything that they could possibly need. Well not everything, within reason. (laughs) Like 6 roasters and a 20,000 square foot building. But

you know, taking care of the employees is really important. Offering benefits to them, and I think that's one of the key things. Not having a revolving door, people coming in and out of here.” (Michael, Owner)

Michael made it very clear that his primary focus is the employees indicating the foundation happy employees provide to the overall functioning of the organization. Jill sees the concern with employees as indicating a level of care, saying, “And just I think care, I don't know if that's necessarily the best word for what I'm thinking, but we care about our employees, we care about our coffee and we care about our food, and we care about the knowledge that our employees bring with them when they start here...”

Jill also makes it very clear how Michael supports the employees:

“Well, he's [Michael, Owner] present and I think that in itself is very very important. The new people are probably going to meet him either in their interview or their trial shift or at the very least, their first day. He's there, he's a part of it, and he's doing everything from tasting the coffee, even though he doesn't really drink coffee, to cleaning the bathrooms to training new people, and working with the roasters, and the sales people. He has a hand in everything and that's huge. Nothing shows that you care like being present. Certainly somethings like benefits that restaurant employees don't normally see are a way that he can show that he cares.” (Jill, Manager)

Jill highlights the role Michael takes in working with the staff and links it to her view of a certain level of care and how that care is displayed by the owner. Michael also explains the specific benefits offered as a way to provide an example of how employees are valued within the organization:

“For full time employees, we offer vacation... We offer free drinks, which doesn't sound like much, but if people drink lattes and things like that all day long. We offer free meals for people out of the cafe. They also get employee discount when they come in. We offer health insurance. We pay 50% of the health insurance for anybody that's full time... But our insurance is actually really good... I had one of my employees go out to quote on the [state] board and, for the same amount he would pay us, so we have what's equivalent to a gold plan, so the same amount that my plan costs, in the state market, so the same price, he gets the bronze, which is the bottom of the barrel. So if he wants the same plan that we have, it's the gold which he has to pay like \$200 and something dollars more. So I thought it would be just the opposite, that it would be less expensive for the state plans, so. So getting back to, do we offer insurance? I'm researching doing a 401k plan... because I feel it's a really good thing for people to have

a retirement plan. You can't necessarily rely on social security. It doesn't matter, talking about social security. But I think that people having retirement plan, if they're interested in using it, is greatly beneficial and we would match up to 3% of their contribution.”
(Michael, Owner)

It comes across very clearly that Michael is very proud of the quality of the healthcare insurance offered by the organization and is also concerned about increasing the benefits by adding a retirement component. He indicates that the insurance offered by Java is comparable to that of the “Gold” level plans on the state health insurance website, but costs the same as the “Bronze” level coverage offered through the state website.

4.3.5 Member Understanding of CSR and Organizational Practices

As we moved through the interview process, I asked specific questions about CSR, including what CSR means to the person, how they might define it. In addition I asked how their organization was socially responsible, if they thought it was. The tone of the interview changed at this point and there was a lot of hesitancy in answering these questions. It seemed like CSR was not a central concept to the organization overall.

4.3.5.1 What does CSR mean and how is Java socially responsible?

Speaking to the various members of Java, many different ideas regarding CSR emerged, ranging from educating customers to providing a responsible product to providing fair wages. There wasn't a strong idea that ran throughout all of the interviews. Allen, the Roaster, was most interested in educating the customer and being transparent to an extent:

“Well, socially, I think like education. All I care about is education. Educating the customer, educating people like confronting instead of hiding, not that we hide anything, but, like, I have always this honest energy that if I don't like something about you I'll tell you, but it would have to be equal. ... I educate my customer how I am so they know what to expect and then they just naturally become how I want them to become or they become themselves with me. So, that's the responsibility I want to see from this organization is to educate people about the system, about the coffee industry,

about the health aspect of it, about how we do things, not too secretive, because that would add more value to the company but also would make the customer much more aware of things.” (Allen, Roaster)

When he goes on to respond to how he sees Java as being socially responsible he mentions some of their actions in the community, but also mentions that they are not as aggressive as he would like them to be in this arena:

“Oh, ok, so like, we'll divide it into 2 segments, outside socially responsible, like in terms of the community. It's a tough call, I've seen worse, but I must say [Java] is socially responsible. We're not that aggressive as I want to see it, but we are actually. Inside, in terms of employees and employment I give it a fair judgment. I could see it more in like a dramatic way, but again, I've seen worse. But that being said, this business is like, I managed [Java] and it was not a piece of cake.” (Allen, Roaster)

Allen also separates internal from external when thinking of being socially responsible. In our discussion, he indicated that employees were treated fairly, and at one time he served as the Manager for the organization and understands the difficulties of that role. He also indicated that the organization interacted with the community in socially responsible ways.

Bill, the Sales Manager, mentions that CSR is outside of his area, but he has an opinion:

“Sure, this probably section of the interview might be a little bit outside of my area of expertise. But I have absorbed and formed opinions and such, over the relatively short time that I've been working for the coffee industry in particular. I would say that the role of the coffee picker, has got to be an arduous one. So realistically, paying people a fair wage is, I think important. It's something that like we source most of our coffee from Fair Trade farms.” (Bill, Sales Manager)

Bill has only been in the coffee industry for about six months at this point and his understanding is focused on the role of the coffee farmer. While he states that “most” of their coffee is sourced from Fair Trade farms, Michael indicated that about 60 percent is Fair Trade certified. Bill’s focus on fair pay as an indicator of social responsibility extended to his view of how Java was socially responsible:

“Well, I don't know that I can speak to that. I know that I'm paid fairly and I have a family, and so, not being privy to how the compensation goes with other management here, I think that I can only speak for myself in that sense. And I feel like I'm compensated fairly and working with a small business is never easy because you have

certain things that there's just not the capacity to cover. I've just accepted, I haven't had to accept many things, where as I knew there'd be compromise coming from a large corporation to a small business and I think realistically they've gone out of their way to make it so that was the softest blow as possible. There's definitely some things that's difficult. So I think for a small business they're doing really well with things like that (benefits).”

Coming from a larger corporation, Bill has experienced a difference in his benefits, but indicates that for a small business, Java is doing very well and providing supportive benefits to their employees. Jill, the Manager, has a different view of CSR for Java:

“I think it's buying the most responsible product you can, but for your customers. I think that's something that kind of gets lost is like, of course everyone wants Fair Trade, but everyone doesn't want to pay for Fair Trade and we are at the end of the day a business, first and foremost. We care about the environment and the rainforest and the people who are working to pick the coffee, like we do, but if people aren't willing to pay, I mean that stuff costs extra and that's, so that's why I say within what you can do.” (Jill, Manager)

Jill brings up Fair Trade, but indicates that while some people are interested in it, but not everyone wants to pay for it. She indicates that being socially responsible has to fit within what the customers want and are willing to pay for to a certain extent. From her perspective, Java's ability to participate in specific practices which are typically seen as socially responsible within the coffee industry are limited by what the market allows, or their customers are willing to pay. She also goes on to indicate that quality is a main concern and just because a certain coffee may be certified doesn't mean it will meet their quality expectations:

“...it's a quality thing too. I mean if we have a very high standard for quality and just because something has this certification, it might have been grown a certain way or picked a certain way, if it doesn't taste good, we just can't serve it. We need to figure out, as a whole, and much much more macro, the coffee industry needs to figure out how we can make this better while keeping the costs down and helping people and making it a good product, that's inevitably the bottom line for us, serving a quality product.” (Jill, Manager)

She also indicates a sense of being judged by other local coffee organizations for not being more socially responsible:

“..., but there are programs that do focus very much on that social responsibility, but on doing that, instead of trying to help out the other roasters, instead of trying to build that coffee community like I talked about, they're going to turn around and bad mouth us or the other places, where it's like, you know, that's great for you if you can go pick all your own coffee beans but that's just not, we're a small place and I can't be flown to Costa Rica to talk to farmers. So I mean it's a great concept, but I think instead of, it's like a Mean Girls thing, like don't turn around and talk smack, like let's figure out a way to make this the norm. If you're talking about wanting this to improve the industry then let's do it.” (Jill, Manager)

In the case of Java, they do not focus on Fair Trade, Direct Trade, or Organic while other local coffee organizations are well known for focusing on these very certification schemes. Other organizations travel to origin to meet the farmers and are certified to roast organic coffee. She references Mean Girls as a way to indicate that there is some social status judgment happening in these relationships, that other organizations are talking “smack” about them for not incorporating these certification schemes into their practices.

Moving beyond certification schemes as a socially responsible practice, she talks about what they do in their community as a way to identify just how Java is socially responsible:

“You could say in the direct community area we do try to pick some events that are really meaningful to us and donate coffee to those events. We donate to various auctions and raffles, give away pounds of coffee to get people in the door, but we try to support the community and all that goes on here. You know, probably as much as anyone, the nonprofit scene around here is huge, it's insane, and we get so many requests and we really do try to give something to everyone to just, to not even to get people as customers, but to promote the community and appreciate those nonprofits.” (Jill, Manager)

She indicates that they support events in the nonprofit community by donating coffee, which is something that Michael focuses on – being reputable members of the community:

“I think we are striving to be the best that we possibly can, by being reputable members of the community, buying as much local produce as we possibly can, not being a nuisance, we're trying not to be a nuisance to the area. It's really important being a nice place, positive. So when people come in here we're throwing off positive energy.” (Michael, Owner)

Michael's idea of being socially responsible reflects a specific relationship within the community, focusing on local businesses, and not being a nuisance. He indicates exactly how

they are responsible by pointing to not causing harm to the environment and using Fair Trade coffee:

“I feel like us not being noticed. And not causing harm to the environment, on all sides. On the green bean side, so growing practices and things like that, all the way down to how we're processing the coffee here. We're dealing with farmers that are being socially responsible themselves. Are they farming products well, are they taking care of their employees. We buy about 60% of our coffee is Fair Trade, and the Fair Trade organization ensures that people that are getting, well I don't need to talk about Fair Trade with you, but I feel like that's our stamp of approval. Like, we're buying Fair Trade coffees. Somebody out there is policing this to ensure that the people that we're buying Fair Trade coffee from are taking care of their employees and...” (Michael, Owner)

He speaks about Fair Trade coffee as being their “stamp of approval” – indicating that someone else is responsible for policing whether or not the Fair Trade farms are actually taking care of their employees. Michael also indicates that he doesn't necessarily trust the organizations claiming direct trade, saying, “So you have somebody that says, "oh, I buy from this farm down in Guatemala and they do this with their employees and all this stuff" and like, do they? Maybe when you go away they tie them up in the basement.”

4.3.5.2 Certification Schemes?

Discussing certification schemes with the organizational members of Java provided a range of views. Allen and Jill are both skeptical of Fair Trade certification, indicating that it can be used as a marketing tool and not being thoroughly convinced that the certification scheme is accomplishing what it purports to:

“Do you want my honest opinion? I think it's all bull. Fair Trade or not, organic or not, I think there is so much scheme in those certifications, to be honest with you, that it's just like, ok, it's another Starbucks marketing crap, sorry, excuse my language. What I like to see is like, you are farmer, I am roaster, I deal directly with you and you tell me how you grow your coffee and whether I want to buy it from you directly or not, that's it, that's how.. But organic, helping people, the Fair Trade, they still get a good chunk of money for them, just for the certification, and they give a couple cents people more to the farmers and they still not doing a vast great job in educating the farmers as they advertise they do. But it's all media and, so, I don't, if I open a coffee shop, that's what I'll do, I'll go directly to the farmer.” (Allen, Roaster)

“I mean I personally get a little bit skeptical about things like certifications and the Fair Trade and the organic, because I think there's a lot more behind that I don't necessarily trust it I guess on a personal level. Not speaking for [Java] as a whole. I just, I get really skeptical, so I think it's about being as knowledgeable as you can and making the right choices.” (Jill, Manager)

Bill points to the lack of interest in their wholesale customers, indicating that in his experience, most wholesale customers are interested in Fair Trade certified coffees because they can charge more for that type of coffee:

“I think that, here's the thing, the only reason why, and again this is my experience so far, the only reason why I think a customer, with a handful of exceptions, the reason why I think mainly customers ask whether it's Fair Trade certified, is because they know their customers will be concerned with it. I think that more often than not, the most important question, regardless of the certification, is how much? When you're talking to the business. And so it's interesting in that sense because some of these businesses are swift and realize that, ah, but, I can probably turn a little bit more profit on this coffee because, these customers, my customers, I know my customers, and they're wanting any sort of natural growing practices or these progressive sourcing, these progressive values while sourcing, and they're going to understand and realize, well, I will pay 2.75 for that cup of coffee. And that's what's going on in their head. And in that case, they're interested in that regard.” (Bill, Sales Manager)

Michael has a somewhat incorrect understanding of Fair Trade certified coffee, stating that “Well, so you can't be Fair Trade certified without being organic, so you can be organic without Fair Trade.” However, not all Fair Trade certified coffee is organic, so a coffee roaster can sell Fair Trade certified coffee without being a certified organic roaster. Some of their coffee is both Fair Trade and Organic certified, but at this point they cannot sell coffee labeled as organic, as they are not a certified organic roastery:

“... we don't actively, we can't actually say we have organic coffee, but we do. Now we have to go through a long process to get organic certified and we do have interest in doing that, so. But we would have to clean the roaster and have different storage, and now we have the storage space next door, so there's a lot of factors that can be actually helpful to us now to this. So, before it was almost impossible, not it's attainable.” (Michael, Owner)

When asked about certifications in general, Michael indicated that they were SVK, or kosher certified. He indicated that one of the coffees they purchase is Rainforest Alliance certified, but

due to the cost and paperwork, he was not going to pursue being able to sell it as such, saying “One of the coffees we buy is Rainforest, but the certification to get it is like, it's not costly, but it would take me a month to fill out all the paperwork and keep it updated. It's just like, I don't even think it's worth it. It's really annoying.”

4.3.6 Java Case Themes

4.3.6.1 Relationships with Stakeholders

When using organizational identity as a lens to understand corporate social responsibility, or looking at how organizational members understand their relationships with stakeholders and their role in the wider society, the main relationships highlighted in discussions are those with customers, local community and employee relations. The main themes arising when talking about organizational relationships focus on Customer Service, Community Relationships and Caring for Employees.

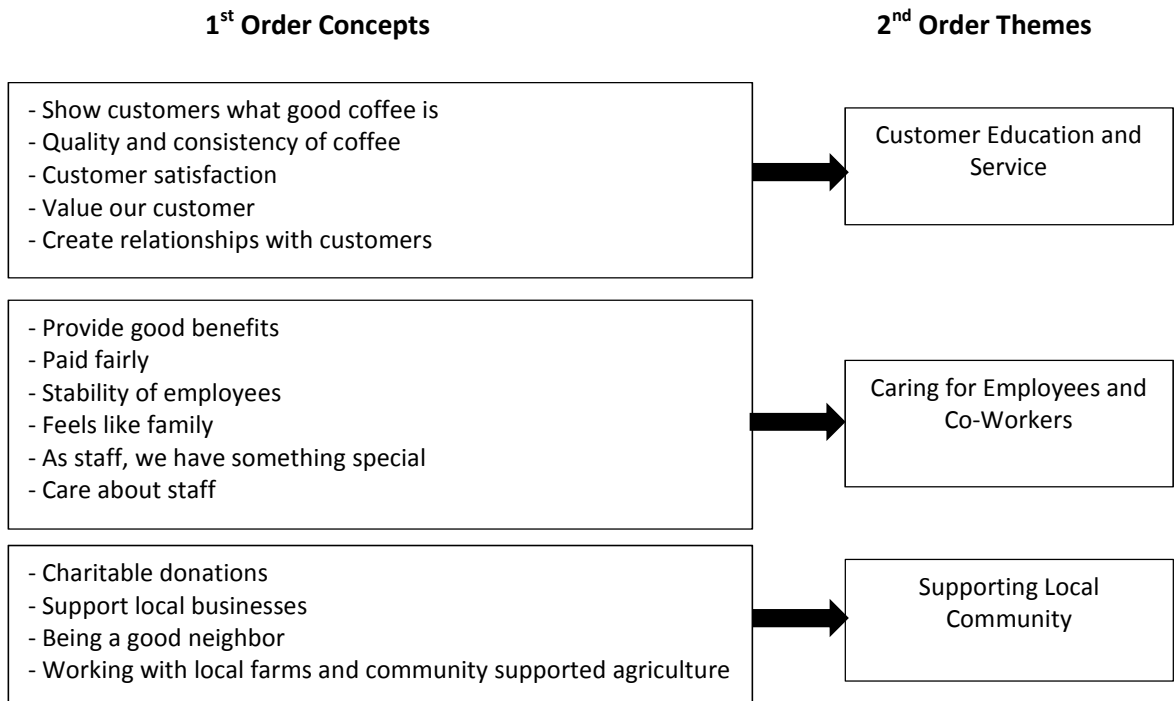


Figure 4: Case B – Java – Stakeholder Relationship Themes

4.3.6.2 Organizational Understanding of Social Responsibility

In general, the organizational members had very different views on Fair Trade, ranging from the Roaster who would be more comfortable with a direct trade model to the Manager who is skeptical of all certification schemes. While the organization sources about 60 percent of their green coffee from Fair Trade farms, they don't necessarily highlight that as a part of their operations in general.

The Owner sees participation in Fair Trade as being a part of their CSR efforts, but doesn't necessarily pass that information down to other members within the organization. While there has been research that shows that views of CSR held by organizational members tends to match those views held by the organizational leader, in this instance, I did not see such a consistent message coming from all of the organizational members interviewed.

The Sales Manager had an interesting understanding of Fair Trade, even admitting that it's something he "should" understand better. Bill says Fair Trade

"means that the certification standards, I think set up by, I'm not sure who backs that, but I think maybe the US government, I mean, or at least an organization that would have to answer to the US government would be where we get the Fair Trade certification and the stamps... So essentially it means that the wages are fair, that they're not being exploited. I think, so I think the wages are probably relative to where the farm is located, but I think just overall, somehow this organization has found ways to qualify a farm from I guess the relevant standards of living to that region."

It is telling that the Sales Manager, responsible for talking to wholesale customers and bringing on new accounts has a limited understanding of Fair Trade certification and indicates that it is not a core practice for the organization.

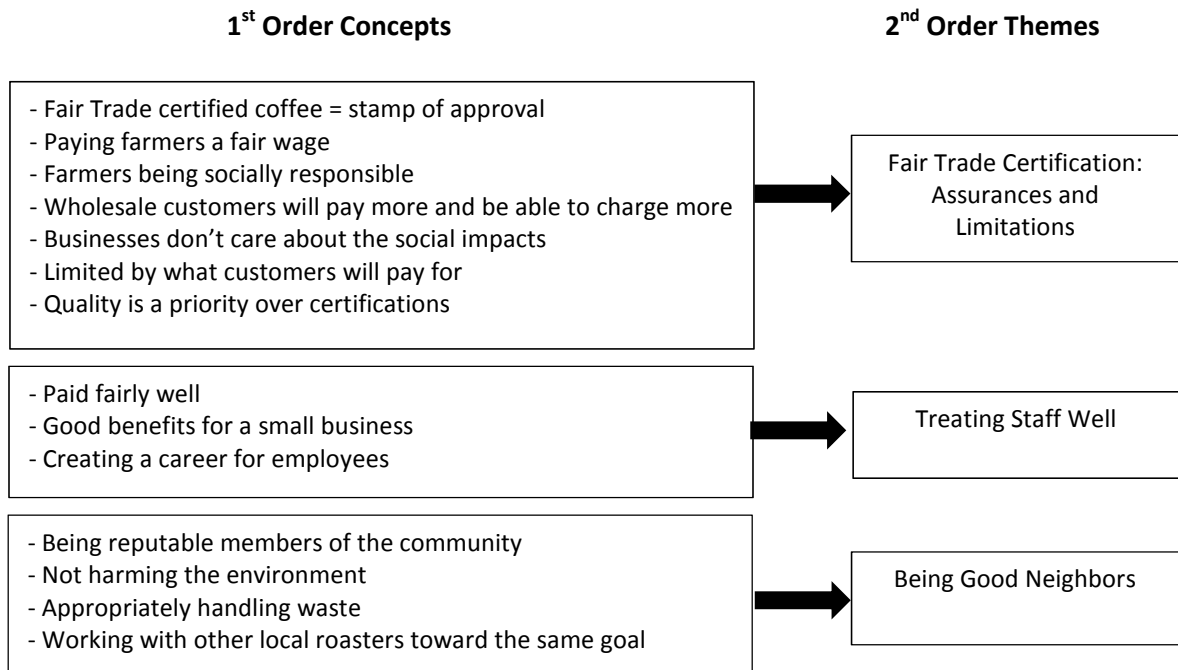


Figure 5: Case B – Java – Social Responsibility Themes

4.3.6.3 Organizational Identity

Java was interesting in that the organizational members consistently spoke about one thing when talking about their organization – the fact that they are a small artisan coffee roaster with a strong passion for quality coffee. In terms of an organizational identity, reflecting what is unique or distinct about the organization and how organizational members understand who they are, they all focused on the quality of the coffee and being a coffee roaster that has a deep passion for their product.



Figure 6: Case B – Java – Organizational Identity Theme

4.4 Case C – Harrar

For this case, I interviewed Matt, the Owner, Marla the Office Manager, Kirk the Roaster, Sam the Shop Manager, and Jake, the Coffee Bagger. Matt started the organization with his wife in 1997, after being in Navy Special Operations for 18 years. In addition to roasting coffee, they operate five cafes. For the purpose of this research, I focused my interviews and data collection on the coffee roasting aspect of the organization. Marla has been with Harrar for nine years and returned to work after raising her children. Her previous experience was in the financial services industry. Kirk answered an advertisement and has been roasting coffee at Harrar for four years. Sam has been on staff for a little over 6 years. Both Kirk and Sam were brought on at Harrar through a program geared to help retrain individuals experiencing long-term unemployment to work in a different industry. Jake has been on staff for five years, coming to Harrar after recovering from a serious car accident leaving him with a traumatic brain injury.

4.4.1 Harrar Overview

Harrar highlights their desire to be a leading specialty coffee wholesaler/retailer in their region. They focus on fulfilling customer expectations “by selecting only the finest beans from around the world and roasting them in small batches.” This provides their customers with the “highest quality, greatest-tasting, freshest coffee available.” Harrar is a specialty coffee roaster/retailer located in the New England region of the United States. Founded in 1997, Harrar presents itself as a leading specialty coffee wholesaler and retailer. The roastery is located in a rural part of the state and roasts 3000 pounds a week – about 150,000 pounds annually. They also have five cafes throughout the eastern part of the state.

4.4.2 Organizational Identity Claims Reflecting Social Responsibility

Keeping in mind that the definition of CSR underlying this project is “the process by which managers within an organization think about and discuss relationships with stakeholders as well as their roles in relation to the common good, along with their behavioral disposition with respect to the fulfillment and achievement of these roles and relationships” (2008, p.124), I focused on website materials which reflected organizational understanding of stakeholder relationships, discussed interactions with stakeholders, and highlighted their role in society. Some of the indicators of these include views of customers, relationships with coffee farmers, and participation in specific social responsibility certification schemes (i.e. Fair Trade, Organic). In the case of Harrar, the main webpages which provided information regarding these issues included their About, Fair Trade/Organics, and Solar-Dried.

Harrar presents itself as a “wholesale roaster of specialty coffees... Harrar provides a full line of specialty coffees, including a large selection of organic/fair trade coffees, to wholesale, e-commerce, and mail-order customers.” In relation to Fair Trade and Organic coffees, they include the following information on their website:

“[Harrar] offers a full line of Fair Trade Organic specialty coffees. Fair Trade Certification empowers farmers and farm workers to lift themselves out of poverty by investing in their farms and communities, protecting the environment, and developing the business skills necessary to compete in the global marketplace.

Fair Trade is much more than a fair price! Fair Trade principles include: Fair price, Fair labor conditions, Direct trade, Democratic and transparent organizations, Community development, Environmental sustainability.

Organic coffee is grown using methods and materials that have a low impact on the environment. Organic production systems replenish and maintain soil fertility, reduce the use of toxic and persistent pesticides and fertilizers, and build biologically diverse agriculture. Third-party certification organizations verify that organic farmers abide by the law.”

Here they explain the impact of Fair Trade certification on farmers and farm workers, highlighting the economic influence, indicating the effect on moving out of poverty as well as gaining business skills to compete globally. Harrar also highlights the lower impact of Organic coffee on the environment, stating that organic production systems positively affect the soil and ecosystem. While these statements seem to indicate a specific view of both Fair Trade and Organic certifications, these same narratives can be found on many different coffee roasting websites, as well as websites selling organic cotton.

Harrar partners with a third party [C.S.] who has developed an environmentally sustainable way of processing the green coffee bean at origin. [C.S.] is a nonprofit organization using renewable energy to dry coffee beans in areas of the world where heat from firewood and other fossil fuels is used in the drying process. [C.S.] focuses on reducing deforestation in Central America. Harrar roasts all of the green coffee for [C.S.], which [C.S.] sells retail and Harrar sells wholesale. It is clear that this partnership is an important part of what Harrar does, but this is the only area that relationships other than those with customers are indicated. When presenting information regarding Fair Trade and Organics, they mention the economic importance to farmers as well as the environmental impact of organic farming. When presenting information about their partnership with [C.S.], they reference the impact on reducing deforestation in Central America.

4.4.3 Social Responsibility within Organizational Identity

Who are we as an organization? In order to get an understanding of how organizational members think about their organizational identity, or how they see themselves, I asked questions such as What are the central characteristics of your organization?; What makes your organization unique? What makes your organization distinctive from others? Much of what

members of Harrar discussed revolved around relationships, both within the organization and outside of the organization, including customers and other partners.

Matt, the Owner, highlighted their focus on providing quality coffee at affordable prices. However, he went on to discuss their relationships with two other organizations: [C.S] and Grace Note. [C.S.], mentioned above, is a nonprofit organization that developed a solar drying technique for coffee growers in Costa Rica and Honduras. A part of coffee processing entails drying the bean, once it is extracted from the coffee cherry. In rainy parts of the world, often times a heat source is used, which is fueled by wood, contributing to deforestation and causing other environmental issues. Harrar is responsible for roasting all of the green coffee grown by farms working with [C.S]. In talking about this relationship, Matt was very knowledgeable about the work that they do and what they are trying to accomplish, and indicates that the partnership provides Harrar with a direct trade model for some of their operations:

“We do have a legitimate, solid, direct trade model. We're working with the Meso-American Development Institute... and they developed the first viable commercially solar powered coffee dryer in the growing regions. So in Honduras, the first prototype was in Costa Rica, and then they built... out a plant and facility in Honduras... it's a women run coop. They developed an integrated open canopy style of growing coffee, similar to shade grown. Rainforest destruction and devastation is one of the big ugly secrets in big coffee. When coffee prices were spiking they were clear cutting to plant coffee, and then on top of that, the wood to fire the dryers, the traditional way in rainy regions of the coffee growing world. So, this is save the world coffee.” (Matt, Owner)

Matt also works to “incubate” an organization called Grace Note, and indicates that he is exposed to a “different level of quality” working with “these kids.” Grace Note was started in the living room of the owner (Peter), and he now roasts out of Harrar’s facility a couple days a week. This is an interesting situation, because you have one coffee organization supporting the development of a second coffee organization. Grace Note focuses on micro-lots, or coffee coming from very small farms that have an exceptional level of quality in their products. But this relationship provides something for both parties: Grace Note gets a facility to use to roast their

coffee and Harrar is exposed to a different facet of the specialty coffee industry, one focused on a very high level of quality.

While both of these relationships are mutually beneficial, the existence points to an underlying subject that emerged when discussing Harrar's identity with the members: relationships characterized by a supportive quality. Marla, the Office Manager, spoke about the general helping nature of Matt, the Owner, stating:

"They help so many people start businesses, sharing the knowledge that they have for as long as they've been here... [Visiting] buildings, going over agreements, and they've seen and heard from other places... He [Matt] really takes the time to do it and will talk to anyone... So again, it really does make them different, but it's hard to get that out... because you just can't walk around saying, 'Hi, we're going to give you free this and free that.' But when we do come in, I think most people will get the sense, once they speak with him or go to one of the stores, the cafes... or come here for tours. We never tell anyone they can't come, even on a day, if you walk in, go right back. We don't push anyone away, we try to make it work however we can." (Marla, Office Manager)

Marla is highlighting how Matt works with others interested in opening up a café, sharing knowledge about what it takes to operate such a business, even going so far as to go over leases and locations. She also talks about the homey feel of the organization:

"it's homey, it's family owned, it's a cozy place. It's like a big hug. Everyone knows everyone and we understand people, we're people oriented, which is nice. Anyone here can come into any of us and say, listen I need... You never feel this pressure about... it's never going to work, they're going to fire me... There's the understanding on the flip side of that you just stay and do extra work, but you don't mind it because on the other end...

"and the pictures and their family and their sons and their daughters, and they're out in California and Colorado and they go to Costa Rica to help with family. So there's a real sense of family in everything that they do and encompass, compared to, even small roasters who just kind of do it to make ends meet."

The organization was started by a husband and wife team, and it makes sense that the organization would be family oriented and have a family feel to it. There's a general consensus that people pitch in to get the work done and cover for each other. Even though Marla's children are grown, she talked about being able to take the time off when needed when they

were younger, tending to them when they were sick and being able to attend school events.

That idea of support also extends to the employees. Sam, the Shop Manager, points to Matt's history as a "Navy guy":

".. the owner of the business is a military person. That's a totally different mindset from somebody from either the corporate world or from small business. Military guys are different guys. And I couldn't get anybody to disagree with that, and when I tell you that, somewhat contrary to all of my other business experience, a little bit of a different setting, somewhat of different protocols, different understandings and expectations. The Navy guy would say that the Navy would take kids from Nebraska and turn them into seamen. So that might be the case, but in the real world you find matches of interest and aptitude and desire. You don't always take the dumbest rock and see if you can put a polish on it. But nonetheless, with a great belief that you could throw anybody in front of a task, and know him enough, and you would get done minimum level of acceptance. Not at the highest level or the best, but adequate. So that would be contrary to my experiences in life of trying to excel and be at a higher plane." (Sam, Shop Manager)

Here Sam is indicating that Matt has a different operational style than he was used to in the corporate world. In the Navy, Matt learned to work with many different types of people at different skill levels, forming seamen out of kids from the middle of the country. Sam sees Matt taking this same modus operandi and implementing it at Harrar, giving people an opportunity to work and perform, regardless of their skill level, having different expectations than Sam experienced at other organizations.

Looking at three of the five organizational members interviewed, it is evident that previous experience or abilities are not necessarily the requirement for succeeding at Harrar. Both Sam and Kirk were hired through a program supporting retraining for long-term unemployed workers. Neither had experience in the coffee roasting business. Jake was hired through a collaboration with Community Rehab Care, an organization dedicated to working with individuals and families to get them back to optimal functioning based on individual situations. Jake suffered a traumatic brain injury and as such, has different levels of ability that must be taken into consideration in his daily work. Taking these three examples together, a picture of the

characteristics of relationships with employees emerges: individual differences are supported and it is more about giving people a chance to work within their abilities than having set standards applied across the board. Matt participated in an annual conference for a Brain Injury Association, participating on a panel that showcased Jake's journey to successful employment as a brain injury survivor, highlighting the road blocks and detours along the way.

4.4.4 Organizational Values

Organizational values can point to the core of organizational identity, as values are an important aspect of social identity in the social psychology literature. Values can be seen as the core of who we are and are intimately tied to our identities, and exploring organizational values can point to the central underpinnings of an organizational identity. Specific values that organizational members discussed in the interviews included: relationships with employees and customers. Matt summed it up by saying "we like to provide an honest cup of coffee basically and treat our employees well."

4.4.4.1 Employees

Marla recounted a recent story about a delivery driver who was not doing his job and it created a difficult situation, "I mean, people become like a family here. And when people have issues, with whether it's their family, we try to keep people, trying to keep staff." She indicated that they worked very hard to try to keep this person on staff, but the burden became too great and they ended up letting him go. She explained how they handled the situation in this way:

"There's the tough love. We're sorry, it's not working. But he himself, even said, you know, it started out fine but it just kind of got away of me, maybe too much. Maybe too much going on in your world. We will give a decent reference, we don't have to hurt you, it's just not working. Which is great too, because a lot of people would be like, bye! Exactly, be angry, but there's never anger which is nice. But you know, consistency is key. The customer wants to know that they don't have to call, that their coffee's going to show up, that when they did call that it's going to be there the next day if that's

what's on the schedule, that's what it is. They don't want to think about it, it's one less thing for them to think about.”

It is also evident that the organizational members have good relationships with each other, each one mentioning the internal relations in positive ways. Jake says the following about his relationship with his coworkers, “Well, I mean I feel that I have a pretty good relationship with everyone I work with. And, you know, we go back and forth and say different things... what we did, how we feel, what we're thinking...” He also points to how they work with him and his specific situation (brain injury survivor):

“Yeah, so it's not like it's something new, they don't know me or they don't know about me or they, they're very open to learning about me and just working with me and making it easier for me. Kind of not, um, not expecting too much from me because I'm... that's how they are. They wouldn't expect too much...” (Jake, Bagger)

Kirk enjoys his relationships with coworkers, indicating that they are “not politically correct.” The discussion around what values the organization holds, Kirk was adamant that they are really a great place to work, that individuals could express who they are and interact in ways that, in other environments, might be seen as politically incorrect. The example he provided was that you could say what you wanted, and no one was going to sue you for sexual harassment.

Jake relays that it is a good environment, saying:

“everyone gets along so it's a good environment and everyone's, for the most part, in a good mood, and it's what you want in a workplace because you'll get that much more work done if everyone's getting along doing their job and that's how it is here, it's just work. But it's, it's a good work environment. I don't have words to describe it other than good work environment.”

4.4.4.2 Customers

Keeping customers satisfied is very important. Marla recounted a recent story of an issue they were having with a delivery driver who wasn't doing his job and orders were not

being delivered in a timely manner, if at all. In terms of dealing with the customers, she found herself apologizing profusely:

“let me try to tell you sorry in another language, I've looked it up. Because after awhile, the English is just not working. I've got nothing else to tell you, but I'm sorry and let me say that in French. Because, at least it'll change it a little bit, and it will soften the blow. People want to at least hear that you're on their side and you understand what they're going through and just because you sent it out, it's not like gone into space. No, I want to know where it is, I want to know that you're not happy with it. So he's gone. Someone new is in. Letters went out, calls went out, and we lost some people because of it. Again, we picked up people and we were able to get people back because we fixed the problem, and that's so important and I don't think you get that in a lot of places.

Sam points to the importance of relationships with customers, saying:

“The crux of our business, the relationship is everything. They're all about dependability, continuity, trust, you get a tad of loyalty if you do the job right all the time, they're with you. So some of those things. Beyond that, we know that, we develop the grocery store business, it's all about us fulfilling that role. Stocked shelves, neat shelves, recognizing that holidays come up and get your coffee on the shelves.” (Sam, Shop Manager)

Sam is indicating that keeping the wholesale customers happy is important and they do this by being dependable and trustworthy and understanding what the customer expects (i.e., grocery stores need stocked shelves). Kirk, the Roaster, highlights their ability to react to customer needs, as well as the willingness to do whatever it takes to keep customers happy.

4.4.5 Member Understanding of CSR and Organizational Practices

As I interviewed various organizational members, no strong beliefs emerged, but rather a wide range of differing views. Some organizational members question and doubt the validity of CSR, thinking it is a scheme to keep certain bureaucracies running, while others see CSR as an overwhelming idea and talked about the importance of breaking it down into smaller pieces that individuals could more easily attend to.

4.4.5.1 What does CSR mean?

As stated above, there is not a clear consensus from organizational members in this case as to what CSR is or what it means. The organizational CEO, Matt, talked about trying to be socially conscious, indicating that [C.S.] (the organization they partner with for Fair Trade and Organic coffees) is his “carbon footprint consciousness.” He also points to the inconsistencies in the regulations, saying “I try to be as socially conscious as I can, however, even this [C.S.], they're my carbon footprint consciousness down in Central America as I have to run my exhaust gasses through an afterburner that takes it up a million BTU, 1300 Fahrenheit, all the bad gasses are in the fuel source, not the organic particulates that obscuring the skyline and we're in an industrial area.” He’s pointing out that the environmental regulations for operating the coffee roastery require he run his exhaust gasses through a system to supposedly burn off any organic particulates, but the actual use of the afterburner causes more environmental harm than what comes out of his roastery, in his estimation.

Two other organizational members indicate that they think it’s either a “crock of shit” or that “some of it is crap.” Kirk says:

“some of the organizations are well, you know, the Fair Trade people, they seem to have their stuff together and understand what they're doing. The organic people, they're on the opposite end. I'm not so sure that, they're just out looking for money, that's all they're looking for... we're not into direct trade. Is it a thing? And don't really know anything about that. But for us, we're not big enough, we're big, but we're not that big. Cause in order to really do it, you gotta, we're a 9-5 coffee company. There are... some coffee companies that are highly specialized coffee companies. That people want to see, they want to talk about what region that bean came from, what time it was picked and how it was picked and all those things.”

Kirk is highlighting that they are a 9-5 coffee company, they come in, do the work, give the customers what they are looking for, and go home. It’s not a 24-7 way of life for them, it’s a way to make a living. He compares this to other coffee companies which provide very detailed information on the specific bean, where it was grown, down to the most minute detail.

Marla spoke about the complexities and enormity of the issue, indicating that if she were to think about the totality of the issue, it would be overwhelming to her and others, saying:

“It's too massive. And no one wants to get blamed for everything. It's like, I didn't do it all, I know my car's not doing that, or my business or, you know. But if everyone did their recycling... If everyone just did their little part, again I think, technology as it grows, will start to make those changes. And people won't feel so forced, like I don't need to convert everything right now... but after five years this equipment is going to go on me and I'll have to replace it, so hopefully, if everyone wanted to make a change, when I can afford to make that change or I'm forced to make that change, I will put in a more eco-friendly, a more this, a more sustainable, whatever it is. When I go and I have to buy a copier I'll make sure it's going to be this or when I go to buy phones or, and then you know it's just, instead of saying today everyone has to do everything stop, you can't eat that food, you can't put it in the garbage, you can't put it in the recycling, you can't, you know people get overwhelmed. You know, there's only so much one person can do and I think people have enough stress in their life and then you're adding on, like here's the world? There's enough going on in the world, but if everyone took care of their home space, the best that they could, they make a difference. Every drop of water...”

She points to the role of changing technology which will make it easier to be environmentally friendly, and as technology changes and equipment wears out, she'll be able to become more socially responsible. She also points to the “overwhelming” nature of the issues around social responsibility and how people don't want to feel blamed for the whole of the situation. But then she says that if each person took care of their part, it would make a difference.

4.4.5.2 How is your organization socially responsible?

In addition to their partnership with [C.S.] and participating in Fair Trade and Organic coffee, Matt talks about giving back to the community, philanthropic efforts, and the fundraising option they have for nonprofits:

“Well, giving back to the community and all. Again, we have five cafes in visible locations in five different towns, so every cub scout, girl scout, softball team, little league team, church trip is looking for the checks and the fundraisers and being solicited by the parents of the kids who are raising these funds. So, we've actually developed a fundraising program with coffee, similar to the Girl Scout cookies. Except instead of cookies it's coffee... So, with the coffee, we custom design bags. Our biggest charity that

we work with is Best Buddies, which is basically mentally challenged kids... last year they raised about \$6,000 with coffee sales. So we sell it to them at basically a wholesale price and they sell it at a retail price or higher... 5 or 10 dollar a bag is going to the cause. But still we often contribute gift certificates, we don't write checks to anybody, but we do contribute gift certificates and try to help out in any way we can."

Each of the organizational members interviewed pointed to Jake as an example of how Harrar is socially responsible. Kirk says:

"And Jake is a brain injured adult and he works here full time. And that's part of the social responsibility. And everybody understands his situation and we work with him. On top of, we do work on the outside with Best Buddies and other organizations such as that, so I look at ourselves as doing our socially responsible part and really carrying it through... Than just a piece of paper that says, we're socially responsible... And it's a constant teaching and learning proposition."

Kirk also mentions work with another nonprofit organization that supports brain injury survivors. They volunteer to assist those programs on an ongoing basis, providing fundraising opportunities, tours of the facilities, and mentoring other organizations in terms of successfully bringing brain injury survivors into their workforce. Sam also mentions Jake:

"I know to be true and valid. So my friend Jake, is an exceptional case. So first and foremost, Jake has only had this positive impact. (Matt) is at an arm's length away from it... Outside of being pleasant and chatting up a little bit, they have entrusted the employees to allow that to occur and blossom. So I would tell people, so if you are given the chance to do something, you've been remiss. So for Jake, I put it right here and say yep! That's what Harrar has done in terms of social responsibility. See if it would have some good I think." (Sam, Shop Manager)

Sam is talking about working with Jake and that Matt has left it up to him to find ways to work with Jake, but that it has been a very positive experience. Sam is very proud of the work they do with Jake, when he says "I put it right here" he pointed to his heart. It is definitely seen as a part of the organization's social responsibility practices. He also points to some other practices he sees as socially responsible:

"So that (coffee) can't be packaged and sold at the wholesale or retail level, and we're not sure what went in that bag or maybe we wondered about, what was the date on it? So as a group of employees, we smiled and said, nobody should (throw that out), that tastes like a cup of coffee to me so let's find a food bank that we can give some coffee

to. So each employee has a chance to, you can take that to your hometown food bank, or parish, church, foodbank or any of that stuff. So that's an example of that social (responsibility). We also try to recycle. We fill the dumpster, but we got a guy that says, 'I'll take it down there every week, I gotta do that, don't throw it out' and I'm going ok great. You know what, I recycle at home and I'm more than happy to do it and, just please don't ask me to do one more thing. But yes, if everyone wants to help do this then let's put a recycling box up and we'll get our cardboard to go there, we got some metal, so." (Sam, Shop Manager)

Here Sam points to donating coffee to food banks and recycling as examples of socially responsible practices.

Marla is certain that Harrar is socially responsible and that it is an important aspect for the organization:

"I think we all have to be responsible, no matter what. So I definitely think, we as a small business, whether it's using certain equipment and having certain packaging, you know we're into recyclable, we have our recyclable K cups. We try to make a little bit of our footprint where we can. Everyone has to. I'm definitely in support of it."

She is indicating that they have recyclable K cups, which is a product sold for specific types of coffee brewers. Each K cup makes only one cup of coffee and has been criticized for the amount of waste generated through its use. Recyclable K cups were created as a response to this criticism. She also points to education surrounding environmental issues in the coffee industry and their partnership with [C.S.]:

"I think we definitely show our support for education and awareness of the forest, an awareness of where the beans come from, and an awareness of supporting different farmers, different groups, supporting education. Because, again, even if it's just the coffee bean that leads to, it sounds so silly, but even with bee pollination. Without it there's no cherries, there's no coffees, so even just getting to pollinating, what we're doing..."

Again, within speaking of [C.S.] and the organic coffees and the forest and the flowers, everything is involved in that. Climate change is involved in that. Everything takes a toll on every product we use, so with [C.S] being organic and save the rainforest and their saving, I forget the names of the birds, by doing solar drying, they've also incorporated the bee pollinators need to be there, so I mean, the answer, I think we definitely expanded our education on being a little socially responsible in educating people that way. Because A leads to B and I think sometimes people lose sight of that, because they're looking at the final product... So we definitely, there's definitely things that I

think we are, there's always something I guess you could do more of, and at this point in time, you know, but we try. We try.” (Marla, Office Manager)

Marla sees the work Harrar does with [C.S.] as an important aspect of their socially responsible practices. She points to educating customers about the environmental impacts of coffee production and how certain practices can help preserve the rainforest, save certain birds, as well as the pollinators, which are important for growing coffee. Marla sees Harrar as trying to be socially responsible in certain ways and says “I guess you could do more,” but recognizes that they are trying.

4.4.5.3 Certification Schemes?

When asked about certification schemes, Harrar participates in Fair Trade, Organic, and Kosher certification. However, there are mixed feelings about the importance and impact of these schemes among members. Matt points to issues he sees with organic certification process:

“And the organic certification, again, every year, it's an annual inspection, and I understand, ... I come from a background that we had... about every other day there was some type of inspection in what we did. But the inspector knows significantly less than who he's inspecting. For instance, we flavor coffees, for awhile there, the coffee once it's roasted, it's oxygen that stales it, so for awhile we were nitrogen flushing the bags... so it had no exposure to the oxygen. And into maybe our 8th inspection, one of the inspectors said, ‘well what's that?’ I said, that's a nitrogen tank. ‘And what do you do with that?’ Well, we flush the coffee, the oxygen out... ‘Well you can't call it organic because you're adding something to it.’ I said nitrogen is an inert gas, it makes up 79% of the world's atmosphere and, it was ridiculous. The guy was over the top. ‘Well you can't call it 100% organic.’ I said well we don't, you'd like to think it's 100% organic, but we don't have that in writing, so we get under that loophole, we don't say 100% organic, because it gets added nitrogen as a preservative, but it's not really a preservative. Sorry that type of absurdity. And when all is said and done, people are putting it into a styrofoam cup or something. It's ridiculous.”

Matt is pointing to his experience with the organic certification process as reflective of a wider issue of inconsistencies in the implementation of certification schemes as well as consumers' hypocrisy, pointing to serving the coffee in a styrofoam cup, which is harmful to the

environment. However, Matt does see Fair Trade as a certification that provides some benefit to farmers, at least in terms of the prices they receive for coffee:

“For the most part, like back to the Fair Trade, that model works really well when coffee prices were artificially low... Back in the day when, 30 years ago or 40 years ago, Vietnam was not a coffee producing country. Now it's the second biggest coffee producing country behind Brazil. And it's all garbage, robusta commercial grade coffee, that flooded the markets artificially dropped the pricing, to the point where the farmers were losing money with every harvest because they couldn't compete on that commodity exchange. So... the whole idea of Fair Trade makes sense, but then a few years ago, coffee hit historic highs, so farmers who had signed contracts with a seller but there was no ceiling, so they were basically ditching contracts, ...if you've ever been down into those regions, the big difference, they're making in a day what we're getting for an iced caramel macchiato with whipped cream and jalapenos. It's insane that gap, but for the most part, they're rural farmers and making a decent living and you can't influence the world, the third world for that matter, when American values and lifestyle, because it's an unsustainable lifestyle. Budweiser cans and televisions and satellite dishes in the rural mountains of Peru, that's not, in my opinion, healthy. It's not healthy here, but that's the American way, so.”

In this portion of the interview, Matt points to the flood of low quality robusta coffee from Vietnam, which lowered the price paid for coffee on the commodities market. However, there are times when coffee prices are higher due to lower crop yields, so he sees Fair Trade farmers ditching their contracts for the higher prices outside of the Fair Trade market. In this regard, his understanding of Fair Trade reflects only the economics of the trading relationship between farmer and importer, and he makes no mention of the other aspects of Fair Trade, such as democratic governance systems and community development programs.

Kirk, the Roaster, indicates that they are questioning the Fair Trade and Organic production for themselves, outside of what they do with [C.S.], saying “we're wrestling with that right now. We do Fair Trade and we do organic, but we lump them both together. So anything that is organic is automatically Fair Trade. Well into us it's automatically Fair Trade.” He indicates that he inherited them when he came on board as a roaster and it wasn't a decision he made. He points to the changing nature of what is happening with Fair Trade and Direct Trade:

“but it's now shattered into ten thousand different pieces because. Direct trade, there's another one, there's still organic, there's still Fair Trade, there's direct to market, and all these other smaller facets of it. Are they going to catch on? I don't know... and I think that's where society is right now. They're unsure, you know, cause they're like saying, oh, this is all just a marketing campaign. People are getting much more savvy to that... So, I've kicked it around with the rest of the group and everybody has said let's just stay where we are. And, but those numbers are dwindling too... So I am, I am always talking to the bigger wholesale customers and saying, hey, what are you guys seeing, and they're not saying anything.” (Kirk, Roaster)

Harrar is at a point where they might be thinking about bringing on more Fair Trade and Organic coffee than just what [C.S] is providing, but based on discussions with the larger wholesale customers, Kirk doesn't see the consumer demand. His numbers don't support additional participation in these specific certification programs at this point. If the demand from their customers changes in the future, they would most likely work to meet those demands. It is clear from many of the interviews that Harrar is driven by serving their customers. For example, Marla points to the Kosher certification they attained recently:

“We are organic. We are Fair Trade... If there's a need for something, that's strictly when we became Kosher certified. We had a group that was asking and even though there was nothing that would prohibit us from being, we just didn't have the certification. So we said if that would make you happier in purchasing the price, and it was better for a sale at your store, for your group, then by all means we became Kosher certified. We're open to becoming certified, to the needs of the community or our buyer. For right now, what we are certified in is, fits our needs and our customers' needs at this present time. But that could change by someone else calling us, or if we took another route to get into something a little different, I think there would be no issue on this end with becoming certified to serve. Yeah, we'd like to get out for everyone, but you can only do what you can do and what's being offered to you or suggested to you. So we're fully qualified for right now. Crazy certified.” (Marla, Office Manager)

In general, while Harrar participates in the Fair Trade and Organic certification processes, it is not necessarily central to how they see themselves as an organization. It is somewhat separate from the organization since all of the Fair Trade and Organic coffee they roast is for [C.S]. At this point they do not have plans to expand their participation in the certification schemes, but would respond to customer demands in this arena in the future.

4.4.6 Harrar Case Themes

4.4.6.1 Relationships with Stakeholders

The main relationships discussed within the interviews centered on customers and employees. The organization is very centered on providing quality customer service and meeting consumer demands. Many of the organizational members discussed how they work to ensure a high level of customer service and being willing and able to meet changing needs as expressed by customers. Relationships with employees was an important aspect for the organizational leader, he indicated that they strive to take good care of the employees. While the employees did not consistently highlight their treatment by the organization, they all enjoyed good relationships with their colleagues, noting a sense of family.

A secondary relationship that was mentioned throughout was with the community, both giving back to the community through fundraising programs and donations, as well as working with organizations supporting brain injury survivors. This was the area in which ideas of organizational practices that were seen as socially responsible emerged as important to the organization. Organizational members saw the work they did with Jake and other community organizations as being socially responsible and these were also practices that came out specifically when discussing social responsibility.

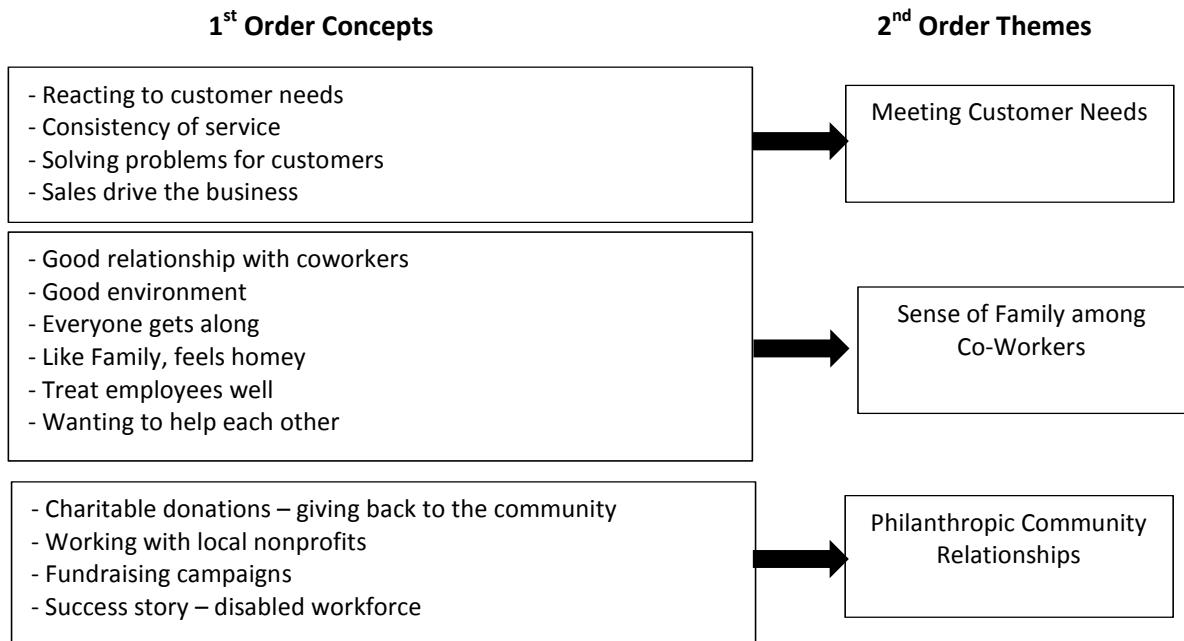


Figure 7: Case C – Harrar – Stakeholder Relationship Themes

4.4.6.2 Organizational Understanding of Social Responsibility

Once again, specific views on the institutionalized mechanisms related to CSR, ran the gamut from being highly problematic to serving an important function. Matt, the Owner, referenced the inconsistencies with organic certification as well as Fair Trade certification. Two of the organizational members referred to CSR as nonsense (i.e., “crock of shit”, “load of crap”), indicating that they understood the phrase corporate social responsibility as being worthless. There seems to be a general understanding that the phrase Corporate Social Responsibility has little consistent meaning, but when discussing specific ways in which Harrar was socially responsible, organizational members saw Harrar as being socially responsible and were able to point to specific practices highlighting their beliefs.

Also, when discussing CSR specifically, Fair Trade and Organics came up, but once again, these were presented in context of working with [C.S.]. Specifically, the owner

referenced [C.S.] as being the “social consciousness” of the organization. It seemed that it was almost bracketed off to the side, as if they participated in these certification programs, but did not necessarily whole heartedly agree with them. While [C.S.] was presented as doing really important environmental work, the organic certification process was seen as having some inconsistencies.

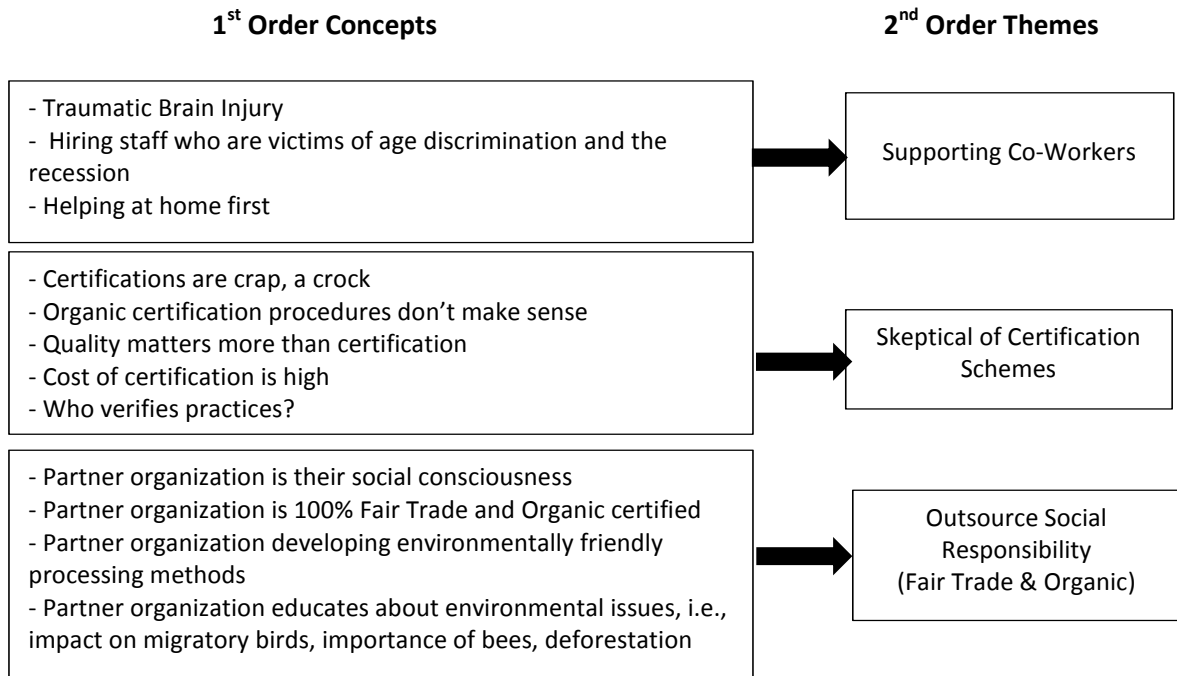


Figure 8: Case C – Harrar – Social Responsibility Themes

4.4.6.3 Organizational Identity

Members of Harrar see themselves as members of a business, first and foremost. When discussing what the central aspects of the organization entailed, most members pointed to the functionality of the organization as a business. They indicated that they were a coffee roaster, a 9-5 coffee company that provides an honest cup of coffee. It really comes down to the fact that they feel at home and like family in the organization, but the organization is about the business of roasting coffee as a retailer/wholesaler.

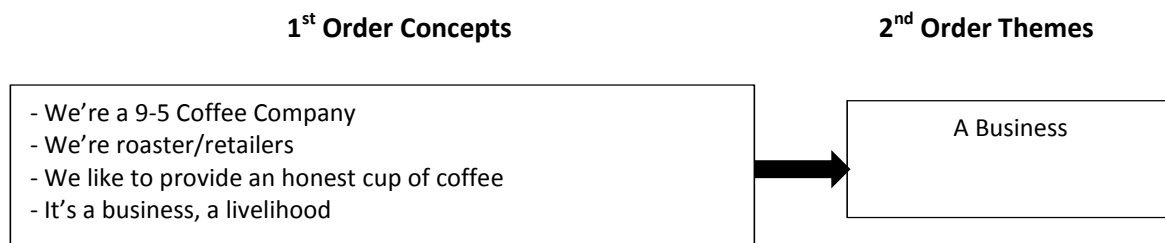


Figure 9: Case C – Harrar – Organizational Identity Theme

4.5 Case D – Tarrazu

For this case, I interviewed Derek, the CEO/Founder, Rick, the Marketing Manager, Kelly, HR and Project Manager, and Brad, Roast Master. Derek founded the organization 23 years ago (1993) and currently is the CEO/Founder. Rick, the Marketing Manager, has been at Tarrazu for about 4 months, coming from a position as an Annual Fund Campaign manager at a large University. Kelly has been at Tarrazu for 3 years and Brad has been there for 10 years.

4.5.1 Tarrazu Overview

Tarrazu is a specialty coffee roaster selling 100% Fair Trade, Organic and Kosher certified coffee, located in a rural New England town. They have a little over \$3 million in annual sales of roasted coffee, plus they sell their green beans to home roasters and carry other Fair Trade and Organic products such as chocolate and sugar. Tarrazu presents a very clear mission on their website, indicating that they see specialty coffee “as a vehicle for progressive change” and they use “activism, ecological responsibility and innovative direct development” as ways to achieve this goal.

4.5.2 Organizational Identity Claims Reflecting Social Responsibility

Keeping in mind that the definition of CSR underlying this project is “the process by which managers within an organization think about and discuss relationships with stakeholders as well as their roles in relation to the common good, along with their behavioral disposition with respect to the fulfillment and achievement of these roles and relationships” (2008, p.124), I focused on website materials which reflected organizational understanding of stakeholder relationships, discussed interactions with stakeholders, and highlighted their role in society. Some of the indicators of these include views of customers, relationships with coffee farmers, and participation in specific social responsibility certification schemes (i.e. Fair Trade, Organic). In regards to these issues, I included numerous web pages, including: Our Mission, Activism, Direct Development, Ecology, Kosher and Organic, as well as a blog entry regarding a trip to Sumatra.

From the initial mission statement, Tarrazu presents itself as an organization committed to progressive change, using coffee as the relational underpinning. They focus on activism, direct development programs and ecological responsibility. They indicate that they have a “Respect for the Quality of Life” that is supported by Fair Trade, Organic, and Kosher certifications. The narrative they develop around these certification practices highlights the impact of the certification standards on growing methods, especially the elimination of pesticide use, which results in a healthier environment for the farmers and their communities. They are very clear that the certification programs provide standards that support the health of farmers, their communities, and the environment, including migratory birds. There is a blending of social and environmental issues highlighted but also a commitment to having a high quality bean. But they indicate that these certifications support the quality of the coffee beans by providing standards for the planting, care, and harvesting.

In addition to the specific certification programs they participate in, Tarrazu also presents themselves as an “Integrated, Progressive Trade System.” They identify that each participant in the coffee industry, from the farmer to the consumer, are participating in a system (created and maintained by the organization) that is socially just and environmentally responsible. Tarrazu only purchases coffee from “small farmer cooperatives, largely made up of indigenous peoples working hard to maintain their culture and lifestyles.” Derek was a lawyer and an indigenous rights activist prior to founding Tarrazu. They also indicate that larger farms and estates perpetuate “chronic poverty and malnutrition” among their farm workers.

Tarrazu also highlights other ways that they support social change within the coffee industry, mentioning three different nonprofit organizations that they either co-founded or created, each focusing on a different aspect of social issues within the industry. There are programs that deal with victims of landmines, international development programs, and a roaster’s cooperative providing smaller roasters to access Fair Trade certified coffee. Their commitment to improving the social and health conditions in coffee growing communities is evident, as is their view of Fair Trade as an important vehicle for change.

The claims Tarrazu makes regarding a socially just and environmentally responsible trade system are supported further through various materials on their website. They highlight their views and actions on Activism, Fair Trade, Outreach and Education. For example, they indicate that transparency is the central tenant of their Trade Justice Philosophy. They share an inordinate amount of information about where their products come from as well as what their trade practices are. They “dedicate a lot of time and energy doing outreach and education” both within their own community and with their customers. They believe the more their customers know, the more opportunities they have to make better choices.

Tarrazu also includes their perceptions of the labels most often found on a bag of coffee, including Fair Trade certified, Sustainably Sourced, and Farmer friendly. Within the context of the specialty coffee industry, they assert that a lot of these labels are meaningless when it comes to the actual practices of their peers. Tarrazu sees many of their peers as jumping on a bandwagon as a way to make money, and not taking the time to do research or get to know their farmers, and assume that the certification is “good enough.” They further go on to discuss their understanding of Fair Trade and what it means to them and the work that they do with farmers.

Their view of Fair Trade Certified label has changed over time. In the beginning, they saw it as a good tool to have in their toolbox for supporting trade justice. However, there has been a lot of “corporate players” meddling with the rules recently, shifting the standards of Fair Trade Certification within the U.S. to include large, corporate farms, which is antithetical to the founding principles of Fair Trade, in Tarrazu’s view. They choose, instead, to participate with the Fair Trade Federation, a trade body that only accepts organizations that are 100 percent fair trade.

In addition to Fair Trade Federation, Tarrazu’s approach to Fair Trade is to purchase 100 percent certified organic from Fair Trade registered cooperatives directly, eliminating the middle men. They also purchase at or above the international Fair Trade price and offer Direct Development co-designing and funding to each cooperative farm community. In addition, they provide pre-financing of purchases when possible. They work to develop long-term relationships with farmers.

It is very evident, looking at the organization’s website, that relationships with all of their partners is a central topic to understanding who they are and how they operate. In addition, they include some institutionalized CSR practices as being foundational to their

organization, only purchasing and selling 100% Fair Trade, Organic and Kosher certified coffees. Even though they are using Fair Trade as an indicator of their operations, they also go to great lengths to provide their interpretation and understanding of what Fair Trade is to them, which does not necessarily match up with what has been happening in the industry.

Tarrazu also talks about relationships with the environment, especially when writing about Organic certification. They indicate that they have a commitment to respecting the earth, farmers, co-workers and consumers, which is supported through their dedication to only roasting organic coffee. They explain that at the farm level, organic certification means that means that the farmer has gone through three years of training and monitoring, guaranteeing “not only that the soil is free of pesticides and herbicides conventionally used on coffee (and largely banned for use in the USA!) but that the farmer is protecting the soil and water quality of his or her farm and the surrounding environment, and mulching and composting all organic waste from harvesting and processing.” They explain how organic certification supports the health of the environment, farmers, and their communities. Tarrazu provides details on what organic certification means to the farmers and how it impacts their operations and why these issues are important for the farming communities as well as to the industry as a whole.

Whether CSR is looking at how organizational members discuss relationships with stakeholders or the specific institutionalized practices found within the industry, Tarrazu covers both of these fully on their website. Not only do they talk about relationships within their system (which is grounded in ideas of Trade Justice), they explain their thoughts and understandings surrounding certification programs that they use. The identity claims that Tarrazu make in terms of who they are as an organization are extremely consistent and centered around relationships with all of their stakeholders, ranging from farmers to consumers and all points and communities in between.

4.5.3 Social Responsibility within Organizational Identity

Who are we as an organization? In order to get an understanding of how organizational members think about their organizational identity, or how they see themselves, I asked questions such as What are the central characteristics of your organization?; What makes your organization unique? What makes your organization distinctive from others? There are some very strong ideas that arise within the interviews with the organizational members, including commitments to social change, the environment and sustainability, and a focus on staying true to the values underpinning the organization.

One of the main issues revolves around the organization as a social change agent, and Rick explains it this way:

“I would say that one of the biggest things, and one of the nice adjustments that I've made in my thinking, is that profit is very secondary as opposed to the focus. That there are a series of core values, commitment to sustainability, commitment to ecology, commitment to the people who we represent, the farmers, the growers, the co-ops, and that we have to get that stuff right. Those are the details that we must get right as a company and then we have this faith that, once we do get them right, and a great track record to prove that once we get them right, we become a profitable company. But that kind of growth needs to be done sustainably and in kind of a controlled manageable way where we kind of take care of everyone, our stakeholders first.” (Rick, Marketing Manager)

Rick has only been at Tarrazu for four months and he is indicating that the focus is really on commitments to sustainability, ecology, stakeholders in general, which represents a shift away from focusing on profit. He talks about having faith that if they follow their values, the organization will remain profitable and that they have a track record to prove that. Brad talks about being a strictly Fair Trade and Organic company as well as the development work that Tarrazu does in coffee growing communities. These all stem from Derek, the Founder's, vision of being a social change agent and using coffee as that vehicle for change.

When asked about what makes Tarrazu different, Kelly says:

“The first thing that jumped in my head was just ethics, and values. And I think that not only do we have them and tout them regularly, but Derek really lives by them and really makes business decisions that do not compromise his values as a person, as what Tarrazu has become. He's turned down plenty of opportunities that would have either grown us beyond what we could imagine, or made all this money or whatever, but he's turned it down because it's not what he wants to do or they're asking us to compromise what we really want to be in the world. And that's always number one. I feel like every day there's like a new thing, like, we're not gonna do that, we're not gonna... Even sometimes with the SCAA, like the focus on third wave and how people are talking about direct trade and all this stuff, that's fine, but Derek doesn't want to go down that road because it takes away from what we're actually doing with the farmers. And people use it, and sometimes misuse it as like a, like, oh, I don't need to be Fair Trade certified because we direct trade. But that doesn't guarantee anything to the farmers and it's all just kind of talk, and Derek would never do anything like that. So I think, that he's just, he really conducts business in a really honest, ethical way that he will never compromise on.” (Kelly, HR and Project Manager)

Kelly really highlights the strong values that ground Tarrazu and how those values play out in organizational operations and decisions made by Derek, the Founder. Derek says that “those are the foundations of our business. And other organizations give some money to charity, but charity isn't change, charity is social maintenance, it's not change. And I think that we pioneered, when I started Tarrazu, we pioneered the concept of business as a direct agent of social change.” Those values that play into being social change agents are the foundations and all decisions, relationships, and practices stem from those values.

4.5.4 Organizational Values

Organizational values can point to the core of organizational identity, as values are an important aspect of social identity in the social psychology literature. Values can be seen as the core of who we are and are intimately tied to our identities, and exploring organizational values can point to the central underpinnings of an organizational identity. Specific values that organizational members discussed in the interviews included: respect, trade justice, social activism, and environmental impact.

4.5.4.1 Respect

During the interview with Derek, the Founder, when we reached the question about specific values that underpin the organization, a very interesting thing happened – he realized that he had never been asked this question. He speaks about values, indicating that every organization is value-driven, just that those values are different than the ones driving Tarrazu. After thinking about it for a minute, his answer was this:

“Well, it's hard to quantify a lot of them. Because one of them is respect. We respect the people who work for Tarrazu, we respect the farmers, we respect the environment, we respect the consumers, that's why we charge so little. I don't want Fair Trade to be something that only people of means can participate in. I want the people of [our town] to participate in Fair Trade and then learn something about it and maybe that's start to infiltrate their value set with something bigger than what their experience is in down trodden [town]. Respect is first and foremost the key. And what does respect mean? Respect means to learn about, to understand, to empathize with and not "other" but to make a connection and then to act on it in a way that's respectful. In a way that supports and celebrates the potential of that relationship.”

His notion of respect reflects the importance of the relationships within and among the organizations in their sphere of influence, as well as the environment. He has a strong commitment to contribute positively within all of their interactions with stakeholders, and those stakeholders include internal, external, communities, and the environment. He explains that respect, to him, means empathizing in ways that reflect an understanding of the connection and honors where the other person or organization may be at that point in time. One way that is conveyed is through a second value he mentions, creating opportunity:

“So respect is key... So that's the key, fairness, economic fairness, opportunity, helping create opportunity. A lot of our development programs are with women, and they are about job creation, income generation, opportunity creation, helping women grow into leadership roles, or fighting gender violence. Creating opportunity is a key value of ours.” (Derek)

Here Derek mentions their development programs, which are an important aspect of Tarrazu. They have a direct development program which adheres to a People-Centered Development practice:

“People-Centered Development is an approach to international development that focuses on the real needs of local communities for the necessities of life (clean water, health care, income generation) that are often disrupted by conventional development assistance...We are committed to small, meaningful projects that the community actually wants, and that are sustainable over time without our continued involvement. At the end of the day, the incredible amount of empowerment experienced by the farming communities and individuals we work with is the most powerful thing we can do.” (Website)

Each of the organizational members interviewed mentioned the work that is done through the development programs as integral to the values within Tarrazu. The development work is seen as going beyond Fair Trade and “trying to improve the coffee growers lives” (Brad).

Respect and relationships show up in almost all of the discussions around values. Kelly, the HR and Project Manager, points to the importance of transparency in maintaining open and honest relationships with the customers:

“Transparency. There's been plenty of times we've written updates from the field where we talk as much about our failures as our accomplishments. It's, we don't need to just highlight all of our, like, we're the best because, but it's like, this didn't actually work, it's not happening anymore. We learned some lessons and whoops...”

The organization posts an inordinate amount of information on their website, writing often about the work that they are doing. They are just as open about discussing the failures right alongside their successes. There's a level of transparency that the organization is committed to, regardless of whether the attempt was a success or failure, and this supports their building open relationships with their consumers and community members.

4.5.4.2 Trade Justice and Social Activism

Social activism and trade justice also reflect attitudes and approaches toward relationships. Rick explains trade justice as a value this way:

“Trade justice is a big one...and what that means, I would say... we're a social justice company and we use things like organic certification and Fair Trade certification as one of the tools in our toolbelt to achieve this. So there is like an intrinsic sense of fairness and that is kind of implied in the system that we deal with. And so we'll have these long

term partners that will sometimes, for whatever reason on their end, not keep up their Fair Trade certification, but we would continue to work with them and continue to help them figure out what the best path for them forward is. And we'll always pay far above what that Fair Trade minimum is, it's just kind of a number that exists, but we have a good sense of what that fair remuneration for that is. It's kind of taking a look at what the lifestyle of those people is, taking a look at what their needs are, and it's kind of developing a system based on each individual scenario and not necessarily relying on the certification to be the reason you're a good company. There's a lot of Fair Trade companies that just pay the Fair Trade minimum every time and they're doing something positive ultimately, but their actual commitment to it is very very low.”

Rick is explaining how he sees trade justice in action, indicating that Tarrazu is first and foremost a social justice company that uses organic and Fair Trade certification as tools to accomplish their work, but they don't necessarily rely on the rules provided by those certification schemes to define their practices. They enact practices that meet their own definitions of what it means to have trade justice, which goes beyond those guidelines established by Fair Trade.

Social activism runs throughout the organization and operations, starting inside the organization, at the state level, industry level, and then in the growing communities. Tarrazu provides a comprehensive benefits package, including vacation, retirement, profit sharing, and healthcare. Kelly mentions that “some of the benefits are unheard of... It's insane.” She indicated that the organization takes care of all of their healthcare insurance costs and covers the deductibles. Derek participates in a lot of social activism at the state level and was recently involved in fighting for higher minimum wages in the state as well as GMO labeling, and supporting maternity rights for female workers.

4.5.4.3 Environmental Impact

Environmental sustainability emerged as an important value to organizational members in terms of how the organization operates. Kelly, the HR and Project Manager said:

“I mean environmental sustainability, just the fact that we have recyclable or biodegradable packaging now and that's been years in the making. I mean, we're not producing it, but Derek's been in touch with many different companies and chemists

and engineers and all these people to get it right. So we didn't settle on anything until we had samples and we planted them in the coffee tree and say how they broke down. And even now, we have customers who have said this isn't breaking down in my compost, so even now we're like working with the local composting company who is in the industrial park here. He's got some of our bags buried in different types of composting soil and he's going to check back, and he and Derek have had long conversations, just 'cause we want to make sure, if we're saying these are going to be biodegrading in your home compost, we've got to make sure that's real."

Her story about the journey to find the right compostable bags, and the lengths that they go to ensure that they are not misinforming their customers, highlight the strong commitment not only to the environment, but also in keeping honest relationships with their customers.

Sustainable packaging has been an ongoing issue in the specialty coffee industry (including K-cups and coffee bags). The problem she highlights here is that just because a bag is compostable, it still requires specific environmental parameters to break down, and sometimes these parameters are not attainable in a backyard compost pile. Tarrazu is testing the bags in different environments so they can actually tell the customers how the bag needs to be composted, not just relying on specifications from the manufacturer.

Rick also indicates that ecological responsibility is a "guiding force" and talks about their struggle with K-cups:

"And we've also kind of looked into... there was such an issue with K-cups, and there is such an issue with K-cups, in fact the guy who created them just recently came out and said this was an awful thing to have done. And it's just a steady stream of plastic into garbage dumps all over the world. And we basically looked at the technology and the technology currently is that they really can't make good ones that are biodegradable. There is a mesh liner for kind of creating these things that prohibits that and so you can get something that's like 95%, 97% biodegradable but there's still plastic in them, so what we've actually done is we've gone with a fully recyclable version. So we have these number 5 recyclable K-cups, that the coffee and the filter can be composted and the rest of it can be recycled."

In terms of K-cups, Rick indicates that there isn't a fully biodegradable option, so they have chosen to go with a recyclable option. He goes on to talk about the fact that they also generate 65% of the energy for the organization through the solar panels on the roof.

Brad, the Roaster, talks about the compostable bags, and the amount of recycling they do at the roastery, minimizing their waste. In addition, the coffee roasters are specifically designed to emit less emissions and run more efficiently. They funnel heat back through the machine instead of losing it through venting, which allows the roasters to use less energy during the roasting process.

4.5.5 Member Understanding of CSR and Organizational Practices

As I interviewed organizational members, there was a clear idea of CSR that emerged and specific practices that were seen as being socially responsible. In general, the phrase Corporate Social Responsibility was disliked for many reasons, ranging from the lack of a common meaning to the cooptation for marketing purposes. However, each organizational member could point to ways that Tarrazu is socially responsible, using their own meanings and definitions surrounding social responsibility.

4.5.5.1 What does CSR mean?

Starting with Derek, the Founder, he sees CSR in this way:

“First, I hate that phrase, only because it has no meaning. I mean, like there was an article about 10 years ago in the Economist, Corporate Social Responsibility is Dead. And I read the article, and it was not an inaccurate article, but the way I read it, it's like, it's not that it's dead, it never grew, it never became real. So what they're criticizing is something that never actually did what it was supposed to do. Because corporate social responsibility is very siloed, I think is the proper term these days, it's siloed. So this company says our CSR is that we treat our employees with respect. Our CSR is we do this environmental stuff but we give people lousy pay. Our CSR is that we are changing the climate, and yet we are polluting the water and not paying people enough money. So, when it's siloed like that, it has no meaning whatsoever.”

He is indicating that there is no common definition in practice of what CSR is, but rather it resides in silos. He does have an idea of what social responsibility means to him and how it is implemented in Tarrazu:

“So what is responsibility, what does social responsibility mean? It means that you take a look at the relationships you're in and then you take responsibility for your behaviors and what the ramifications of those behaviors are in the social, the environmental, and the economic realm. And it's a very deep, it's not superficial, it's a very deep inquiry. So the inquiry is stage 1, what you do about it is stage 2, because the inquiry is out there, because if you look you know what, the inquiry tells you what's going on, so the next question is though, what do you do about it? And that's where most people fall short because they don't want to give up the money, they don't want to put in the energy, they don't want to restructure or report or do the things that you need to do to manifest your values.”

For Derek, being socially responsible starts with understanding the relationships you are in and taking responsibility for the ramifications of your role in the social, environmental and economic arenas. He also indicates that there is a structure of inquiry that he follows to achieve this understanding and then takes steps to manifest the values that he sees as underlying those relationships (respect as was mentioned before).

Rick, the Marketing Manager, sees CSR as meaningless in some ways:

“It's become meaningless. So in terms of what I honestly believe CSR to be... I think that social responsibility coming from a corporate standpoint, is you have a lot of means, you have a lot of accessibility, and it's whether or not you choose to step up your commitment based on a level that you bring things in is the hard thing. It's such a tokenist world that the phrase green washing appears everywhere. You kind of advertise these things as green... and you often look for ways that your product or your company's set up has fortuitously been green, or socially forward of you. Like you look and say, oh we've been doing this for years, this is something we should actually be talking about. Like that's something that a lot of companies do, let's take a look at our products, well this actually doesn't generate much waste, so let's talk about that fact, as opposed to pushing yourself to develop things further, pushing yourself to make a better commitment and not just happen to be in a good position to report on something.”

He points to how organizations select certain things that they are already doing or are a part of their production system and use those to advertise their CSR efforts. He sees this as being part of the greenwashing that goes on and that all it takes is a token commitment to being “green” to establish your CSR credibility. But this has led to the term CSR becoming meaningless if it's not backed up with more difficult decisions.

Kelly, the HR and Project Manager, indicates that being socially responsible is being aware of the impact you have in the world:

“I think of, first, being really aware of your impact. Unintended impact of whatever you're doing might have not just going out and thinking that you're doing something really good, but then you don't see that it's causing a ripple effect that, in the end, it's really negative for whatever. So, I think before you can be responsible you need to be aware. And then once you are aware, making sure that you are taking responsibility for whatever your awareness leads you to. And I think, again, the phrase, just taking care of people, and I would add in then, the world. I think those are the two biggest things, if you're going to do something in this world and have some sort of impact, I mean I'm speaking very generically, more than just coffee, but whatever your business is or whatever your action is, if you can take care of people and take care of the earth, and you have a responsibility to do so, I think that that's how you are socially responsible as a business.”

She is reflecting Derek's understanding of social responsibility in some ways – understanding the impact you have within the relationships formed. The first step is having an awareness of the relationship and then understanding the implications of those relationships on both people and the environment.

4.5.5.2 How is your organization socially responsible?

When it came to identifying the practices Tarrazu members recognize as being socially responsible, discussion centered around relationships once again, ranging from how employees are treated to experiences on the ground. Rick, the Marketing Manager, talks about the benefits package offered by Tarrazu:

“You know, we have an incredible benefits package here for our company. Great maternity leave stuff, incredible health insurance coverage for everyone and their families... It often starts with Derek's commitment to his own employees too. Some really amazing benefit packages he works tirelessly to improve all the time, there's an incredible life insurance plan, stuff that, you know, very few companies have the guts to offer, because again, it's not one of those things that's super profitable, but again, you get incredible work from people you take care of. Its motivation in that, but it's also, it's the right thing to do and more companies should be doing it.”

Kelly highlights the fact that the organization was founded on principles such as being socially responsible and continues to grow in that way and stay on track:

“I think we have the awareness that, if we start to stray, something will pull us back. Whether it's an employee recognizing, like, I guess actually, the biodegrading bags is a good one. Something pulled us back, we noticed a pattern and a few people writing, this is not actually decomposing. So, like, ok, let's check this, Because it's our responsibility, we're putting it out there that this is like this great new biodegradable product that's going to save the world, but it's our responsibility to make sure that that's true. And that we're doing everything that we can to make sure it's true.”

She also mentions keeping up with the organic certification scheme and making sure all of the record keeping is up to date and transparent. She then points to the day to day impact of their environmental commitments, as well as contributions to the local community, and how decisions are made about bringing on new coffee:

“The actual day to day stuff that we do to minimize our environmental impact and making other bigger decisions with that in mind, like when we bought the big roasters, we made sure, I mean they were like, I think we were one of the first company to get them because they were new, and efficient and all that stuff. We knew we needed new roaster we decided to make that sustainable choice.

“...all the contributions that we make. You know, even if it's not a farmer that we're working with or, we just give so much away. Coffee and money and to all deserving groups, but really trying to, we don't keep a lot of profit at all. That's not part of what we do at the end of the year, it's like, sweet all this money, it's like we gave away all this money last year, we don't really have a budget we, just give away as our heart... feels like contributing to other people's causes. And I also think, as we buy coffee, the decision making process, as we either continue to buy coffee from the same farmers we have or if there's new coffee, that's a big decision. Because it involves meeting the farmers and just developing that relationship, so it doesn't happen often that we do buy coffee from new places, new countries, new farmers, because it's such an investment. But I guess just our decisions, every decision we make there's a big long thought process behind it. Again, going back to like the awareness of the impact of whatever our decision is and is it in line with what we say we are as a company.”

In her view, Tarrazu is socially responsible in many different ways, but it all comes down to making decisions based on their values and supporting the relationships they have with other organizations and the environment. She points to contributing to funds to other organizations at the end of the year, as well as decisions to purchasing environmentally friendly roasters, and

how they sustain their relationships with farmers and create new relationships. One example of this is the following:

“like we gave \$80,000 last year to Grounds for Health to create a cervical cancer program in Ethiopia. So considering that we bought 40,000 pounds of coffee from Ethiopia from this one co-op, we gave \$2 extra a pound for these important services and saved 450 women's lives last year. Saved their lives. Because in Ethiopia cervical cancer is the number one killer of women, even though nobody dies of it here.” (Derek, Founder)

Brad, the Roaster, points to going the extra mile:

“Well, because we go that extra mile, you know what I mean. Derek does the things that he says he does as opposed to just buying the coffee and saying, well we paid more for it so everybody must be living happily ever after. And on top of that, it's not just like we went there, it's also like, well Derek actually goes into the community and actually develops stuff with them as opposed to visiting and saying [this is what you need].”

Brad points to the involvement in the relationships and not relying on a certification program to define what is best for the farmers and their communities. He indicates that Derek actually takes the time to work closely with the farmers to develop programming to meet their needs, instead of allowing a certification program to dictate what they need and what is best for the growing communities.

4.5.5.3 Certification Schemes?

Tarrazu is 100% Organic, Fair Trade and Kosher certified. They have been Organic certified from day one. Kelly indicates that it is non-negotiable:

“I think that, I mean organic is huge. That's, we need to be organic, we always have and we just need to, it's what we have to do. And it's a financial investment, like I said, for us and for the farmers, but it's just such a necessity in this industry and it's a tried and true one too. There's still probably some flaws along the way, I'm sure... but we really feel like that is a non-negotiable because of the environmental impact of nonorganic. Also just the way this industry works and how we want to be seen in it, is that we want to commit to that and that just, it means a whole lot when you can say that, you know 100% organic.”

It's interesting that she indicates the implications for how they are viewed within the industry, in addition to the importance of the impact of nonorganic farming in the coffee growing regions. To be 100% organic is an important aspect for Tarrazu as it shows their commitment to the environment, but also to the farmers and their communities.

Derek, the Founder, explains that organic certification has the support of a national legislative system, meaning that there is a very strong system backing it up. However, he also indicates that it is a constant struggle to keep Organic certification meaningful as there are interests lobbying for changes that could dilute the meaning. He also explained some of the issues that have cropped up around Fair Trade over the past few years and discussed why they choose a specific Fair Trade certifying body over others:

"We were with Fair Trade USA/Transfair for years, and then we left and then went back and then left again, because I really tried to participate in it to make it better, but, because it is a private organization basically, they did everything they could to keep change agents out. And then when, Fair Trade USA split, Transfair left... And then, keep the same message that this is Fair Trade, but change the rules so people can't see that. I thought that was really despicably mainstream business-ee... So there are number of international Fair Trade labels that I support. But my experience with Transfair was so bad, and I'm not a big bureaucratic guy anyway, that when we left Transfair we decided that we would get an independent Fair Trade audit and that way, we would be able to prove what we're doing because there are a lot of people who make claims that they're Fair Trade.

We're members of the Fair Trade Federation. What I like about the FTF is that it is, you have to be 100% Fair Trade to be in it. So Starbucks, Green Mountain, all those companies... none of these companies could actually even be members. Because you have to be 100% Fair Trade. And you get in because you have three peer references that can attest to your business, and, then you've got to reveal your books. So that's serious, you know. It's a different model than the licensing/certification. And it says it's not a certifying body, it's a trade body. But you can't be in it unless you're 100% Fair Trade, so I'm very comfortable with that."

Derek is discussing the changes that happened to the International Fair Trade system over the past few years, indicating that the Fair Trade USA/Transfair split from the International Fair Trade certifying body, creating new rules and standards which undermine the initial intention of the Fair Trade label. He indicates he tried to influence this in the beginning, but couldn't impact

the decisions made by the new organization, so he has selected to pursue a different Fair Trade certification through the Fair Trade Federation.

When asked about why other certification schemes are not selected, Kelly indicated that she gets those questions often and has to be able to respond to them.

“I think that we do not participate in some of the other ones, Rainforest Alliance, Shade Grown, Smithsonian, whatever it is, Utz, I'm not sure what they all are. I believe it's because... they wouldn't give us something that we already have, through Organic and Fair Trade and just who we are and how we practice. And it's a lot to ask the farmers to do that too, financially. You know all that red tape and paperwork too, to get all that done... So all of our coffees are shade grown and bird friendly, and we feel comfortable that we can say that and not need a certification to back it up because we got Organic and Fair Trade and we know our farmers. And so we don't want to put an unnecessary burden on them because that then just buys into more of a corporate coffee thing that we don't want to, we want to keep it simple.”

She's indicating here that the various certification schemes such as Rainforest Alliance, wouldn't provide the organization with anything more than what they already have through Fair Trade and Organic certifications, along with how they operate and who they are. She is pointing to the fact that they follow specific practices grounded in their specific value system that sets them apart within the coffee industry.

4.5.6 Tarrazu Case Themes

4.5.6.1 Relationships with Stakeholders

Tarrazu was founded on the values of social activism and trade justice and presents itself as a “system”, indicating the interconnected nature of the relationships among the focal organization and all of their stakeholders. The organizational identity claims found on their website as well as the understanding of the organization through the eyes of the members and founder all support the underlying importance of relationships. Those relationships are characterized, at least from the perspective of the organizational members, as being supportive in ways that provide opportunities for positive change. The themes that arise from the data in

this area include Cooperative Partnerships with Farming Communities, Supporting and Engaging Employees, and Protecting the Environment.

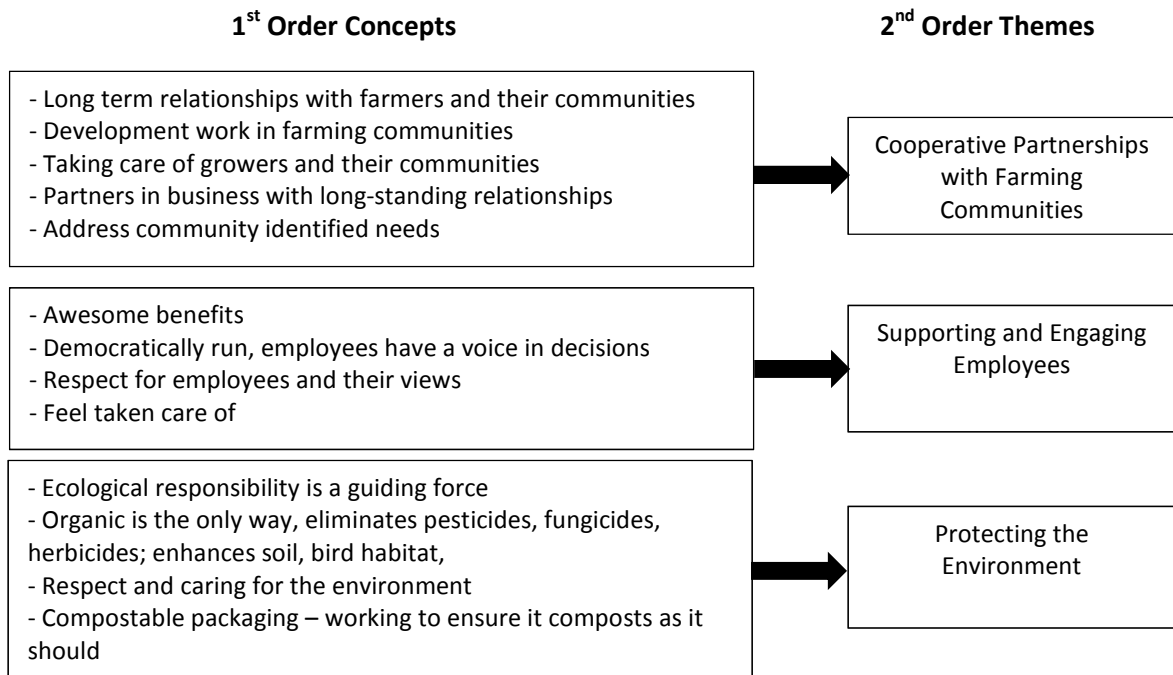


Figure 10: Case D – Tarrazu – Stakeholder Relationship Themes

4.5.6.2 Organizational Understanding of Social Responsibility

Tarrazu uses some institutionalized mechanisms to engage in their socially responsible practices, such as Fair Trade and Organic certifications, but they also expand on the basics of some of those ideas to adhere to their own values rather than rely on the values espoused by the specific certifying bodies. The decision to use the Fair Trade Federation certification process was undertaken with great care and with an understanding of how this specific certifying process matched the values of Tarrazu.

Tarrazu also believes that some of the institutionalized mechanisms have been coopted by larger corporate coffee organizations, such as in the case of Fair Trade USA and the attempts to change Organic certification regulations in the U.S. They take great care in selecting the

certification schemes and being able to explain to their customers and other partners why they are making their decisions and how those decisions impact everyone in their “trade system.”

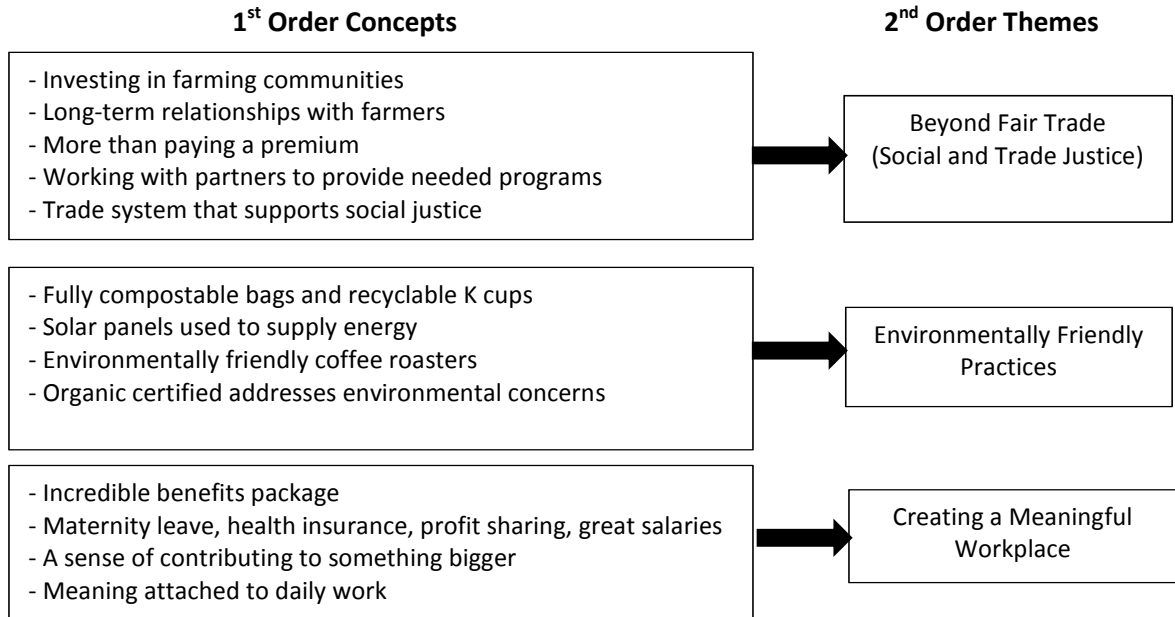


Figure 11: Case D – Tarrazu – Social Responsibility Themes

4.5.6.3 Organizational Identity

First and foremost, organizational members identify that Tarrazu is a social justice organization that uses coffee as a vehicle to impact social change. As members of Tarrazu, they see themselves as making a difference in the lives of coffee farmers and their communities. They also spoke about acting as a model to other coffee roasting organizations, indicating that they are a “thorn in the side” of others who claim following socially responsible practices such as Fair Trade and Organic certification can’t be profitable. On the contrary, Tarrazu is profitable and they choose to reinvest those “profits” back into their Trade System by supporting their partners.

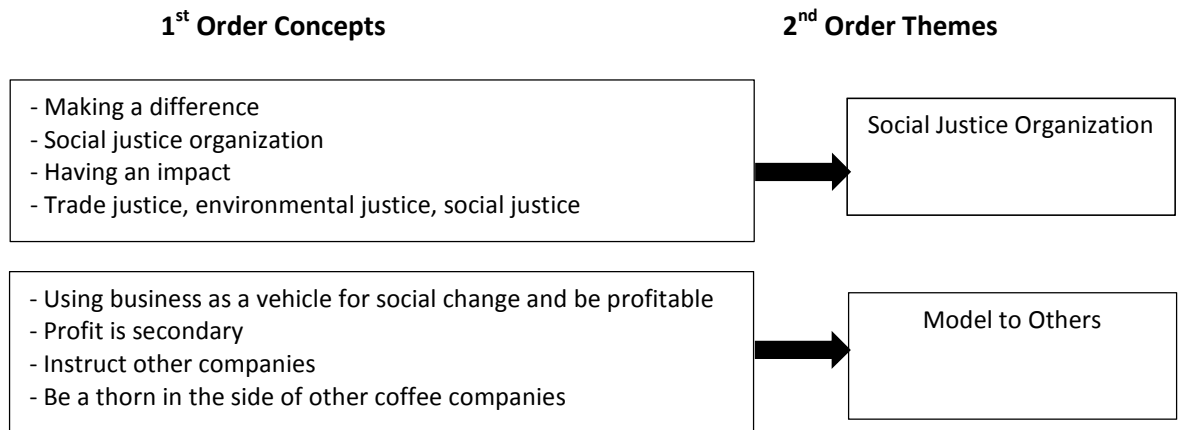


Figure 12: Case D – Tarrazu – Organizational Identity Themes

CHAPTER 5

COMPARATIVE CASE ANALYSIS

5.1 Comparative Analysis

Each of these cases individually presents an overview of how organizational members understand social responsibility and how their organization is responsible, as well as an indication of the organizational identities members hold. Developing the individual case studies is an important part of conducting a comparative case analysis and provides the basis for more in-depth analysis. The next step entails comparing the themes which became evident within each of the cases, looking for similarities and differences in the relationships between CSR and Organizational Identity. It is important to note that not all cases will fit the patterns perfectly, but more generally.

5.1.1 CSR Related Themes

In this section, a comparative analysis of organizational member perceptions of relationships with stakeholders and their related understanding of CSR is presented. When reviewing the themes which emerged in both dimensions of CSR (practices and stakeholder relationships), there was a general consistency within two of the organizations and moderate discrepancies in two of the organizations. Malabar and Tarrazu seemed to present a very consistent view connecting specific stakeholder relationships and socially responsible practices. For example, Malabar members mentioned Equitable Relationships with Farmers and indicated Direct Trade was a specific practice revealing how the organization is socially responsible. Tarrazu members feel that they are supported and engaged as employees and see the organization's ability to create a meaningful workplace as a socially responsible practice.

Harrar organizational members highlighted a Sense of Family among Co-Workers as an important relationship, and indicated the practice of Supporting Co-Workers as a way their organization is socially responsible. However, they also indicated Meeting Customer Needs as an important stakeholder relationship, but the practices identified as being socially responsible do not reflect support for that relationship specifically. There is inconsistency between these two dimensions within themes from Java as well. The members of Java focus on relationships with customers as important for the organization, yet the practices they identify as being socially responsible do not support this relationship.

Table 1: Comparing Stakeholder Relationship Themes

Case A - Malabar	Case B - Java	Case C - Harrar	Case D - Tarrazu
Equitable Relationships with Farmers	Customer Education and Service	Meeting Customer Needs	Cooperative Partnerships with Farming Communities
Supporting Local Community and Organizations	Caring for Employees and Co-Workers	Sense of Family among Co-Workers	Supporting and Engaging Employees
Protecting the Environment	Supporting Local Community	Philanthropic Community Relationships	Protecting the Environment

Table 2: Comparing Social Responsibility Themes

Case A - Malabar	Case B - Java	Case C - Harrar	Case D - Tarrazu
Direct Trade with Farmers	Fair Trade Certification: Assurances and Limitations	Supporting Co-Workers	Beyond Fair Trade (Social and Trade Justice)
Environmentally Sustainable Practices	Treating Staff Well	Skeptical of Certification Schemes	Environmentally Friendly Practices
Transparency Related to Coffee Production	Being Good Neighbors	Outsource Social Responsibility (Fair Trade & Organic)	Creating a Meaningful Workplace

In terms of comparing the different organizations, there are differences as to which stakeholder relationships are highlighted and how they described their organization as being socially responsible. Two organizations, Malabar and Tarrazu, indicated strong links with the coffee farmers/producers. This relationship appears to be the most important when discussing the organizational relationships. The importance extends to the identification of specific practices. For example, Malabar points to developing Direct Trade relationships with the farmers, indicating they travel to origin regularly to maintain the relationships. Tarrazu views their relationships with farmers as forming cooperative partnerships with the entire farming community. They indicated that their practices are grounded in their belief of social and trade justice.

Tarrazu and Malabar also highlighted the importance of their relationship or impact on the environment, indicating that they prioritized the protection of the environment in some way. They both indicated that they engaged in environmentally friendly and sustainable practices which they considered as aspects of the social responsibility. The other two organizations, Harrar and Java, had a different focus for their stakeholder relationships and practices they saw as socially responsible.

Harrar and Java both focused on relationships with customers, indicating that customer service and satisfaction were critical relationships for the organization. As mentioned before, the practices seen as being socially responsible by organizational members did not reflect a commitment to the customers. However, a secondary stakeholder relationship mentioned in each of these organizations is that of the employee. Harrar stressed the feeling of family among co-workers within the organization as an important relationship and pointed to the support among co-workers as one way the organization is socially responsible. Every single

organizational member pointed to a specific relationship with a co-worker who suffered from a traumatic brain injury as an example social responsibility.

Java organizational members also indicated that they felt cared for as employees. The members pointed to good pay, benefits and a feeling of family as indicators of how the organization is socially responsible. Supporting the local community and local businesses was important to members of Java. However, the main practices which came up in conversation related more to Being Good Neighbors, in terms of not being a nuisance, handling waste properly and being reputable members of the community.

What began to appear, when comparing the themes emerging from the data in relation to social responsibility, was a dichotomy between organizations highlighting relationships with farmers, employees, and the environment and organizations focused on customer service, employees and the local community. This dichotomy was further made evident when comparing the themes emerging in the realm of organizational identity.

5.1.2 Organizational Identity Related Themes

In this section, a comparative analysis of how organizational members perceive their organization is presented. Organizational identity represents how members answer the questions “Who are we?” and reflects distinct and central characteristics (Ashforth & Mael, 1989; Whetten, 2006). The specific themes which arose within each of the organizations reflects how the members saw their organization. Two of the cases revealed very singular visions, grounded in their function as coffee roasters while the other two cases exposed multiple views of the organization.

Table 3: Comparing Organizational Identity Themes

Case A - Malabar	Case B - Java	Case C - Harrar	Case D - Tarrazu
Quality Coffee Roasters	Quality Coffee Roasters	Coffee Roaster	Social Justice Organization
Supporting a Sustainable Coffee Culture			Model to Others

Once again, Malabar and Tarrazu seem to come together in this area at least as far as having more than one vision of their identity emerge from the data. Malabar members indicated that they belong to an organization that is roasts quality coffee and supports a sustainable coffee culture. The sustainable coffee culture theme developed from identifying as being relationship driven, working to protect the environment, as well as acting as a merchant of change. Tarrazu members all identified the organization as being a social justice organization, making a difference, and working for trade justice. They also highlighted their role of being a model to others. Both Tarrazu’s vision of being a Social Justice Organization and Malabar’s vision of Supporting a Sustainable Coffee Culture can be seen as identities tied to social responsibility as they indicate the relationship of the organization to the wider social environment in a way that reflects their responsibility to others and highlights relationships with stakeholders.

Java and Harrar both had a very one-dimensional understanding of their organizational identity: coffee roaster. Java members focused heavily on their role as a quality coffee roasters, highlighting their passion for coffee, the fact that they are an artisan roasting company, and that they roast in small batches. Harrar members highlighted their functionality, viewing the organization as a business, a 9-5 coffee company, and that they like to provide an honest cup of coffee.

Three of the cases revealed that organizational members saw the quality of coffee they produced as an important aspect of their organization. This was a second organizational identity that emerged when looking at the cases. The semi-structured interview protocol was developed

in such a way that interviewees were asked about their organization's unique and distinct characteristics prior to bringing up topics related to CSR. This allowed for members to discuss how they saw their organization in a more general way before being primed to discuss social responsibility.

5.1.3 Interrelationships Between CSR and Organizational Identity

Comparing the four cases, I found that two of the organizations had a strong link between CSR (stakeholder relationships and practices) and their organizational identity, while two others showed no reflection of CSR within their understanding of their organizational identity. However, Java and Harrar, while not indicating aspects of social responsibility within their organizational identities during the interview process, both cases revealed that organizational members see their organization as being socially responsible, in very distinct ways.

When asked if they thought their organization was socially responsible, and if so how, members of both Java and Harrar pointed to specific practices. Java members pointed to how they were treated as employees and how they supported the local community and were good neighbors. Harrar members pointed to how they supported a specific co-worker, helped out at home, and partnered with an organization who provided them with Fair Trade and Organic coffee beans to roast. What I found interesting in both of these cases was the views of and utilization of specific certification schemes that would be considered as mainstream in the specialty coffee industry, representing institutionalized CSR practices.

Members of Harrar pointed to certifications as being "a load of crap," and a "crock of shit." They questioned who actually verifies the practices of the farmers, claimed that the cost of certifications is high, and indicated that the actual organic certification they hold has

conflicting impacts. They also mentioned that the quality of the coffee matters more than certification. However, when asked about how their organization is socially responsible, they talked about the relationship with a specific partner organization. Harrar roasts all of the green coffee beans for this organization which is 100% Fair Trade and Organic certified. Their partner organization provides them with information regarding the impact of their coffee growing methods, especially the environmental impacts. Harrar members see this partner organization as their “social consciousness.” I consider this an outsourcing of their CSR. While the organization members understand the importance of social responsibility, they externalize these practices when it comes to relationships that are not seen as important to them.

Members of Java indicate that Fair Trade and Organic certifications are useful in that they provide a way to increase profit potential for their organization. Java members see Fair Trade coffee as being their “stamp of approval” and that they can rely on the certification process to ensure that farmers are being paid fairly and treated well. Certified coffees are attractive to wholesale customers as they are willing to pay more to charge their customers more. They also indicate that the quality of the coffee is a priority over certifications.

In terms of organizational identity, they both focus on being coffee roasters, Java indicating the quality of their coffee as central to who they are and Harrar indicating the functioning of the business as a coffee roaster as being central. While social responsibility doesn’t reveal itself as a central component of how the members see themselves and their organizations, there is a definite understanding of exactly how their organization is socially responsible. I would assert that this is an indication of whether an identity is more central or peripheral to the overall structure of the organizational identity, which I address in the next section.

5.2 How Identity Processes Influence Member Understanding of Social Responsibility

In this section, I develop a theoretical model supported by social identity and organizational identity theories to explain what is happening in this comparative case analysis. Referring back to the original overarching research question, “How does organizational identity influence organizational member understanding of Corporate Social Responsibility?” I went back to the organizational identity literature as well as the social identity literature to try to understand the influence identity has in cognitions surrounding social responsibility in organizational contexts.

First, the function of organizational identity and social identities are explained indicating why identity is important to understand both cognitions and behavior, especially within inter-group relations. Second, the concept of organizational identity centrality is introduced, building on social identity literature. I argue that organizational identities can have more than one dimension and that some may be more central than others to the overall structure of the identity. Identity centrality in turn impacts the social identity process of social comparison an organizational member engages in when maintaining a positive evaluation of their organization. When confronted with questions regarding an identity that is central to the organizational identity, organizational members engage in downward social comparison to maintain a positive evaluation. On the other hand, if organizational members are questioned about an identity that is peripheral to the organizational identity, they engage in re-evaluation in order to maintain a positive evaluation.

This process influences how organizational members understand CSR, leading to different conceptions of how their organization is socially responsible. The different CSR perceptions are grounded in distinct value dimensions, with two organization reflecting a concern with the greater system of which they are a part and the other two reflecting concerns

centered on the organization (Agle et al., 1999; Eesley & Lenox, 2006). The model below summarizes the process leading to member understanding of social responsibility.

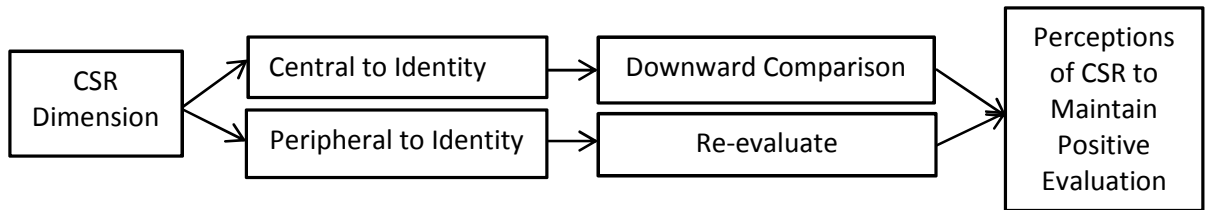


Figure 13: Organizational Identity and Social Comparison Processes Influencing CSR

5.2.1 Organizational Identity as Social Identity

Organizational identity, as explained previously, is an attempt to bring social psychological processes related to social identity to bear on various aspects of organization studies. This perspective brings to light certain motivational drivers for attitudes and behavior. Organizational identity has been conceptualized from two distinct perspectives, social constructionist and social actor (Ravasi & Schultz, 2006; Whetten & Mackey, 2002; Whetten, 2006). The social construction perspective reflects the shared cognitions and perceptions of organizational members regarding the identity of the organization and what it means to be a member of the organization, a notion that provides an individual with a social identity linked to being an organizational member (Albert et al., 2000; Haslam et al., 2003; Hogg & Terry, 2001; Whetten, 2006). In using this framework to understand social responsibility, I am looking to discover how various social identity processes may elucidate the different motivations which influence understanding of social responsibility.

Social identity is a part of an individual's overall self-concept, which is a cognitive representation of personal attributes and covers a range of topics from values to expectations

to possessions (Sedikides & Strube, 1997). The self-concept is how we see ourselves and includes all of our beliefs and feelings about who we are (Mead, 1934; Rosenberg, 1979). This is not a static picture, but one that is continuously shifting and changing, influenced by our experiences, specific contexts, and interactions with others. One way this picture is modified is through self-evaluation in various domains, comparing our values to the values of others, comparing our abilities to the abilities of others, and so on. This evaluative process is social in nature, as we use social comparisons to gain an understanding of the world and our relation to it (Tesser, 1988). Self-enhancement is one reason we engage in social comparison, striving to sustain a positive view of our self and protect our self-concept from negative information. This is grounded in the assumption that individuals strive to maintain positive self-evaluations (Tesser, 1988) and this process is adaptive and pragmatic (Sedikides & Strube, 1997) .

5.2.1.1 Dimensions of Organizational Identity

Organizational identity is a social identity linked to being a member of a specific group, namely the organization in question. Social identity theory proposes that positive self-evaluation as a member of a group stems from social comparison between groups (Tajfel & Turner, 1985). Social identity stems from self-categories which members of certain groups share in contrast to other groups. Social identity is related to the relationship between group life and the self-concept. A social identity comes from group membership and can include various groups and categories and influences the processes within and between groups (Hogg, 2003). Self-categorization theory complements and extends social identity theory by incorporating the critical component of the collective self, which reflects membership in specific social groups (Ellemers et al., 2004; Hogg & Terry, 2000; van Rijswijk et al., 2006). Social identity is associated

with context-specific in-groups and out-groups, which can lead to depersonalizing perceptions. Judgments made about in-groups and out-groups support self-enhancement (Hogg, 2003).

Groups attempt to differentiate themselves from each other in order to maintain positive evaluations of the in-group in relation to the out-group. The act of differentiation is competitive in nature as the differentiation has to be along shared value dimensions (Tajfel & Turner, 1985). This competition can be based on instrumental self-interest grounded in resources or self-evaluation based on social comparison and need for self-enhancement (Turner, 1975). Within this project, I am focusing on social competition grounded in social comparison with the aim of self-enhancement, not on resource based views of group conflict.

From this perspective, organizational members will use organizational identity to maintain a sense of positive self-evaluation based on intergroup comparisons along similar value dimensions. Intergroup social identity processes are guided by the desire to be both better than and distinct from other groups. There is a desire to maintain a positive distinctiveness in order to reduce uncertainty and engage in self-enhancement (Hogg, Abrams, Otten, & Hinkle, 2004). As social identity reflects how one should “be” in specific situations, social categorization allows individuals to develop understandings of their social world and how they fit into it, as well as come to an understanding of how others will behave (Hogg & Terry, 2000, 2001). It also allows for the identification of prototypes of the category which can be used for self-evaluation within specific categories (Hogg, 2000). Social categorization helps to reduce uncertainty among similar groups as it “produces a social field that is both clearly structured and contextually meaningful” (Hornsey & Hogg, 2000, p.144).

For example, within the specialty coffee industry, there is a specific social field which can provide information as to what a “coffee roaster” looks like, influencing perceptions of both the member organization as well as impacting social comparison among similar groups or

organizations. In maintaining a sense of positive distinctiveness, group members compare themselves against out-groups, as well as against relevant prototypes, finding sources of value dimensions within the wider social context.

When initially coding the data, I came across many instances where organizational members were comparing their own organization to other coffee roasters, either locally or more generally. In returning to the social identity/social categorization literature, I realized that this focus on social comparison is a core social identity process and as such, I went back into the data to further explore how organizational members were engaging in social comparisons. The themes which emerged are detailed below.

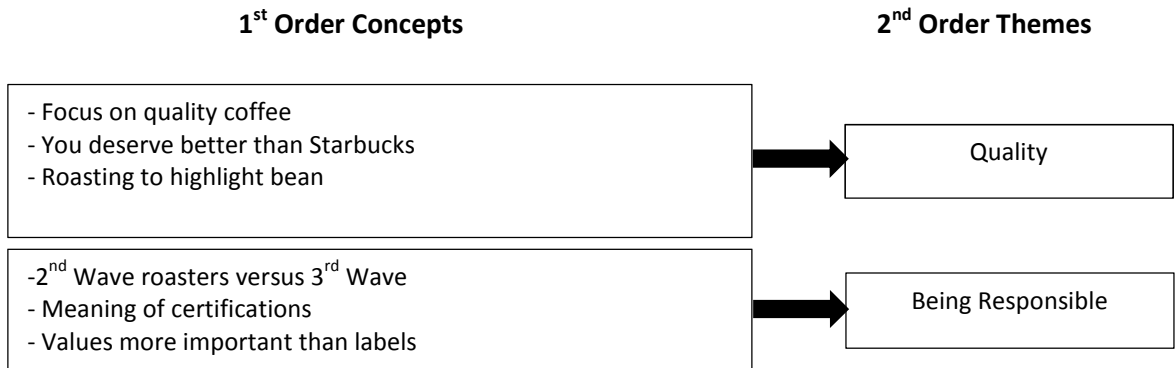


Figure 14: Case A – Malabar – Social Comparison Themes

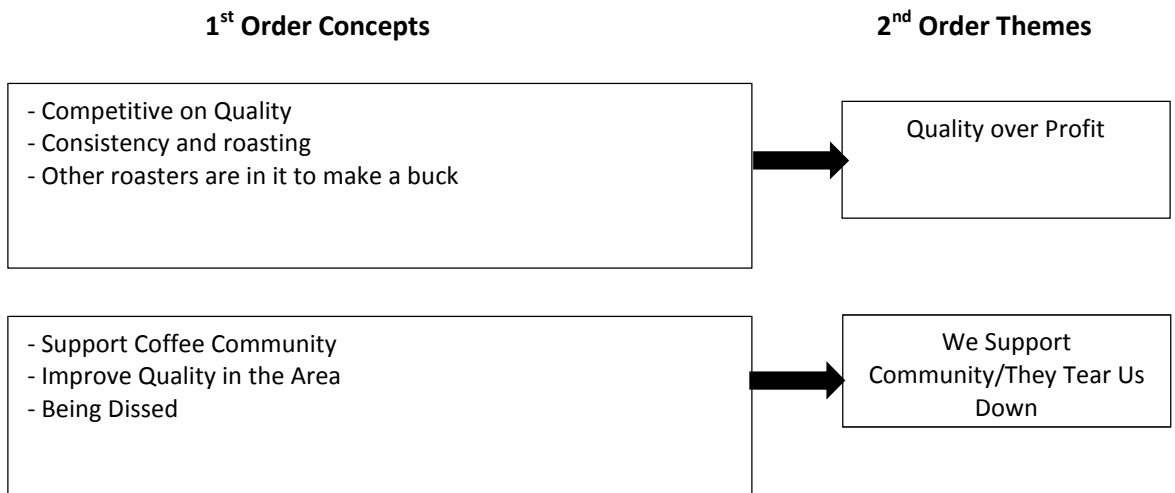


Figure 15: Case B – Java – Social Comparison Themes

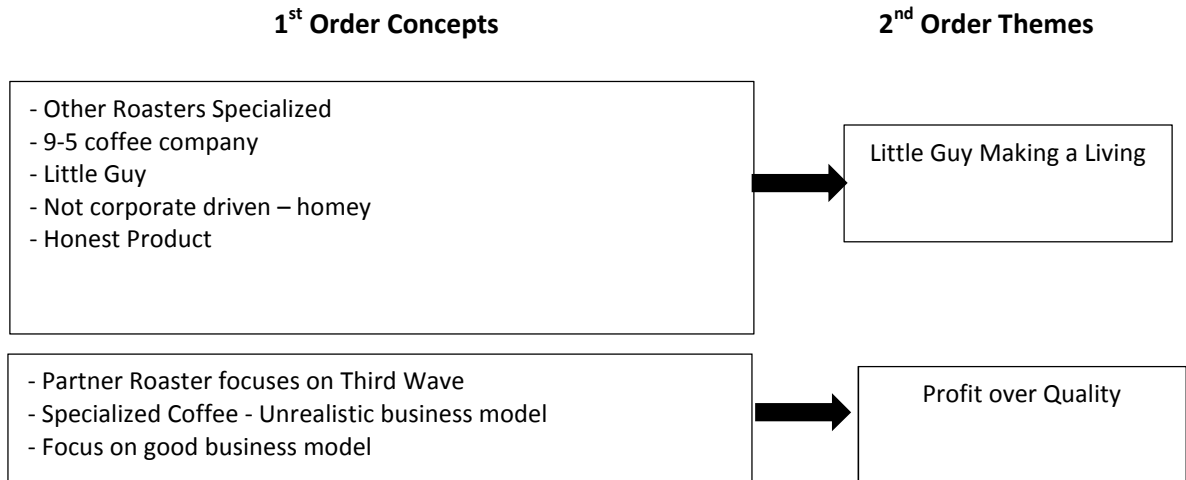


Figure 16: Case C – Harrar – Social Comparison Themes

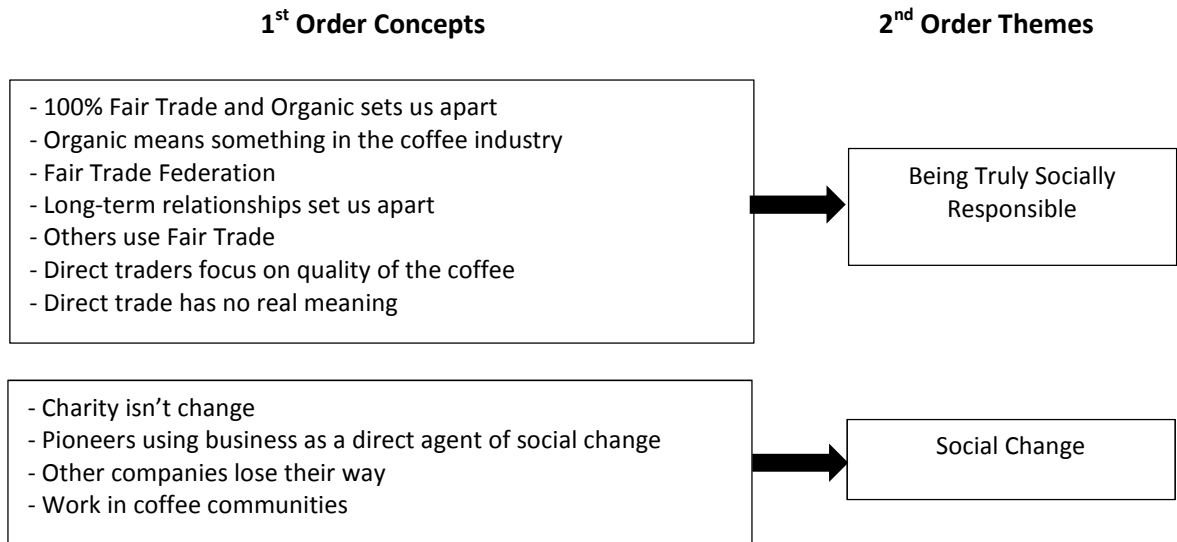


Figure 17: Case D – Tarrazu – Social Comparison Themes

The dimensions on which organizational members compare themselves to outgroup members vary by organization and reflect the value dimensions that are most important to the organization. For example, comparing the Organizational Identity and Social Comparison themes, there is a lot of overlap, which makes sense as identities reflect certain value structures:

Table 4: Organizational Identity Themes

Case A - Malabar	Case B - Java	Case C - Harrar	Case D - Tarrazu
Quality Coffee Roasters	Quality Coffee Roasters	Coffee Roaster	Social Justice Organization
Supporting a Sustainable Coffee Culture			Model to Others

Table 5: Social Comparison Themes

Case A - Malabar	Case B - Java	Case C - Harrar	Case D - Tarrazu
Quality	Quality over Profit	Little Guy Making a Living	Social Change
Being Responsible	We Support the Coffee Community/They Tear Us Down	Profit over Quality	Being Truly Socially Responsible

Malabar members indicate that their organization is a coffee roaster focused on quality and that they work to support a sustainable coffee culture. When comparing their organization to others, they focus on the quality of the coffee as well as how the organizations are responsible. An interesting comparison between Java and Harrar, who are both more internally focused when it comes to social responsibility and the organizational members identify mostly along the lines of being a coffee roaster, the relationship between quality and profit flips between the two. When comparing themselves to other coffee roasters, they indicate that they are concerned more about quality than profit and that other roasters are in the business to make a buck. Harrar, on the other hand, when comparing themselves to other roasters, indicate that they are concerned more about profit than quality, pointing to another roaster as having an unrealistic business model that focuses on the quality of the coffee instead of meeting consumer demands.

There are two distinct dimensions which emerged in this analysis: Quality and Social Responsibility. The semi-structured interview process allowed organizational members to

convey aspects they saw as being central to their organization prior to being asked questions about social responsibility. This allowed for a more natural discussion about how they saw their organization before delving into how they understood social responsibility. The information regarding the central aspects of their organization revealed these two distinct dimensions. This analysis regarding social comparisons and organizational identity supports the existence of multiple dimensions which are used by organizational members when engaging in intergroup social comparison.

Proposition 1: Members use multiple dimensions of organizational identity, reflecting distinct values, when engaging in intergroup social comparison.

In the specialty coffee industry, specifically, the emergence of both quality as well as social responsibility as two distinct dimensions of organizational identity is important in understanding how social identities, in some ways, are a reflection of the social expectations present in the industry. If this study were conducted in a different industry, there would still be multiple dimensions reflected within the organizational identity, however, those dimensions would reflect the values and social expectations specific to that industry. For example, in the burgeoning craft beer industry, some dimensions might be related to the size and independence of the organization, as craft breweries tend to be smaller; styles of beer produced (i.e., pilsner, session IPA, red ales, stouts, etc.); or even how connected to the local community the organization is, as some craft breweries are closely connected through philanthropic and other efforts.

5.2.1.2 Identity Centrality – Relationships Among Dimensions

Organizational identity can be seen as a specific collective identity which reflects group membership in the organization (Turner & Onorato, 1999). Organizational identities can have

multiple dimensions, reflecting identities linked to different organizational aspects such as products and services (Balmer et al., 2007; Foreman & Whetten, 2002). However, another aspect of a social identity entails the values which are reflected in a person's self-concept.

As indicated previously, an organizational identity is a part of a person's overall self-concept. The self-concept includes a person's cognitive understanding of a variety of dimensions, including personality traits, relationships, appearance, beliefs, and values (Rosenberg, 1979; Sedikides & Strube, 1997). In groups, people develop shared norms and values, influencing their actions (Turner & Onorato, 1999). Group members create shared representations of what it means to be a member of the organization that is shaped around the common interests and experiences (Brewer, 2001). In general, individuals will integrate the organizational identity into the overall structure of their self-concept, which is seen as being hierarchically arranged with some identities being more or less accessible depending on the situation as well as the level of importance (or centrality) of the specific identity within the overall self-concept (Brewer, 2001; Rosenberg, 1979).

Within this project, I used organizational identity as a lens to understand how organizational members see themselves as part of the organization as well as how they view a specific aspect of their organization (CSR). In analyzing the themes that arose within the arena of organizational identity, I found two of the organizations to have at least two representations of what it means to belong to the organization. Malabar members indicated that they felt they were a part of a coffee roasting organization focused on quality (linked to the product) and that they are part of an overall effort to support a sustainable coffee culture (role in the industry). Each of those reflects a specific dimension of their identity as a member of Malabar. Tarrazu members talked about two aspects of their role in society – being a social justice organization as well as a model to others. Both of these reflect views about a specific dimension of their

identity. While these were the main themes that arose when analyzing data, organizational members in each of these also discussed other dimensions of organizational identity, such as how they experience life inside the organization (being treated well and experiencing meaningful work). While there were specific dimensions which emerged as being central to the organizational identity, there were other dimensions that were more peripheral (or less important) yet still reflected shared cognitions.

Members of the other two organizations, Java and Harrar, revealed a strong vision as being members of a coffee roasting organization. Java members saw themselves as quality coffee roasters, focusing on the product while Harrar members focused on the fact that they roast coffee as a business, or the economic function of the organization. Once again, while these were the main themes that arose when analyzing the data, organizational members also discussed other dimensions, but they did not emerge as being central or distinct. While these two organizations did not reveal social responsibility to be a central aspect of their organizational identity, they were able to address specific ways in which they saw their organization as being socially responsible.

Java members indicated that they used Fair Trade certified coffee as a way to be socially responsible and Harrar members pointed to their partnership with another organization who provided Fair Trade and Organic certified coffee beans. So the organizational members could identify specific practices, but they did not see those practices as setting them apart from others or as central to their identity. However, I believe they still have an identity related to being socially responsible which influences their experiences and cognitions, it is just that this identity is on the periphery of their organizational identity and is not as important as other dimensions.

When multiple identities are evident, some may have more importance in the overall identity structure, or be more central. Organizational identities are important in that, as social

identities, they influence how members understand and experience their world. In exploring the differences among organizational views of social responsibility, the pattern which emerged attended to the level of importance related to social responsibility in terms of the overarching organization identity.

Proposition 2: Organizational identity is structured in such a way that certain dimensions may be more or less central.

In comparing the four cases, two distinct dimensions emerged in terms of organizational identity: Quality and Social Responsibility. Looking at these cases, the distinctions between a dimension being more or less central start to take shape. Acknowledging that these are only four cases, I do think that a pattern emerged which highlighted two distinct dimensions which can be seen as characteristic of the specialty coffee industry. To claim membership within this industry, there must be some commitment to keeping a certain level of quality in the end product. Also, as mentioned previously, social responsibility and sustainability entail another aspect which is prevalent within the industry. In comparing these four cases along the dimensions of quality and social responsibility and whether these dimensions are more or less central to the organizational identity, a pattern emerges which is represented in the figure below.

Quality	More Central	Java	Malabar
	Less Central	Harrar	Tarrazu
		Less Central	More Central
		Social Responsibility	

Figure 18: Dimensions of Identity Centrality

5.2.1.3 Social Creativity to Enhance In-Group Status

As organizational members strive to maintain a sense of positive self-evaluation, they engage in identity-related processes. There are multiple strategies groups can use to establish and maintain a positive in-group social identity (Tajfel & Turner, 1979). Three different strategies include social mobility, social creativity and social change (Blanz, Mummendey, Mielke, & Klink, 1998; Tajfel & Turner, 1979). Social mobility is an individual level-strategy, while social creativity and social change are collective strategies. Collective strategies aim to enhance the status of the in-group as a whole and make sense as a strategy used in organizational contexts. In exploring the data, a pattern emerged within the social comparisons between organizations that indicated the possibility of social creativity as the main strategy employed to either maintain or achieve positive distinctiveness.

Social creativity entails psychological and concrete strategies to enhance in-group status, while members remain in the in-group, they change certain dimensions along which the comparison is made. Research on social creativity revealed that individuals use specific strategies to achieve positive social identity, finding that in-group members emphasize and elevate dimensions on which they see themselves as superior (van Knippenberg & van Oers, 1984).

Social creativity strategies are threefold: individuals can change the comparison dimension, engage in downward comparison, and revaluation. The first strategy occurs when individuals change the dimension which the comparison is being made to one in which the in-group is superior (Mummendey & Schreiber, 1983, 1984; Mummendey & Simon, 1989). When comparing the in-group to the out-group, group members select a dimension on which the in-group is superior, compensating for a negative comparison on a dimension in which the outgroup excels.

A second strategy entails engaging in downward comparison, allowing the in-group to establish positive distinctiveness (Becker, 2012; Derks, Van Laar, & Ellemers, 2007; Tajfel & Turner, 1985). This comparison happens along the same dimension. For example, if your organization does well in a specific domain, such as keeping employee turnover low, you will engage in downward comparisons with other organizations which perform poorly in this dimension, maintaining a sense of positive distinctiveness, contributing to your overall positive self-evaluation.

A third strategy is to re-evaluate the comparison dimension. While there are two ways a specific dimension can be revalued, the focus in this project is on downplaying the importance of the comparison dimension which the outgroup is seen as superior, making the comparison less harmful (Blanz et al., 1998; Mummendey, Kessler, Klink, & Mielke, 1999). For example, when asked about a specific dimension which your in-group does not necessarily have a high status, you may downplay the importance of that dimension overall.

When investigating the data to identify ways in which organizational members made sense of their social responsibility, I noticed specific trends in engaging in social creativity strategies. In the two organizations where the CSR Dimension was central to their overall identity, members tended to engage in downward social comparison. The other two organizations where the CSR Dimension was peripheral to their overall identity (or less valued), organizational members tended to revalue social responsibility.

Malabar and Tarrazu, both revealing CSR as being central to their identity, engaged in downward comparisons with other coffee roasting organizations when discussing CSR, including Fair Trade, Organic and Direct Trade. The Founder of Tarrazu has strong opinions about organizations participating in Direct Trade, comparing it to Tinder:

“However, in the direct trade model, there's no requirement of having any kind of long-term relationship. It's sort of like speed dating, or Tinder, it's sort of the coffee version

of Tinder, you know, you get to slap this sideways, swipe, swipe, swipe. Ok, we'll buy from these guys for one year, swipe, let's go to the next guys. So there's no commitment to improving the farmers' lives or making the industry better, it's purely an economic lens through which farmers are reduced to a commodity, which is what it used to be before Fair Trade and Organics and things like that came along. So I perceive, I think direct trade is a step backwards with an egotistical overlay that make people feel like they are doing something new and important. But in the great world of things, they're not." (Derek, Founder)

Brad, also from Tarrazu, says the following about Direct Trade and Fair Trade:

"...some companies will just buy Fair Trade coffee and that in itself is enough right there. And then there's other companies out there who, instead of just buying Fair Trade coffee, they'll be direct, they'll go to the growers, to the co-ops, and buy coffee directly from them, and to them, that's enough. But sometimes when they're doing that it's, I feel that most of the people who buy coffee direct they do it based on quality things, they want to go directly to it to get the best quality, as opposed to buying it directly from them not to change the lives of the farmers, just to search out the best quality coffee out there. So, I think that the approach that [Derek] does with it is kind of like a little more two pronged and benefits both ways that it's all fair trade so the money gets there and it's an investment in the community, not just for the quality of the coffee but the long term livelihood of that place instead of just like saying, well, your coffee wasn't as good this year so we're just going to go somewhere else." (Brad, Roaster)

Members of Malabar also engaged in downward social comparison, using their position as being a "Third Wave" roaster as the basis. Aaron, says "I think that we are different from the second wave and the roasters like, you know, there's Folgers and Maxwell House and they're kind of the first and then you've got the second which is kind of where Starbucks lives and epitomizes and then you've got companies like us." Third Wave roasters are seen as being better than Second Wave in ways related to the quality of the coffee, but also the engagement in Direct Trade. Jerry indicates that the Direct Trade model works well for them and reflects their values as a roaster, saying, "You know, if XYZ roaster wants to keep purely Fair Trade, that's up to them and that's what's important to them, then go for it. It's more about understanding what Fair Trade is and what all these other things mean and are and what their values are and if that's something you prescribe to and want to pay for and put value in." Jerry's

comment highlights the importance of the values underlying the organization as a whole, indicating they choose to build long term relationships with their farmers and he sees this model as being beneficial for both the farmers and the organization.

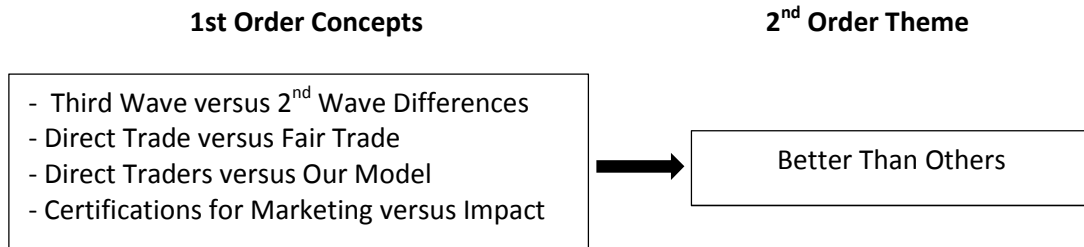


Figure 19: Downward Social Comparison

There is a comparison happening here between their own organization and outgroups, representing organizations participating in Fair Trade and Direct Trade. They both make it fairly clear that they see those organizations as doing a disservice to the coffee farmers, and that the way they approach being socially responsible is “better than” the way those “other” organizations handle it. They are engaging in downward social comparison to maintain their positive distinctiveness among similar organizations along a central organizational identity dimension.

Proposition 3a: Organizational members engage in downward social comparison to maintain a sense of positive distinctiveness when evaluating central dimensions of their organizational identity.

Members of Java and Harrar downplayed the importance of CSR, both indicating a skepticism related to certification schemes. They both recognized the importance of participating in these certification schemes (Fair Trade and Organic), but this was not a central

dimension of their overall identity. Instead, they focused either on quality of the coffee or being in the business of roasting.

“...of course everyone wants Fair Trade, but everyone doesn't want to pay for Fair Trade and we are at the end of the day a business, first and foremost. We care about the environment and the rainforest and the people who are working to pick the coffee, like we do, but if people aren't willing to pay, I mean that stuff costs extra and that's, so that's why I say within what you can do... I mean I personally get a little bit skeptical about things like certifications and the Fair Trade and the Organic, because I think there's a lot more behind that I don't necessarily trust it...” (Jill, Manager)

Here, Jill is highlighting their role as a business, and while Fair Trade and Organic certifications would be nice, it's not as important as being an organization that stays in business by giving their customers what they are looking for. She also indicates her skepticism about the certifications and that she doesn't necessarily trust them.

Matt, the owner of Harrar, spoke about Fair Trade and Organic certifications, indicating that he tries to be “as socially conscious” as he can. However,

“I don't focus or select only organic coffees. Again I can't afford, and the quality, it's got to meet certain quality standards and we have to make the margin and all those types of things. And the organic certification, again, every year, it's an annual inspection, and I understand and I come from a background that we had... every other day there was some type of inspection in what we did. But the inspector knows significantly less than who he's inspecting.” (Matt, Owner)

Matt was very adamant that he wants to be socially conscious, but meeting the quality standards was more important, as is meeting their profit margins. He also sees the Organic certification standards as being absurd, because he has to run his “exhaust gasses through an afterburner that takes it up a million BTU, 1300 Fahrenheit, all the bad gasses are in the fuel source, not the organic particulates.” He minimizes and downplays the importance of social responsibility, pointing to the inconsistencies between the intent and the actual application of certification standards in his experiences.

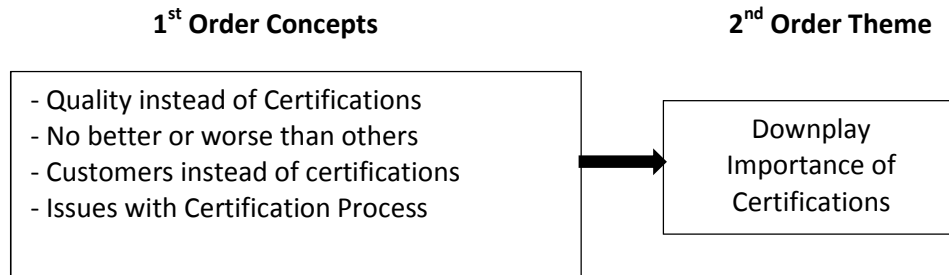


Figure 20: Re-Evaluation

The members of both Harrar and Java tended to downplay the importance of certification schemes. They focused on the problems they had experienced with the certification processes, the fact that they would rather focus on the quality of the coffee, as well as the importance of attending to customer requests. In both the cases where social responsibility is not a central dimension of the organizational identity, members use reevaluation to maintain a sense of positive distinctiveness.

Proposition 3b: Organizational members engage in re-evaluative techniques to maintain a sense of positive distinctiveness when evaluating peripheral dimensions of their organizational identity.

Similarities and differences tied to dimensions of organizational identity and the centrality of those dimensions emerge from the analysis of the individual case studies. Two dimensions reflecting different values arose, including quality and social responsibility. In the interview process, organizational members were asked specific questions related to social responsibility, prompting them to make sense of how their organization was or was not socially responsible. In this process, members belonging to organizations more entrenched in CSR practices engaged in downward social comparison, while members in organizations where social responsibility was peripheral within their identity revalued social responsibility, minimizing the importance of those practices and revealing skepticism of the institutionalized certification schemes.

5.2.1.4 Understanding Differences in Corporate Social Responsibility

How do these different steps lead to differences in member understanding of social responsibility? This social comparison process takes place around a specific identity dimension (social responsibility) and leads to two different ways in which organizational members make sense of CSR processes and practices. When engaging in intergroup comparison, organizational members use specific social creativity strategies to maintain a sense of positive distinctiveness. However, in doing this, they develop certain understandings around Corporate Social Responsibility, both how their organization is socially responsible as well as understanding and judging how other organizations are or are not socially responsible. Organizations with CSR as a central dimension within their organizational identity tended to focus on external stakeholder relationships and those with CSR as a peripheral dimension tended to focus on internal and local stakeholder relationships. This could be reflective of the organization being either other-regarding or firm-centered in relation to CSR and stakeholder relations (Agle et al., 1999).

Each group, those with central CSR dimensions and those with peripheral CSR dimensions expressed doubts regarding certification schemes, but had different reasons for and responses to those views. Organizational members experiencing CSR as a central dimension within their organization were critical of the actual outcomes of the institutionalized CSR practices and the underlying values of the certification schemes, seeing them as a marketing tool and a way for other coffee roasters to brand their product. These members instead explained their social responsibility practices as reflecting their organizational values versus the institutional values they saw as underpinning the certification schemes. These organizations develop their own reasoning and meanings for their CSR practices, eschewing the standards and rubrics provided by the certification bodies. In doing this, the organizational members develop a sense of identity tied to these practices, and use this as a way to establish positive

distinctiveness in intergroup comparisons. They see other organizations using the certification schemes available within the industry as a form of branding or for marketing purposes.

Organizational members experiencing CSR as a peripheral dimension within their organization were skeptical of the truth and honesty behind the certification schemes, seeing them as a way to meet customer needs and to gain a sense of legitimacy within the industry. The organizational leaders pointed to these certification schemes as their “stamp of approval” (Michael, Java Owner) or they make the claim through a partner organization, as in the case of Harrar. So even though organizational members are skeptical of the certification schemes and may not fully understand how they are actually implemented (as in the case of Bill, the Sales Manager for Java), the organization has adopted them as a way to claim a sense of legitimacy within the industry. As a peripheral dimension in their organizational identity, organizational members develop a sense of these institutionalized practices as being somewhat onerous and not really meaningful in their day to day experiences within their organization. However, they are able to see their organization as being socially responsible, just in ways that aren’t necessarily evidenced through certification schemes. Their explanations of organizational social responsibility focus on the treatment of employees, customer service, and supporting the local community.

When I initially started this project, I wanted to understand a little bit more about why, when there is an institutionalized sense of social responsibility within an industry, there are so many different visions and explanations of CSR. Conducting these case studies and comparing CSR processes and practices through the lens of organizational identity has provided specific insights related to the roles of identity centrality and intergroup comparison, supporting the development of a theoretical model to explain why these differences might exist.

CSR practices reflect the culmination of attitudes, behavior, and cognition occurring in interactions both within and across organizational boundaries reflecting not only relationships with stakeholders, but the organization's role within society as well. This comparative case study contributes to the understanding of the different attitudes toward social responsibility, the different practices or behaviors organizations engage in, as well as the different cognitions of those practices by organizational members. Intergroup social comparison impacts attitude formation about CSR in ways that support the maintenance of intergroup positive distinctiveness.

5.3 Strengths and Limitations

5.3.1 Strengths

This project was conducted in the field, providing a study grounded in the actual experiences of the participants in relation to the phenomena being studied. Qualitative research provides a methodology geared to study the phenomena in a natural setting, exploring the meaning participants give to certain aspects of their experiences in organizational settings (Golden-Biddle & Locke, 2007; Taylor & Bogdan, 1998). Qualitative research is uniquely positioned to understand the how and why of social understanding. Instead of separating variables of interest from the context of the situation, the phenomenon is studied in context. In this study, organizational identity offers a context within which to study CSR processes and practices from a social psychological perspective.

This research project used a comparative case study methodology, using multiple case studies to understand the influence of organizational identity processes underlying the understanding of organizational CSR practices and processes. The use of a pattern matching technique in developing theory integrating social psychological and social responsibility provides

a way to compare the different ways social responsibility is understood in organizational settings using the participant's own experiences, supporting theory building (Cresswell, 2013; Eisenhardt & Graebner, 2007; Phillips & Burbules, 2000).

Another strength is the range of cases which were included. Cases were chosen based on purposive sampling in order to obtain cases representing a variety of CSR processes and practices, as well as a range of central and distinctive CSR characteristics. In the analysis phase of the project, I undertook a pattern matching technique, comparing and contrasting themes which arose around the central research question and sub questions. There was a range of perspectives on CSR represented in the different cases, which pointed to the importance of intergroup comparison and positive distinctiveness. Due to the inductive nature of this study, I was able to explore the significance of these processes in understanding the range of CSR perspectives found in the cases.

5.3.2 Limitations

As with all research, some limitations related to epistemological stances and methodological choices are clear. This qualitative comparative case study is limited to developing theory which can be generalized analytically, not developing statistically generalizable results (Eisenhardt & Graebner, 2007; Flyvbjerg, 2006; Gibbert & Ruigrok, 2010). The purpose of inductive research is theory building and not theory testing and as such the research contains general research questions intended to guide the inquiry, as well as the theoretical perspectives used in framing the project (Eisenhardt, 1989, 1991). The outcome of this inductive research project is limited to contributing to building theory surrounding the main theoretical constructs under investigation, mainly organizational identity and CSR.

The project is couched in an industry characterized by a highly institutionalized sense of CSR which, while important to the research questions, may prove to be a limitation in terms of generalizing the findings to other industries or institutional fields. However, the theory-building nature of this research project is geared toward generalizability at a theoretical level, not at an analytical level (Eisenhardt, 1989; Yin, 2014). The context of the industry provides a heightened awareness of CSR in general and facilitated discussion of the topic with participants. The context resulted in the illumination of a variety of ways organizational members saw their organization as being socially responsible and which processes and practices they highlighted. In an industry with less of a focus on CSR, perhaps auto manufacturing or consumer electronics, a lack of focus on CSR may make initial theory development regarding the influence of organizational identity on CSR practices and processes much more difficult to discern.

As the researcher, my own personal experiences and biases have influenced the project, from the initial conceptions, through the data collection and analysis phase, through to the final writing of this dissertation. While I have attempted to acknowledge my own biases, I have also tried to set them aside, but can never know if I was successful. I have a specific understanding of the certification schemes which participants mentioned quite frequently. During the interview process, I found it difficult, but important, to put aside my own understanding of the certification schemes to let the participants reveal their own understanding. It was a difficult, especially when the participants had limited knowledge of how the certification schemes actually worked, specifically Fair Trade, as I have a good understanding of the mechanisms and institutional structure of the Fair Trade certification scheme. I found myself saying quite often that I was interested in their views and that there was no right or wrong answer.

Another limitation is the fact that I was the only person conducting the coding and subsequent analysis of the raw data. In qualitative research using a structured coding process,

having another researcher or two involved as a check for the process is beneficial. As the single researcher, the coding and analysis is more at risk for bias based on my own experiences.

Moving forward with this project, I will ask other researchers to code the data to ascertain how they see the information and if their coding matches with some level of similarity to what I have done.

CHAPTER 6

IMPLICATIONS

6.1 Theory Development

The comparative case analysis and subsequent conceptual model and propositions contribute both to the organizational identity literature and to the microfoundations of CSR literature. The first aspect of the proposed theoretical model supports the assertion that organizational identities are multi-dimensional and certain dimensions may be more or less central. While there has been indications of organizational members forming organizational identities in different realms related to the organization (i.e., practices, products), the relative importance of these different dimensions has not been distinguished. Just as an individual can have multiple social identities (Markus & Wurf, 1987; Stryker, 1986; Tajfel & Turner, 1985), organizations can possess multiple organizational identities (Albert & Whetten, 1985; Ashforth & Mael, 1989; Corley et al., 2006; Foreman & Whetten, 2002). Multiple organizational identities are formed by organizational members, including those tied to services or products, as well as specific practices, such as an ethical organizational identity (Corley, 2004; Foreman & Whetten, 2002; Pratt & Foreman, 2000; Verbos et al., 2007).

When Albert and Whetten (1985) first introduced the concept of organizational identity they defined it as having central, enduring, and distinctive attributes. Over time, questions surrounding the enduring aspect of their definition have been raised, as identities tend to change and morph over time (Gioia, Schultz, & Corley, 2000). As social identity theory continues to evolve, so should organizational identity theory. Organizational identity theory has expanded to indicate the formation of multiple identities and the research presented here will contribute to expanding the notion of what can be included in organizational identity. There may be some

aspects that are more or less central, yet still shape the understanding and experiences of organizational members.

Organizational identities influence how individuals interpret issues as well as how they behave toward them (Albert & Whetten, 1985; Ashforth & Mael, 1989; Dutton & Dukerich, 1991). Dutton and Dukerich (1991) argue that understanding individual beliefs about an organization's identity can help to ascertain how important a specific issue may be to the organization. The research conducted here contributes to developing insights along these lines by identifying how individuals understand their organization's identity through discussions about what makes the organization distinct. The comparative case analysis points to general consensus within each organization about what constitutes the central aspects of the organizational identity. The analysis also points to how a specific issue (social responsibility) is more or less central within the overall structure of the organizational identity. The research extends research on organizational identity by pointing to the potential for organizational identities to be structured with more or less central dimensions (Corley et al., 2006).

The incorporation of specific identity processes linked to intergroup relations extends theory in both the organizational identity literature and the CSR literature. Within organizational identity, there has been some work incorporating intergroup social comparison and self-esteem, identifying social comparison as a driver of organizational identification processes (Bartel, 2000). Bartel found that intergroup comparisons enhanced esteem derived from organizational membership. The conceptual model presented here focuses on the specific way social creativity is used by organizational members to maintain a positive evaluation of their organization based on the centrality of the organizational identity dimension.

CSR has been dominated by research at the organizational and institutional levels, with a small percentage of inquiry occurring at the individual level (Acquier et al., 2011; Aguinis &

Glavas, 2012; Morgeson, Aguinis, Waldman, & Siegel, 2013). This comparative case analysis looks at CSR, using organizational identity as the basis for discovering underlying mechanisms and processes which impact CSR, focusing on the individual level. The incorporation of social creativity into how organizational identity may function in cognitive processes related to CSR contributes to the microfoundations of CSR (Aguinis & Glavas, 2012). The ways in which organizational members engage in social comparison and attempt to maintain a sense of positive distinctiveness can influence their understanding of CSR. Another important contribution to the CSR literature is the introduction of identity centrality.

Recently, Aguinis and Glavas (2013) proposed a conceptualization of CSR grounded in the psychology of CSR, distinguishing between embedded versus peripheral CSR. They explain that embedded CSR indicates that CSR can be found throughout an organization's actions, ranging from their core competencies, to their routines and operations, impacting all employees. Peripheral CSR on the other hand, is found in extraneous organizational actions such as philanthropy and volunteering. The proposal regarding central and peripheral identity dimensions supported by the research conducted in this project support this view of embedded versus peripheral CSR. Looking back at the organizations with a central CSR identity, the embedded nature as described by Aguinis and Glavas (2013) can be seen in the way members describe how they see their organization and describe the socially responsible practices as being core to their operations. In addition, the organizations with a peripheral CSR identity talk about philanthropic practices, mirroring the peripheral CSR identified by Aguinis and Glavas.

6.2 Future Research

6.2.1 Dimensions of Identity and Identity Centrality

One of the most interesting aspects of this research is the illumination of dimensions which may be more or less central to the overall organizational identity. Further exploration of identity centrality is called for, expanding on organizational identity research. In identity theory, the self-concept is seen as having multiple identities which may be more or less central to the overall self and are structured in a way reflecting the value system of the individual (Rosenberg, 1979). It seems that an organizational identity may be similarly structured, containing multiple identities or at least multiple dimensions, which are arranged in a way to reflect the values of the organization. For example, in this study, two organizations presented a central CSR identity while the other two seemed to have a peripheral connection to CSR. The organizational members in the organizations with a central CSR identity indicated that the central values of the organization were grounded in social responsibility. Further research is needed to begin to establish the concept of identity centrality and how it may impact organizations.

The impact of this CSR identity centrality both internally, focusing on organizational members, and externally, focusing on stakeholders deserves further attention. The more central CSR is to organizational identity, how might this impact the stakeholders of the organization. One of the cases presented here is an extreme case, Tarrazu, as they don't identify as a coffee roaster, but rather as a social justice organization. This organization was founded by a social activist and indigenous rights lawyer and represents an organization with a clear identity linked to being socially responsible. Investigating the impact this organization has on their stakeholders might provide insight into outcomes that go further than just looking at job satisfaction, organizational commitment and firm profits as a way to assess CSR success. The institutional CSR literature neglects to address the underlying mechanisms of the connection between CSR

engagement and outcomes (Aguinis & Glavas, 2012). Thinking about what it means to be responsible, there is certainly a need to address the outcomes of CSR, the impact that the practices have on society, including stakeholders such as organizational members and specific targets of CSR practices (i.e., the environment, social development, economic development).

6.2.2 Responsible Leadership

At the outset of this project, I was also interested in exploring how aspects of responsible leadership might be present. What it means to be a leader in modern organizations has changed over time, reflecting the changing social and economic landscapes. Leadership, understood as an influence process centered on facilitating efforts to accomplish shared objectives, occurs at many different levels of an organization and crosses over traditional ideas of organizational boundaries (Yukl, 2010). Organizational members and stakeholders work together to facilitate the accomplishment of shared objectives, working both within and across organizational boundaries in order to enable organizational success. Organizational scholars continue to identify the important roles stakeholders play as traditional organization boundaries become blurred and permeable in our globalized and interdependent economy.

Leadership is both relationally oriented, centering on relationships between leaders and followers, as well as process oriented in that it is ongoing. Most relational-centered leadership studies have focused on internal organizational aspects of leadership, specifically looking at leader-follower dyadic relationships, missing an important aspect of relations external to the organization (Waldman, 2011). As there is a growing call to take stakeholders into account in the leadership process, it is important to begin to broaden our scope of understanding of organizational leadership in the 21st century. An emerging literature on responsible leadership is moving traditional leadership research beyond the internal organizational processes and dyadic

hierarchical relationships by incorporating stakeholders into a relational leadership perspective (Pearce, Wassenaar, & Manz, 2014; Pless, Maak, & Waldman, 2012; Waldman & Galvin, 2008; Waldman & Siegel, 2008).

Responsible leadership has been defined as “a values-based and principle-driven relationship between leaders and stakeholders who are connected through a shared sense of meaning and purpose through which they raise to higher levels of motivation and commitment for achieving sustainable value creation and responsible change” (Maak & Pless, 2009, p.539). This definition highlights the instrumental and normative components central to responsible leadership theory, as well as the relational structure supporting these components. Stakeholder relations are defined by a sense of shared values and principles, which includes the instrumental aspect of value creation as well as the normative aspect of responsible change. The theoretical perspective is complex, attempting to integrate many different aspects of leadership, encompassing both individual level processes as well as processes happening in social interactions among leaders and stakeholders, while attempting to incorporate corporate social responsibility perspectives into the mix (Ciulla, 2006; Voegtlin, Patzer, & Scherer, 2011; Waldman & Siegel, 2008; Waldman, 2014).

The social interaction aspect of the theory indicates that responsible leaders work to create a relationship which reflects a set of shared values and principles between the focal organization and their various stakeholders. Maak and his colleagues have begun to theorize and research responsible leadership from a relational perspective, focusing on roles leaders fulfill (Maak & Pless, 2006) and how leaders approach social responsibility (Pless et al., 2012). One of the cases in this study could potentially serve as an exemplar in responsible leadership, focusing on how an organizational leader explains social responsibility means: “So what is

responsibility, what does social responsibility mean? It means that you take a look at the relationships you're in and then you take responsibility for your behaviors and what the ramifications of those behaviors are in the social, the environmental, and the economic realm.” Derek, the Founder of Tarrazu, goes on to explain in detail, how this actually occurs in his organization and how it is implemented within relationships with all of the stakeholders, ranging from employees to farmers to customers.

6.2.3 Institutional Influences

Another interesting difference that emerged based on identity centrality related to how organizational members discussed the institutionally available mechanisms. Organizations with a clear commitment to social responsibility were critical of specific certification schemes, electing to do their own thing to be socially responsible in ways that matched their own value system. While organizations with a more tangential commitment to social responsibility (or a peripheral CSR dimension as part of their identity) engaged in specific certification schemes while being skeptical of their impact and indicating they were a way to gain legitimacy within the industry. These differences point to the potential to explore the multilevel impacts of institutional logics and how those logics may influence organizational identity.

Institutionalization looks at ways in which various cultural-cognitive, normative, and regulatory elements influence the structure of and shared meanings of social life in organizations (Scott & Davis, 2007; Scott, 1987). Normative systems provide the moral framework which helps to structure the expected conduct of organizational actors and members, guiding behavior with a sense of what is appropriate by indicating common underlying values. These systems are a way for organizations to gain legitimacy within the organizational fields. The organizational differences illuminated in this research point to the use

of certification schemes to gain legitimacy, while others are critical of those certification schemes in that they don't reflect their deeply held values.

Operating in an organizational field, there are structures which help to constrain and enable behaviors within a framework of common meaning (Haveman & Rao, 1997) and institutional logics provide a sense of specific practices which help to structure how the field is organized (Friedland & Alford, 1991). In the specialty coffee industry, there are a variety of certification schemes which organizations can choose from to signal their engagement of social responsibility and therefore claim their legitimacy within the wider organizational field. However, what is interesting is that in this study, is that organizations also are critical of those certification schemes, indicating that they do not go far enough or are actually exacerbating the problem they purport to fix. This is enabling these organizations to engage in practices which they see as being more impactful and meaningful to address the specific issues.

Organizational identity, as a social identity, reflects the blending of both organizational values and institutional logics. What happens when the core values of the organization conflict with the primary values underlying the institutional logics? How do organizations resist the normative forces and still gain legitimacy? If organizations are only following the overriding institutional logic and engaging in CSR practices for the sake of legitimacy, does this equate to greenwashing? Future research in CSR would benefit from a multilevel perspective which explores the influence of institutional logics on organizational actions when the values are incongruent.

APPENDICES

APPENDIX A

CASE STUDY OVERVIEW

This case study overview provides a list of general questions which are being investigated at each level of the case study. This list of questions is different from the actual Interview Protocol questions and is intended to provide an overview of the genesis of the specific questions to be asked.

Questions to be Answered by Data Collection

Level I: Questions asked of Interviewees and Archival Data

- How is social responsibility defined within the organizational context? In order to gather data pertaining to the understanding of socially responsible practices and the meanings ascribed to the specific practices, questions regarding the role of organizations in society will be asked of interviewees. Archival data will also be reviewed to identify specific organizational definitions of social responsibility.
- What types of practices are available within the wider environment which are considered to be socially responsible? To gather data regarding perceptions of legitimate CSR practices within the industry, questions regarding CSR practices will be asked of the organizational leader and members. Archival data will also be reviewed in order to identify socially responsible practices available in the specialty coffee industry.
- Why does the organization choose certain CSR practices and not others? To gather data regarding perceptions of organizational intentions and motivations, questions regarding the selection of CSR practices will be asked of the organizational leaders and members. Archival data will also be reviewed to identify specific reasons provided by the organization as to the engagement of specific practices.

- Which practices do you deem to be socially responsible and why? In order to understand perceptions of socially responsible practices and the meanings ascribed to those practices, questions pertaining to organizational CSR practices will be asked. Archival data will also be reviewed to ascertain the identification of specific practices labeled responsible or sustainable.
- What values underlie the selection of organizational CSR practices? Specific questions pertaining to organizational values and the role of organizations in society will be asked of interviewees. Archival data will also be examined to identify specific values mentioned in relation to socially responsible practices.

Level II: Questions asked of Case

- How do organizational members understand Corporate Social Responsibility reflecting wider institutional practices?
- How do organizational members talk about relationships with stakeholders?
- How do organizational members understand the role of their organization in society and how do they see their organization as being socially responsible?

Level III: Questions asked of Pattern of Findings Across Cases

- What patterns arise among organizational member understanding of Corporate Social Responsibility?
- What patterns arise among the organizational member understanding of stakeholder relationships?
- What patterns arise among how organizational members understand how their organization is socially responsible?

Level IV: Question asked of Entire Study

- Do organizational identity processes influence CSR practices in a way that is analytically generalizable?

APPENDIX B

INTERVIEW PROTOCOL – ORGANIZATIONAL MEMBER

Corporate Social Responsibility and Organizational Identity? Exploring the Influence of CSR Processes and Practices on Organizational Identity

INTERVIEW PROTOCOL

Script (Organizational Member)

Welcome and thank you for your participation today. My name is PJ Dillon and I am a graduate student at the University of Massachusetts Amherst, working on completing my PhD in Organization Studies. As part of my degree, I am conducting dissertation research on the role of organizations in society. Thank you for agreeing to speak with me about your experiences as part of (INSERT ORGANIZATION). This interview will take about 60 minutes and will include questions regarding your work and views on your organization. I would like your permission to audio record this interview, so I may accurately document the information you convey. If at any time during the interview you wish to discontinue the use of the recorder or the interview itself, please feel free to let me know. All of your responses are confidential. Your responses will remain confidential and will be used to develop a better understanding of how you and your colleagues view the role of your organization. The purpose of this study is to increase our understanding of how organizational practices influence individual level understanding of organizational roles in the wider society.

Your participation in this interview is completely voluntary. If at any time you need to stop or take a break please let me know. You may also withdraw your participation at any time without consequence. Do you have any questions or concerns before we begin? Then with your permission we will begin the interview.

Interview Questions

How long have you been working at (INSERT ORGANIZATION)?

What is your experience in the coffee industry?

How did you come to be involved with coffee?

What is your role at (INSERT ORGANIZATION)?

What do you do here?

Is there a reason you chose this organization to work at?

What attracted you to this organization? This position?

How would you describe the central and distinctive characteristics of this organization?

In what ways is your organization different from other coffee roasters?

What makes your organization unique?

How do you view your organization's role in the wider society? What is its purpose?

Within the coffee industry?

Within the communities in which it operates?

What are some of the ways you see that role being played by your organization?

Can you think of some of the values your organization holds? How do those values impact how the organization operates and interacts with others?

How does your organizational leader convey those values? Do their actions reflect those values? What actions can you point to which reveal the values?

What are some examples of how the organization interacts with others within the coffee industry (working with suppliers, farmers, retailers)? Within the community?

Do you think your organizational leader engages with outside members in a way that reflects the values of the organization? What about with internal members?

What are some of the things that your organization does which makes you proud to work here?

Why do these practices make you feel proud to be a part of the organization?

Can you think of something your organization has done which you consider troublesome in some way? How could the organization improve upon these things?

What would you suggest?

Do you think your organization is socially responsible?

In what ways?

Can you point to specific practices that you think are socially responsible?

What do you think is the most important thing your organization does to contribute to the greater social good? Why? Does this reflect something that is important to you?

Thank you very much for sharing your thoughts with me today. Is there anything else you would like to add to our conversation or feel that I have missed?

APPENDIX C

INTERVIEW PROTOCOL – ORGANIZATIONAL LEADER

Corporate Social Responsibility and Organizational Identity? Exploring the Influence of CSR Processes and Practices on Organizational Identity

Script (Organizational Leader)

Welcome and thank you for your participation today. My name is PJ Dillon and I am a graduate student at the University of Massachusetts Amherst, working on completing my PhD in Organization Studies. As part of my degree, I am conducting dissertation research on the role of organizations in society. Thank you for agreeing to speak with me about your experiences as part of (INSERT ORGANIZATION). This interview will take about 60 minutes and will include questions regarding your work and views on your organization. I would like your permission to audio record this interview, so I may accurately document the information you convey. If at any time during the interview you wish to discontinue the use of the recorder or the interview itself, please feel free to let me know. All of your responses are confidential. Your responses will remain confidential and will be used to develop a better understanding of how you view the role of your organization and how you make decisions reflecting your views. The purpose of this study is to increase our understanding of how organizational leaders make decisions and influence organizational members' understanding of your organization's roles in the wider society.

Your participation in this interview is completely voluntary. If at any time you need to stop or take a break please let me know. You may also withdraw your participation at any time without consequence. Do you have any questions or concerns before we begin? Then with your permission we will begin the interview.

Interview Questions

How long have you been working at (INSERT ORGANIZATION)?

What is your experience in the coffee industry?

How did you come to be involved with coffee?

What is your role at (INSERT ORGANIZATION)?

What do you do here?

How would you describe the central and distinctive characteristics of this organization?

What makes this organization unique?

How do you view your organization's role in the wider society? What is its purpose?

Within the coffee industry?

Within the communities in which it operates?

What are some of the ways you see that role being played by your organization?

Can you think of some of the values your organization holds? How do those values impact how the organization operates and interacts with others?

How do you convey those values to your organizational members? To your external stakeholders (farmers, retailers, etc.)? What actions can you point to which reveal the values?

What are some examples of how the organization interacts with others within the coffee industry (working with suppliers, farmers, retailers)? Within the community?

What are some of the things that your organization does which makes you proud to work here?

Why do these practices make you feel proud to be a part of the organization?

Can you think of a difficult time in the organization's history? Explain what it was and why it was troublesome.

Do you think your organization is socially responsible?

In what ways?

Can you point to specific practices that you think are socially responsible?

What do you think is the most important thing your organization does to contribute to the greater social good? Why? Does this reflect something that is important to you?

How do you define social responsibility? For yourself? For the organization? In the Specialty Coffee Industry?

Are there certain certification programs you participate in? Why some and not others?

What are some of the socially responsible practices the organization engages in and why?

Thank you very much for sharing your thoughts with me today. Is there anything else you would like to add to our conversation or feel that I have missed?

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