



**Doctoral School of
Business
Administration**

THESES OF PH.D. DISSERTATION

Rita LUKÁCS

**Stakeholder-focused research of Corporate Social Responsibility and
Corporate Reputation**

Supervisor:

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Budapest, 2015

Department of Media, Marketingcommunications and Telecommunications

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1. Focus of the dissertation and research questions

The topic of the PhD thesis was provided by the analysis of Corporate Social Responsibility, its communication, management of stakeholders, furthermore the corporate (intended) identity and analysis of stakeholders' reputation. My aim with this thesis was to present the stakeholder-focused research and the tightening relation of CSR and marketing. By discussing the literature related to stakeholders, Corporate Social Responsibility and reputation I intended to emphasize the significance of stakeholders' perception in case of Corporate Social Responsibility.

In the course of writing this thesis, I adhered to stakeholder-centricity invoked as guiding principle in my everyday work. The practical significance of my thesis and the related research lie in the novelty of tools that companies and researchers may employ when exploring CSR-related perceptions of stakeholders. The research approach and the methodology is supposed to be novel in so far that it addresses corporate reputation from the organisation's aspect and from stakeholders' perspective at the same time and compares the two images compared. Thereby, differences can be identified in the organisation's intended identity and the stakeholder reputation based on stakeholder perceptions and impressions. For the depth of organisational analysis quantitative research is advised to be replaced by qualitative research, which may veil the traits of neither the organisation, nor certain stakeholder groups.

In preparation for the research, I surveyed the typical traits of SMEs from the angle of Corporate Social Responsibility, because I picked a micro-enterprise and its stakeholders as subject of analysis. "Szatyor Egyesület" (Green Bag Association) and "Szatyorbolt" (Green Bag Store) are special for they make an organisation comprising of a non-profit association and a business that function in symbiosis. The objective of the first one is to raise awareness of conscious eating and food sovereignty, whereby the latter one aims to provide customers with domestically-grown, seasonal fresh fruits and vegetables as well as plentiful other products from responsible sources. I selected this organisation, because its core business itself closely connects to Corporate Social Responsibility. In addition thereto, it pursues business practices and follows many business principles that make their operation exemplary. It has grown from a bottom-up civil initiative and cooperation of friends to a popular store, the roots of which recently reflect in the organisation's flexibility, direct communications and the cosy atmosphere of the store.

This research is of significance for academics, because it delves into a poorly researched field in Hungary addressing communication of Corporate Social Responsibility and stakeholder reputation. Its methodology is special, for I analyse Szatyor's stakeholder relationships and Corporate Social Responsibility in an innovative qualitative research process not only from the organisation's aspect, but also from stakeholders' perspective by involving them. As the third research element, I compare "the tree" and "its shade" - in the words of Abraham Lincoln -, i.e. I will identify the differences in the aspects of the organisation and its stakeholders. As perception of reality may inevitably become distorted and understanding of reality largely depends on recipient's aspects, it is useful for companies to know how and which details of corporate messages stakeholder grab that are knowingly or unnoticed in operation beamed to them. Learning stakeholder expectations and channelling perceptions into corporate processes may contribute to better compliance with stakeholder expectations, what is supposed to lower corporate reputation risk and resulting business risks, as well as to reinforce trust in the company, thus to enhance business success.

I conducted the qualitative research with the following goals in mind:

- to examine the organisation (its stakeholders, stakeholder communications, as well as its CSR-activities and its resulting) CSR-relevant corporate identity
- to analyse the (perception of stakeholder communications and CSR-activities as well as resulting) corporate reputation by involving stakeholders
- to compare analyses presenting organisational and stakeholder aspects with a view to identify differences in identity and reputation
- to formulate recommendations on the organisation's future strategy (with a view to foster stakeholder support)

2. Theoretical background

In this thesis of mine, I decided to address the issue of Corporate Social Responsibility, in particular its communication. I will present how and as a result of which factors CSR (Corporate Social Responsibility) has come into view in recent years and how it affects the marketing and communications activity of corporations. I will approach theoretical concepts from a stakeholder perspective and will specially analyse reputation.

European Union's Green Book on CSR describes the core of CSR as follows:

„A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.”

EC [2001] p. 4.

Some CSR-related theories focus on companies' environmental, social and economic impacts, whereby deliberation decisively starts out from environmental management and progresses towards social impacts. Therefore, such theories concentrate on impacts and the management thereof.

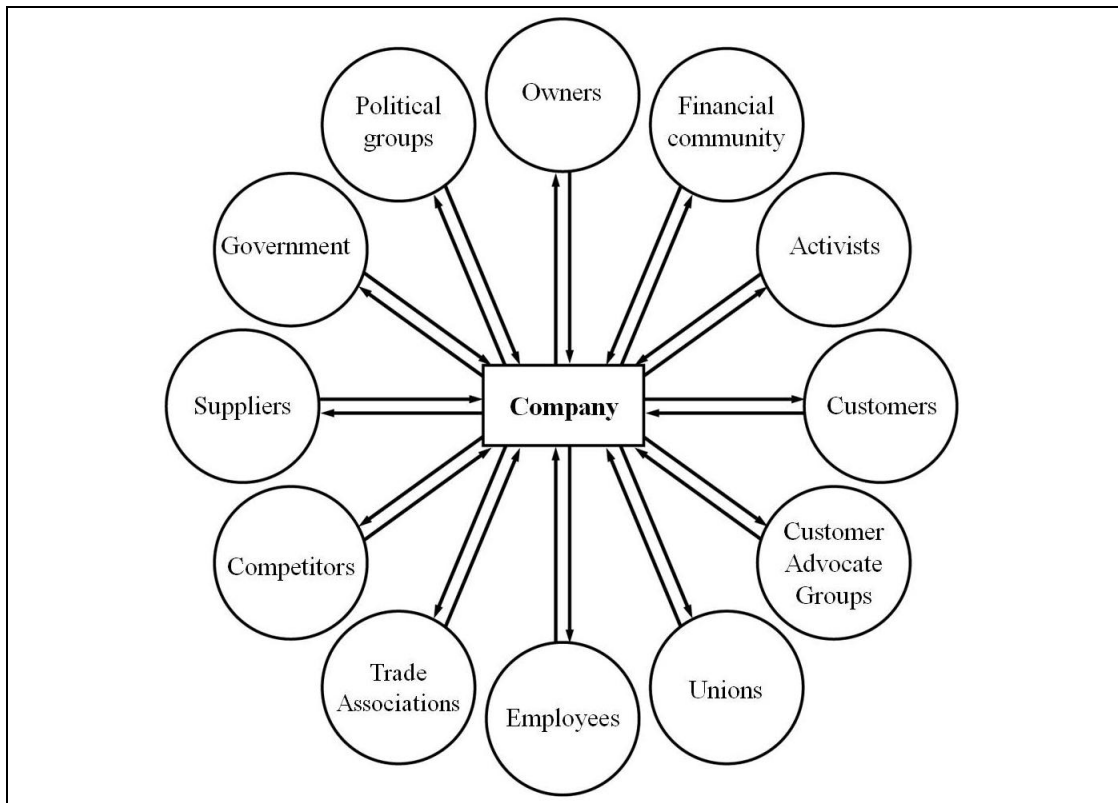
At the same time, another school of Corporate Social Responsibility has gained ground. This approach starts out from social history and analysing the terms of private and public ownership it ends up with the examination of social embeddedness. Followers of this school consider such examination desirable to be carried out among and in co-operation with stakeholders. Changes in the state of private and public affairs being typical in former eras necessitate a fresh approach that is suitable to grab and influence the interactions between companies and their stakeholders.

So, from among the two approaches described above, my thesis employs the latter on that focuses on stakeholders.

The notion “stakeholder” refers to all individuals and organisations that have any kind of relations to a company. Such a relation may be of diverse nature, may not necessarily be based on business and may neither mean defencelessness, nor dependence. Moreover, as against the customary segmentation and target group identification process in corporate marketing, the direction of initiating such a relation may not only be unilateral. Anyone may define himself/herself as a stakeholder from either aspect, also without the company's knowledge or approval.

Freeman drafted a so-called stakeholder map including all the stakeholders. In 1984 it was a pioneering initiative and it has been profoundly forming the discourse about stakeholders ever since. He plotted typical stakeholders of a typical corporation in a diagram that, for the purpose of general conclusions, neither implies characteristic features to any industry, nor does it indicate the differences in the size and importance of each stakeholder group. (Freeman [1984])

Figure 1: Typical stakeholder map of a corporation



Source: Freeman [1984] p. 55

The following, quite fresh definition demonstrates the business correlate of the stakeholder definition. After having reviewed the literature, Ferrell et al. published in 2010 an even more detailed stakeholder definition focusing also on business aspects, in which they drafted the concept of stakeholder-orientation based on the principle of market orientation. (Ferrell et al. [2010]) According to this definition, stakeholders are individuals or groups, to which at least one of the following statements applies:

- „1. when the actor has the potential to be positively or negatively affected by organizational activities and/or is concerned about the organization’s impact on his or her or others’ well-being;*
- 2. when the actor can withdraw or grant resources needed for organizational activities;*
- 3. when the actor is valued by the organizational culture.”*

Ferrell et al. [2010] p. 94

The signs of economic and social changes brought about in the past decades highlight a trend towards networked economy: the hierarchic corporate organisation resembling an

upside-down tree – the roots of which is the corporate chief, and the branches signify the organisational levels there under – started to be replaced by a horizontal, networked approach. The resources being of importance to companies are no more physical instruments and equipments, but competitiveness is based on information that is typically difficult to be possessed, but swiftly spreads in a network. New grid-like corporate operations evolve that are more dynamic and flexible than ever and reflect bottom-up design. (Barabási [2003])

Taking the social network theory as his starting point, Rowley made a distinction of stakeholder strategies, while he also considered that stakeholders have manifold expectations and these are interdependent. Moreover, not only stakeholder-organisation relations may occur, but different stakeholders may also be in contact with each other and they may also have their own stakeholders. (Rowley [1997])

From a communication aspect, a switch over to networks couples up with the need for a change in corporate mindsets, corporate behaviour and organisational processes, so that the company can tap at the advantages being inherent in networks. (Svendsen – Laberge [2005])

The concept of stakeholders forming a complex network is a step ahead of stakeholder theories. It is because even Rowley's network theory concept fails to embrace the opportunity of a company and its stakeholders co-operating as potential partners when solving an issue. It constitutes another major difference that network operations do not focus on corporate goals, but on a common issue. (Roloff [2008])

Given the existing communication theories, the fact that the firm does not manage here two-way stakeholder relationships, but is member of a complex network including many stakeholders requires a considerably new way of thinking.

If network communication means are used, the company no more is in the centre and loses its dominant, leading role. Instead, the company partners up with its stakeholders as allies and equal members of "joint ventures". In such a partnership, the company ensures resources, expertise and relationships being at its disposal to the network. All these elicit more democratic and equal terms.

It means that operative processes exclusively observing corporate interests and controlled by the company need to be replaced by an interactive community-based approach focused on an environmental or social cause. For this purpose, stakeholders including the company itself may also join forces.

Around beginning the 21st century trends show into the direction that aspects of Corporate Social Responsibility are becoming parts of marketing science and business practice, marketing strategy and everyday-tasks. This shows that CSR is not a new, separate

factor in companies' life, rather an aspect ideally fully integrated into business operations, meaning that stakeholders' considerations appear in all business fields.

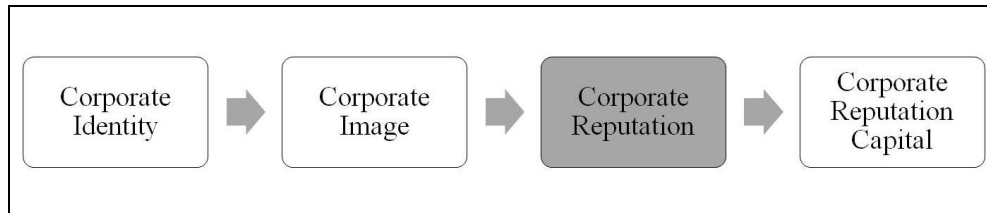
Reputation is a sort of imprint of corporate actions in stakeholders' minds - an imprint of what the company communicates about and what not.

„A perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all of its key constituents when compared with other leading rivals.”

Fombrun, cited by Walker [2010] p. 72

Good reputation is important, because a company may obtain stakeholder trust and commitment thereby. Corporate Social Responsibility and good reputation are supposed to facilitate stakeholders to identify themselves with a corporation. By involving stakeholders into corporate processes, stakeholder satisfaction and commitment may also be furthered. (Nádasi – Lukács [2006])

Figure 2: The context of identity, image, reputation and reputation capital as per Barnett et al.



Source: Barnett et al. [2006] p. 33

Hillenbrand and Money concluded that the two concepts significantly overlap, because there is hardly any difference in corporate behaviours, on grounds of which a company is held to be responsible and to have good reputation. For that very reason, CSR and reputation do not hallmark two separate categories, but are “the two sides of the same coin”. With this in mind, companies may also apply models of reputation measurement to affairs being important to stakeholders in corporate CSR communication activities. Thereby, they are capable of meeting stakeholder expectations to a greater extent than ever. (Hillenbrand – Money [2007])

Table 1: Categories of Corporate Social Responsibility from stakeholder aspect

Main category	Sub-category
How the company relates TO ME	through communication
	through the kind of benefits it offers to me
	through the way it behaves with integrity, transparency and accountability
	and how that makes me feel
How the company relates TO OTHERS	the local community
	the wider society
	towards other direct exchange stakeholders (ie. employees, customers, suppliers and shareholders)
How the company relates TO ITSELF	long-term business success

Source: Hillenbrand – Money [2007] p. 271

In 2012, Money, Hillenbrand, Hunter and Money worked out a novel research framework to facilitate the analysis of stakeholder relationships that, unlike former models, not only observed the perspectives of corporations and stakeholders. By means of a two-way research, they also made it possible that the evolution of the relationship and expectations is also examined from the aspects of the company and stakeholders. (Money et al. [2012])

This research is of significance for academics, because it delves into a poorly researched field in Hungary addressing communication of Corporate Social Responsibility and stakeholder reputation. Its methodology is special, for I analyse Szatyor's stakeholder relationships and Corporate Social Responsibility in an innovative qualitative research process not only from the organisation's aspect, but also from stakeholders' perspective by involving them.

Novelty of the methodology inheres in empirically linking organisational and stakeholder expectations, following the principle of mutual dependency as described in Edward Freeman's stakeholder theory. This approach can well depict real organisation-stakeholder relationships, as earlier studies typically only examined either the way an organisation sees and manages its stakeholders or the way stakeholders see an organisation and react to it. Money et al. identified critical factors of organisation-stakeholder relationships and classified them into 3-3 groups on both sides. They understood reputation as a potential partial mediator influencing the relationship between stakeholder experiences and stakeholder reactions, as a belief about personality of the organisation according to stakeholders, based on their prior experience and influencing their future behaviour. Besides the RELATE-

framework, authors also highlighted a process, with which both organisational and stakeholder viewpoints can be analyzed. (Money et al. [2012])

Reviewing different methodologies supported me in defining research directions I wanted to follow during my own research. RELATE-process seemed to be best in implementing stakeholders' engagement; additionally, bi-directionality of the model enhanced its stability and trustworthiness. This is why I will follow process of this methodology during my own research; regarding research categories of CSR I will adapt concept of Hillenbrand and Money.

3. Methods of research

The main issues of the research being part of my thesis can be divided in three major fields as far as the organisation I selected to analyse is concerned:

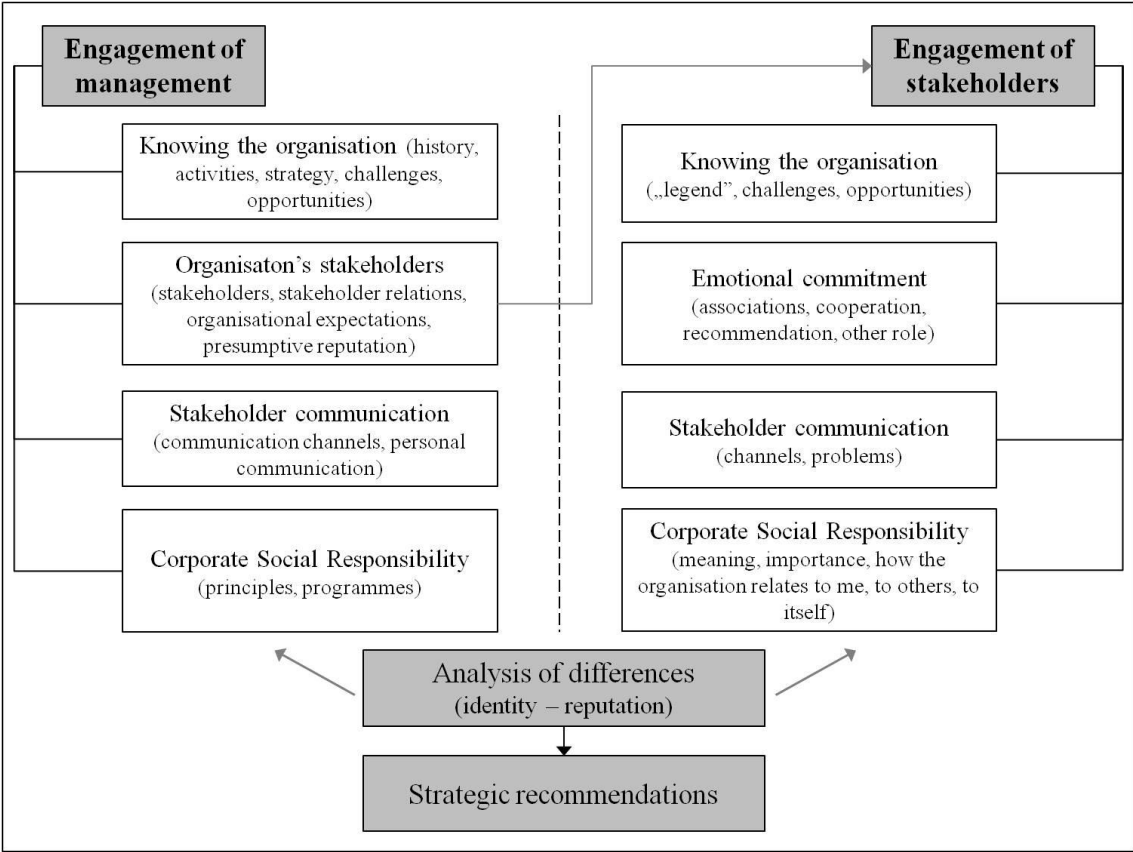
- Organisational identity: A collection of an organisation's perceptions about itself and its expectations towards stakeholders.
- Stakeholder reputation: The perceptions about and the expectations towards an organisation formulated by its environment.
- Corporate Social Responsibility: An organisation's Corporate Social Responsibility, the communication and stakeholder perception thereof.

I conducted the qualitative research with the following goals in mind:

- to examine the organisation (its stakeholders, stakeholder communications, as well as its CSR-activities and its resulting) CSR-relevant corporate identity
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The dimensions of the qualitative research rooted in research objectives and research questions are summed up in the following theoretical model. These are the main dimensions, on the basis of which I will prepare the analysis.

Figure 3: Research dimensions



Source: Edited by myself

I will scrutinise the afore-mentioned research questions by means of a three-element qualitative research process, subject to the process of the RELATE-method.

This methodology is special for I will survey the organisation and its reputation from the aspects of not only business leaders, but also stakeholders on grounds of the model I unfolded in the previous subchapter. Based on a comparison of the researches I will sketch the differences in two different perspectives, i.e. the identity intended by the organisation and its stakeholder perception, that is stakeholder reputation. The methods employed in the course of research are summarised in Table 9 below.

Table 2: A list of methods employed in research

Method	Tool	Goal	Field of use	Date of data-taking
Executive in-depth interviews	3 in-depth interviews with the two leaders and further free conversations	To learn the organisation and its intended identity	Case study	Jan 15 - Mar 19, 2015
Document analysis	Organisation's website	To better understand the organisation and its operations	Case study	Dec 29 - Dec 30, 2014
Observation	Weekly in-store visits	To learn stakeholder relationships	Case study	Jan 15 - Mar 19, 2015
Stakeholder in-depth interviews	30-90 minute in-depth interviews with 19 stakeholders	To explore stakeholder perceptions	Research summary note	Jan 26 - Mar 23, 2015

Source: Edited by myself

Comparing the case study describing organisational aspects, stakeholder interviews disclosing stakeholder aspects and information from these two sources allows for the bilateral observation and analysis of the same phenomenon (operations of Szatyorbolt and Szatyor Egyesület). This way data triangulation is achieved that supports construct validity. Moreover, the joint employment of distinctive research methods, i.e. methodological triangulation, improves research accuracy, thus makes the process increasingly reliable. (Yin [2009])

Invoking different sources when preparing a case study and the fact that the organisation's leaders reviewed the case study, contributed to construct validity of the research. When taking out the analysis I considered Yin's recommendation (Yin [2009]) and availed my own technical experiences acquired earlier in order to enhance research quality.

Case study as a qualitative research routine has been an ever spreading social research method. It is used when the research object is hard to be separated from its complex environment. Taking into account the context not only renders deep and ample information, but also results in difficulties in observation and analysis. Case study researches may survey one or more cases and may be aimed to explore, describe or explain a problem. (Yin [2009])

Beyond in-depth interviews, I also analysed the publicly available documents of the organisation and, upon in-store visits, I made observations in relation to the organisation's stakeholder communications.

In-depth interviews with stakeholders make the second element of the qualitative research. I made in-depth interviews with nineteen of the stakeholders of Szatyorbolt and Szatyor Egyesület in the period between January 26 and March 23, 2015. The length of these in-depth interviews varied between 30 and 90 minutes, mainly depending on the interviewee's character, "talkativeness" and the closeness of his/her ties to Szatyor Egyesület and Szatyorbolt.

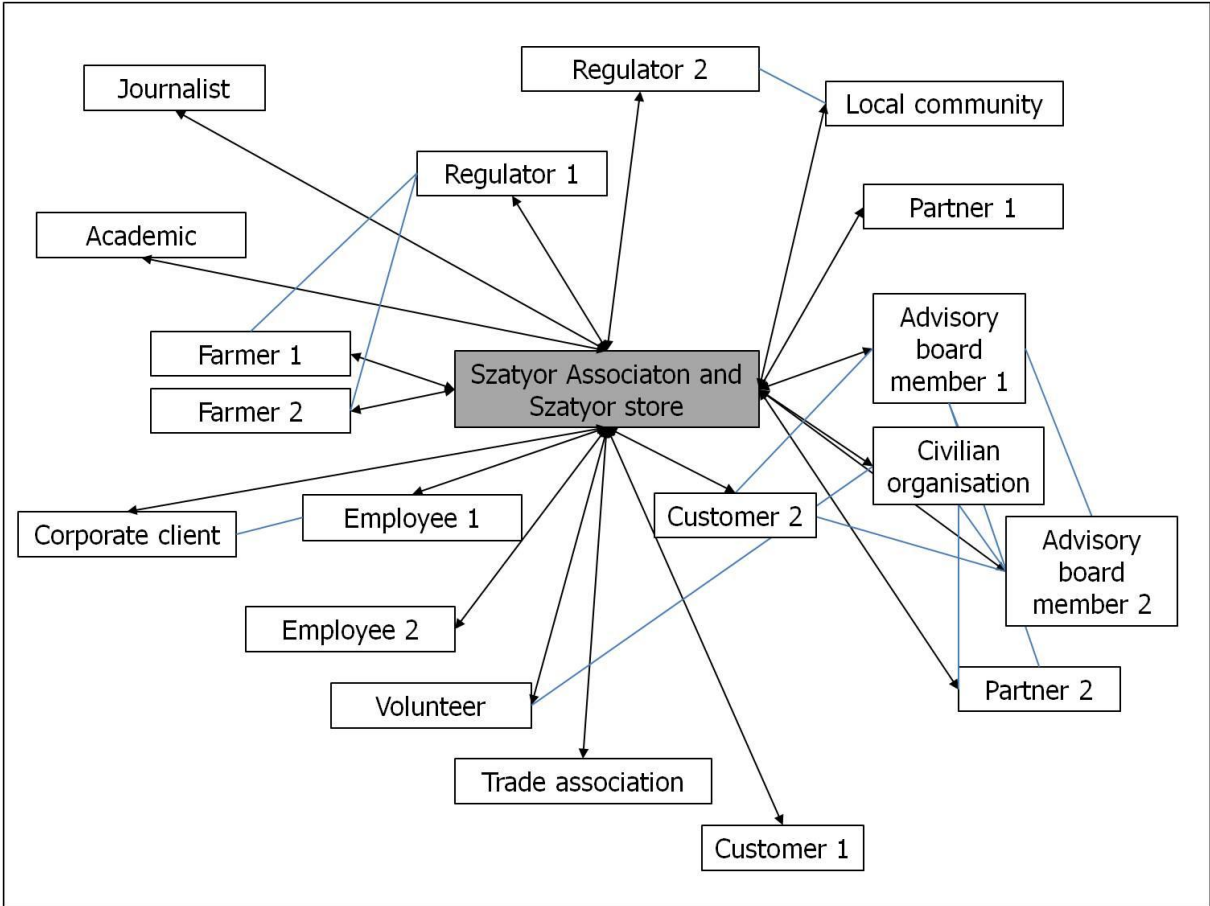
4. Results of the dissertation

The qualitative research consisted of three main parts: the case-study presenting the aspects of the organisation, a summary of the research summing up the opinions of stakeholders based on in-depth interviews and the comparison of the two in order to identify the differences between corporate identity and stakeholders' reputation.

The case study was compiled on in-depth interviews with the leaders, other informal conversations, analysing public documents regarding the organisation and observations considering happenings in the shop. The case study presents the activity, the strategic aims, mission and corporate social responsibility of Szatyor Egyesület and Szatyorbolt. The association's activity with regard to corporate social responsibility primarily focuses on organizing programmes, which support mind-framing and food-autonomy, while the shop validates social, environmental and economic aspects in its operation.

We could identify the stakeholders' groups with the help of the leaders of the organisation, and during the in-depth interviews the features of the stakeholders' communication and relations and the requirements of the organisation towards the stakeholders was also discussed. The stakeholders' communication was further analysed based on observations in the shop.

Figure 4: Szatyor’s stakeholder map



Source: Edited by myself

It is obviously the Association Leader out of the two leaders, who know the organisation more, as she has been working there since its foundation and the Business Manageress has just joined Szatyorbolt recently. The Association Leader knows the circumstances and the initial difficulties of the foundation of the company and she is also aware of the process, thanks to which the net of distribution points and the parlour could be developed in the previous years. She clearly sees the present situation of the initiation and its future challenges and opportunities. She possesses several plans for the future, but at the same time she experiences difficulties. Primarily it is the lack of resources, which makes the life of the organisation more difficult. At present this is what sets back the development of the community the most as it is the organisation itself, which should first do something so that its members could be committed to it more.

Out of the stakeholders, those stakeholders know the organisation more, who have known it for longer time and are in tight connection with it. As this is an important factor of

Szatyor's identity, the success story should get more attention in the future, during which Szatyor has grown into an organisation from a civilian initiation coming from beneath which has a non-profit and a business side as well; moreover it was among the first to provide good quality products to the conscious customers.

Not all the steps of the initiation are transparent for the stakeholders, many people are interested in its financial success, but at present there is no information about it. There are business figures, which might also be communicated and shared in the press, and it would not even offend the business interests of Szatyor, but the stakeholders would be interested in that: for instance figures regarding quantities certain products are sold in a year.

The leaders of the organisation and the stakeholders view their problems and their challenges they are facing in the same way: the presently ad-hoc type of communication has to be strengthened, the marketing activity has to be strengthened also in order to have more customers and because of the intensifying appearance of rivals. Moreover, the problem of resource-deficiency has to be solved somehow and it would be desired to find the optimal size of the organisation, where the appropriate range of goods, the efficient operation, profit and the presently used personal atmosphere is ensured.

Finding the identity of Szatyor Association and Szatyorbolt would mean a challenge from communicational point of view in the future as the borderlines are not always clear at present. Basically it is the association, which carries out the mind framing work, while the shop is the manifestation of its consciousness. Although at the same time it is not always clear for the stakeholders whether it is about one or two organisations. During the process of doing the in-depth interviews and writing the thesis, sometimes it was not clear also for me whether a certain activity belonged to the association or to the shop. From the aspect of managing the stakeholders' expectations it is not the same whether it is about a programme of the association or a programme of the shop, therefore it would be worth dividing the two organisations more precisely.

In connection with the opportunities, the stakeholders mentioned the development of business activity (new distribution points, new shop, and new target audience as regards customers, expanding the circle of services) and the systematization and development of programmes; this roughly corresponds with the strategic scheme of the organisation. Of course Szatyor has long-term plans, thus the operation in common property has already been conceived by the organisation, as a future plan.

The leaders of the organisation trusted that their stakeholders have positive opinion about them, although at the same time they were aware of the shortcomings of the

organisation, for example of their default in the field of community development within the circle of the members. The following requirements-to be expected were phrased in connection with the different groups of stakeholders:

- increasing the rate of conscious customers as regards customers
- being open-minded as regards the members of the association and those who are generally interested
- supporting the operation of the association as regards the representatives
- guaranteeing quality products as regards small farmers
- being devoted to the organisation as regards employees
- mutual cooperation as regards civilian organisations
- expanding the circle of partners as regards partners
- acquiring the shop and its aims as regards members of the local community
- mutual learning from each other as regards volunteers
- the thinking together as regards academic sphere
- arranging the common issues as regards regulators (for example the case of the growers' market)

Compared to the presumed reputation by the organisation, the reputation developed based on the perceptions of the stakeholders' is at least as favourable as that. And what is more, in spite of the anxiety of the organisation („we are considered to be a bit strange”), the two interviewees reported rather approvingly about the initiation, they considered it as an example to be followed. In case of the customers it was justified that they know just few concrete issues about the social responsibility of Szatyor, while they are very enthusiastic about buying its good quality products.

The stakeholders' reputation is obviously positive; preparing the analysis was almost made difficult by the fact that the interviewees were extremely positive about the organisation, besides phrasing its shortcomings and suggestions for development. They said the organisation is very credible, inspiring, it is an example to be followed and it is very professional. They recognize its efforts and enthusiastic approach, they experience that the organisation is trying to develop good connections with others and also to solve the arising problems as well. We can conclude that the stakeholders who have been developing good and direct connections with the organisation since the very beginning, have become completely devoted and they feel the Szatyor initiation and its issues as their own initiation.

There is one thing I would specially like to emphasize as regards the stakeholders of the organisation: it is the extremely positive attitude, with which they support the operation of

the organisation and the solving of the problems. While the organisation could spend less energy on formal community development due to lack of resources, a certain group of customers, so-called brand-community was developed by itself as a consequence of the favourable reputation of Szatyor, which is a very strong and tight community who offers, protects and knows the organisation. This is a strong base, on which it is possible to build in the future. During my counselling work I could participate in more stakeholders' researches, primarily I was examining the stakeholders of multinational companies, but I have never experienced such a strong tie and emotional commitment just like in case of Szatyor.

Of course the picture is distorted by the fact that my interviewees were chosen from the stakeholders (after agreeing with the organisation) who are directly in connection with it and they know the organisation well. As far as stakeholders, who broke the relationship with the organisation previously due to any kind of conflict, would get into the research, – for example disappointed small farmers, customers, then it would have helped a lot in finding the root of the problem, but at the same time it would also have been possible that they reflect their negative opinion received in one field to the whole of the organisation. Consequently, their added value would be quite questionable when analysing the stakeholders' reputation of the organisation.

During the interviews the stakeholders talked about their negative opinion experienced in connection with the organisation – being unorganized, enthusiastic amateurship, planning too many tasks, which cannot or just can be realized in a rush and the shortcomings of the communication. Therefore in spite of their positive commitment, they could remain objective when they were asked about the shortcomings they experience.

Although from the side of the organisation, it is a long-term plan to operate the initiation as common, divided property where Szatyor is not in the centre of the net, but the possibility of this is not ensured yet. The stakeholders cannot really get a clear insight into the operation of the organisation, they are not involved in the decision-making processes, their responsibility in the operation and in the development of the organisation are not clear yet. If they were provided more information on the operation of the organisation, which is not confidential and is not business secret, then it would definitely help their work in the cooperation with different groups of stakeholders.

While the organisation considers feedback important, its process is not institutionalized. The stakeholders do not know about how they could give back in an organised form and how their feedback is channelled back into the operation of the organisation. So far there has been no stakeholders' research carried out, which would be

rather important in order to get to know the opinion of the customers, the suppliers and their requirements and satisfaction.

A certain communication strategy and communication tools would be necessary in the future by preserving the advantages of the nice, kind and indirect communication (judged by the stakeholders), which secures the fulfilment of the equal and two-way communication, the involvement of stakeholders, the effective division of information and the defining of circles of responsibilities. Of course strategy has to be further divided into part-strategies in case of all the groups of stakeholders and the aims, tools and messages have to be clearly defined.

The communication activity has to be planned beforehand in the future, as this is the only way that information can reach the customers, the members of the association and those who are interested as regard the programmes, products and plans of the organisation. One of the major reasons for dividing and accepting information is the lack of resources and according to the plans of the organisation the Association Leader will focus largely on this issue, namely on community-development in the future.

Those who are receptive should be more involved into the communication about the organisation more than before. The positive attitude I observed during the process of making the stakeholders' interviews could be a good starting point for a communication –system based on brand-ambassadors /brand-evangelists, which is already in operation, but only informally. This could be more organized by the identification of the potential ambassadors and by regularly ensuring the information and messages, which can be communicated towards those who are interested. Ambassadors can be representatives, members of the association, customers and suppliers who have extended net of connections, are talkative and promise to support the organisation this way in the future.

Social responsibility and its significance were observed a bit differently by the leaders of the association and by the stakeholders. The former group approached the topic from a rather business-like aspect (profit-oriented operation, but not in all cases, taking social and economic factors into account together), while in case of the latter group it was the personal aspect (own quality of life and the living conditions of offspring's) which dominated.

With regard to the social responsibility of the organisation, two main groups of the stakeholders can be differentiated: one group meets the programs of the association and the responsible operation of the shop occasionally, therefore they have just partial information; while the other group, who is much closer to the organisation, such as the representatives and the employees. Consequently they know more about the operation of the organisation. The latter group can be characterized by knowing the fields more where they are active

participants, although it is impossible for them to be aware of everything with regard to the organisation. The stakeholder representing civilian organisation, who is one representative at the same time, once noted that it is sometimes impossible to see through the casual programme-offers.

It was revealed during the preparation of the case-study that the Association Leader, who is responsible for the programmes –being the heart of the whole association- admitting her doing so many things at the same time. The various environmental, social and economic activities probably are compiled in her head into a complex unity, which comprises the corporate social responsibility; although the stakeholders know just a little about it.

People should know more about the corporate social responsibility beyond being aware of its familiar atmosphere and its top-quality products mainly because of the ongoing expansion and because of the process of rivals entering the market more quickly. With this it would be possible to address a new group of conscious customers, moreover it would be easier to find cooperative partners among its stakeholders in order to realize its plans regarding corporate social responsibility inasmuch as it would share its future plans with the stakeholders and involve them in planning and in implementation. Of course it is possible only after defining the main priorities of the strategy regarding corporate social responsibility.

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