Developing Innovative and Attractive CVET programmes in industrial shoe production

Train-the-Trainer Manual

Social Responsibility Management

IO 3

Editor: Andreas Saniter

Authors: DE: Sabina Krebs, Tatjana Hubel (PFI Pirmasens);
                    Klaus Ruth, Andreas Saniter, Vivian Harberts (ITB);
                  PT: Rita Souto, Cristina Marques (CTCP), Fátima Martins,
                    Ricardo Sousa (CFPIC), Carla Matos (CARITÉ);
                  RO: Aura Mihai, Bogdan Sarghie, Arina Seul, Ionut Herghiligiu (TU Iasi).

Content

1 Introduction

1.1 Aims of the DIA-CVET Project

The aims of the Erasmus+ project «Developing Innovative and Attractive CVET programmes in industrial shoe production» are

- to develop, pilot and implement comprehensive courses for the Spheres of Activity (SoA) of foremen in industrial shoe production on European level; available in English (EN) as well as in DE, RO and PT,

- and to develop a sector qualification framework level 5 and 6 and to reference existing or newly drafted national qualifications from Germany, Portugal and Romania.

1.2 Manuals to Guide Tutors and Trainers

The purpose of the manuals is to prepare designated trainers for their role and to provide content and support. Due to the nature of the SoA of foremen, they do not include specific forms of training; but we suggest a blended approach. Successful Continuous Vocational Education and Training (CVET) programmes combine theoretical lessons with application of the acquired Knowledge, Skills and Competences (KSC) in real work environments. The tasks of a trainer are to

- impart SoA-specific KSC,

- demonstrate operations which the learners are expected to learn to perform,

- introduce the learners to each new task and supervise them during their first approaches,

- organise and supervise blended activities (i. e. projects),

- guide them towards an independent performance of the tasks of the respective SoA.

The manuals are not meant to replace a textbook. They are meant to provide support to the trainers to plan and execute their teaching. The trainers are invited to gather more information from other sources.

1.3 Refer your training to the business process of industrial shoe production

Industrial production is a complex process, where the Sphere of Activity, described in this manual, is embedded in the business process. Before you start the training on a specific SoA, please make sure that the learners are familiar with the other SoA of industrial foremen in shoe production.

For example, the learners should be introduced to the types of products the company manufactures and their intended use, the different customer segments, the distribution channels etc. They should be aware of the product creation and manufacturing processes, i.e. product design, pattern making, purchasing department, production planning, and all production departments to warehouse and logistics.

The production process (not part of DIA-CVET, for insights see: http://icsas-project.eu/) is in the core of the business process; the SoA of DIA-CVET play a preparatory, supporting or accompanying role (see Fig. 1).
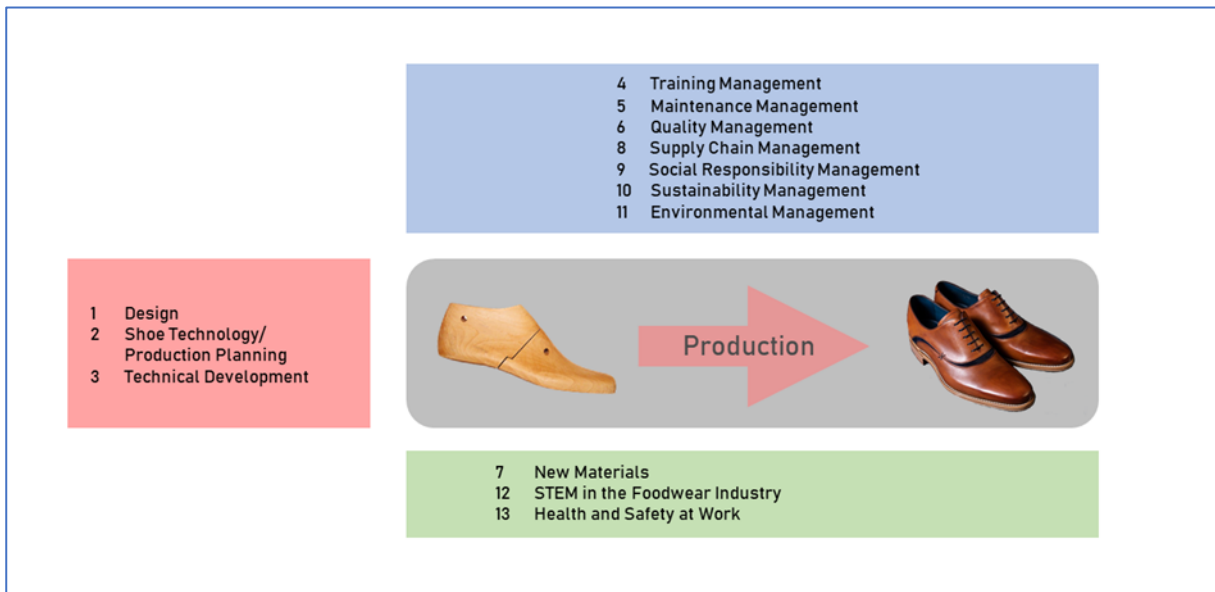

Fig. 1: Spheres of Activity of DIA-CVET and their relation to the production process.

2   Social Responsibility

2.1   Introduction

Today's society is fundamentally in transition. As a result, new and unforeseen requirements are imposed on businesses. Over the last decade, it has become clear that businesses need to find new ways to respond to existing developments. The conventional balance between the actors in society is under reconstruction. Governments tend to withdraw from their traditional role of governing in many sectors. New risks (environmental and social) are obvious and the challenge of sustainability must be accepted. The result is an image of a society in transition. One of the critical issues that is becoming clear is the changing interface between businesses and society. It is unclear how the roles, responsibilities and functions of the businesses should be defined and managed in light of this transition. Finding the answers to these questions requires a corporate vision that goes beyond the conventional business perspective. Over the last decade, the search for these answers has led to the development of the concept of corporate social responsibility (CSR) (Jonker and de Wite, 2006).

CSR is one of the "umbrella" labels that gained popularity recently. Many of the emerging issues are addressed under this label. CSR does cover a wide range of issues and topics, such as human rights, health, renewable energy, child labour and environmental efficiency. It is viewed positively, but it is often not integrated into the core business of an organization. Despite the promises of ongoing debate (in literature and business practice), CSR often it is not considered to be sufficiently urgent in the face of competitive pressure, changing demands or economic downturn. As a concept, CSR is often seen as too vague and complicated to be fully integrated. However, it is found in activities such as partnerships, reducing emissions, dialogue with stakeholders, reporting and applying a new generation of standards. Based on the literature and business-specific practices, it can be concluded that CSR remains a perspective for the present and especially for the future (Jonker and de Wite, 2006).

Globalization in the current sense implies that societies need to redefine their approach, namely through a global perspective; now they cannot devise strategies according to the borders of a particular nation/state, because it has become extremely clear that an incident in a certain country could affect x countries. The world continues to be a complex place, but it is hoped that a high degree of responsibility in everything that is done will simplify things and reduce complexity for everyone (Idowu et al., 2015; Herghiligiu, 2016).

Thus, the field of corporate social responsibility (CSR) has contributed substantially to the awareness of several issues previously considered unimportant or that were simply ignored a few decades ago. What is certain is that the globalization of the world economy has brought many benefits, but it has also contributed in a similar way at increasing the number of problems and difficulties at the level of organizations that aspired to survive and thrive in increasingly competitive markets (Idowu et al., 2015; Herghiligiu, 2016).

3 Corporate social responsibility (CSR)

3.1 Conceptual approaches regarding CSR

Davis (1960) first of all presents the fact that the issue of social responsibility (SR) should be considered in the context of management (Fig. 2) (Herghiligiu, 2016).
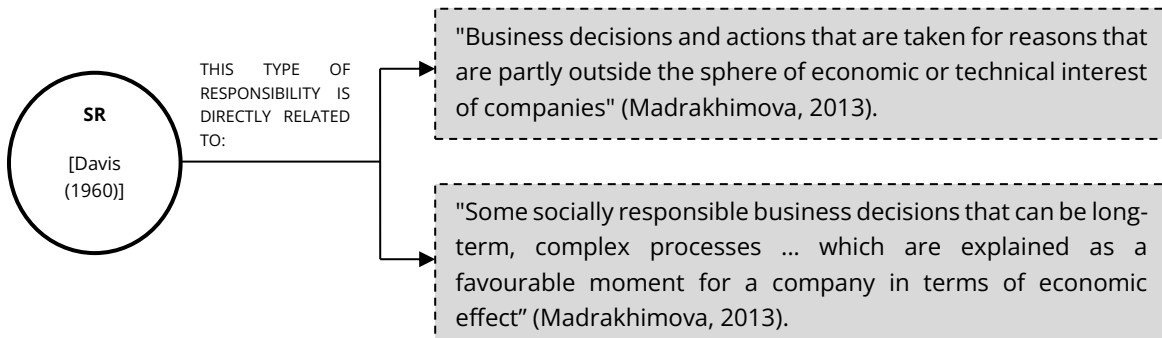

Fig. 2: Social responsibility issues and management context.
Source: Herghiligiu, 2016

According to the literature, the following approaches regarding CSR are presented in Table 1.

Davis and Blomstrom (1975) defined CSR orientation as:	McGuire (1963), in his approach to CSR, points out that:	Networks, in turn, described CSR, stating that:
"the responsibility of decision-makers to take measures that will not only meet their interests but also protect and strengthen public wealth"	"an organization/corporation not only has economic and legal obligations, but it is also socially responsible..."	"involves eliminating corporate behaviour to the level of prevailing norms, values and social expectations"

Tab. 1: CSR approaches.
Source: Madrakhimova, 2013; Herghiligiu, 2016

The most frequently stated definition of CSR is in the light of Carroll's (1979) model, which presents a four-part conceptualization of CSR, namely economic, legal, ethical, and philanthropic responsibilities (Table 2) (Tian et al., 2011).

	DESCRIPTION OF COMPONENT ELEMENTS:
	(*) ECONOMIC RESPONSIBILITIES,
	(**) LEGAL RESPONSIBILITIES,
	(***) ETHICAL RESPONSIBILITIES, AND
	(****) PHILANTHROPIC RESPONSIBILITIES
CARROLL'S MODEL (1979) ON CSR	**Ethical responsibilities** sum up those standards, norms or expectations that reflect the concern of stakeholders regarding the environment, civil rights, and many other;
	Philanthropic responsibilities include those corporate actions that are in response to societal expectations, including contributions to education, art or community.
	Economic and legal responsibilities are the basic level of CSR, which must be performed by corporations without a doubt.

Tab. 2: Components of Carroll's CSR Model.
Source: Tian et al., 2011; Herghiligiu, 2016

In other words, CSR can be seen as a sub-area of social responsibility. In particular, the **European Commission** defines corporate social responsibility as: "the responsibility of companies for their impact on society" - Fig. 3 (Herghiligiu, 2016).
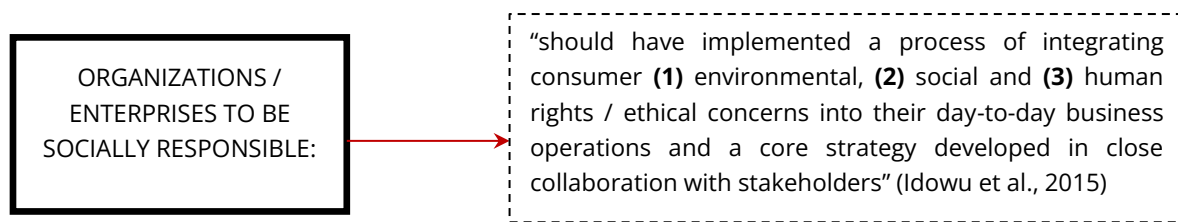
| ORGANIZATIONS / ENTERPRISES TO BE SOCIALLY RESPONSIBLE: | → | "should have implemented a process of integrating consumer **(1)** environmental, **(2)** social and **(3)** human rights / ethical concerns into their day-to-day business operations and a core strategy developed in close collaboration with stakeholders" (Idowu et al., 2015) |

Fig. 3: Corporate social responsibility – definition.
Source: Herghiligiu, 2016

The EU Commission (2002) also states that: "... **CSR** is a concept by which companies integrate social and environmental concerns into business operations and interaction with stakeholders voluntarily..." (Crowther and Aras, 2008; Herghiligiu, 2016).

3.2 Consumer perspective on CSR

The consumer can be considered as a rare actor/stakeholder who plays a secondary role in the CSR network. CSR focuses on and integrates other stakeholder groups, such as employees of an organization, the environment, local communities, etc. However, this is changing, the European Commission has changed its wording on the description of CSR to take into account this stakeholder as well, namely the consumer (Fig. 4) (European Commission, 2011; Idowu et.al., 2015; Herghiligiu, 2016).

| **INCREASING THE ROLE OF CONSUMERS** [level of philosophy of an organization] | EFFECT → | **CSR** GROWS AROUND THE BOTTOM LINE, NAMELY ECONOMIC RESPONSIBILITY |
| | | **CSR** in the economic bottom line means socially responsible behaviour associated with the main activities of an organization. This is a major change at the CSR level which assumed that the bottom line, that of economic responsibility, has a deterministic character, under the paradigm of profit maximization. |

Fig. 4: The role of consumers and CSR.
Source: Herghiligiu, 2016

The inclusion of consumers (Fig. 5) in the official definition of CSR implies that economic behaviour is not deterministic, organizations and individuals have different and discretionary ways of approaching profit maximization. This new approach does not deny profit maximization, but only transforms the character of profit maximization into a non-deterministic, situational one (Idowu et al., 2015; Herghiligiu, 2016).

| DO CONSUMERS CARE OR DON'T CARE ABOUT CSR? | → | CSR matters to consumers; consumers have developed favourable attitudes towards the organizations that have implemented practices associated with social responsibility |

Consumers have a buying and consuming behaviour influenced by a statistically significant percentage of CSR

Most consumers expect organizations to have CSR programs in place because they no longer perceive CSR as something extra at the organizational level.
+
consumers expect a fairly high level of CSR

Fig. 5: Importance of CSR – consumers.
Source: Herghiligiu, 2016

3.3   Regulations associated with CSR

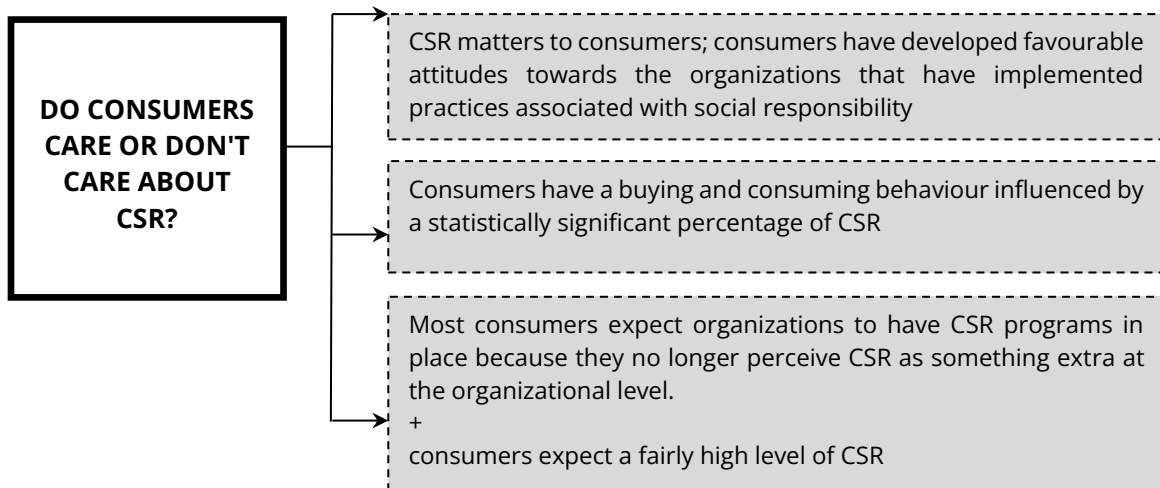There are very few business activities carried out by organizations that do not have a legal component. The fundamental principle of CSR policies is the legal compliance of minimum international standards associated with environmental and labour protections. Understanding the nature and impact of legal obligations on the business of organizations is a basic precondition to design and achieve CSR policy. This is true not only in the various jurisdictions in which a particular organization operates but also out of respect for international public law. In almost all areas of CSR, international legal obligations rather than local regulations set the agenda for activities carried out by organizations (Kai, 2004; Herghiligiu, 2016).

Principles for the protection of employees' rights and interests (Herghiligiu, 2016):

- enough jobs;
- hiring human resources (HR) in positions where it can maximize their skills and achievements;
- accessibility of HR to training programs, respectively motivation of the workforce;
- substantiation and improvement of salary policies, income, working hours and other working conditions;
- recognition of the right to collective bargaining and cooperation between workers and management;
- increasing social security measures;
- full guarantee of the health and life of employees from all sectors of activity;
- child protection and women's protection;
- ensuring a sufficient level of nutrition, accommodation, cultural and recreational facilities;
- equal opportunities in the field of education and employment.

These principles of protection of the rights and interests of employees are clearly defined in the Charter of International Labour, ratified in April 1919, under the Paris Peace Pact. Most of these principles have already been reflected in the International Labour Convention. In 1944, the International Labour Organization ratified the Philadelphia Declaration (Philadelphia - USA),

redefining the objectives and principles that fight for the rights and interests of employees (Shan, 1991; Kai, 2004; Herghiligiu, 2016).

National laws of states and international organizations have also raised and stressed the issue and importance of the social responsibility of organizations (Tully, 2005). Europe's CSR efforts are considered to be the most developed in the world. The reason for this nomination is mainly due to the strong regulatory environment and the campaigns of non-governmental organizations, NGOs that over the years have been involved in various CSR issues (Dreveborn et al., 2010; Herghiligiu, 2016).

At the European and international level, several actors have been involved in the field of CSR / SR by developing different regulatory-indicative framework structures or even by supporting (directly) organizations that intend to implement socially responsible activities (Anca et al., 2011; Herghiligiu, 2016).

4 CSR benefits

The authors of the literature describe in detail how organizations can benefit from the activities associated with CSR (Balcerowicz, 2015; Perry and Towers, 2013; Gupta, 2012). They recommend the implementation of socially responsible solutions in business and agree that they bring many positive side effects (Fig. 6). Several improvements are frequently mentioned, starting with increasing revenues to encourage organizations to implement CSR-related practices and to put them into practice in their day-to-day operations (Księżak, 2016).
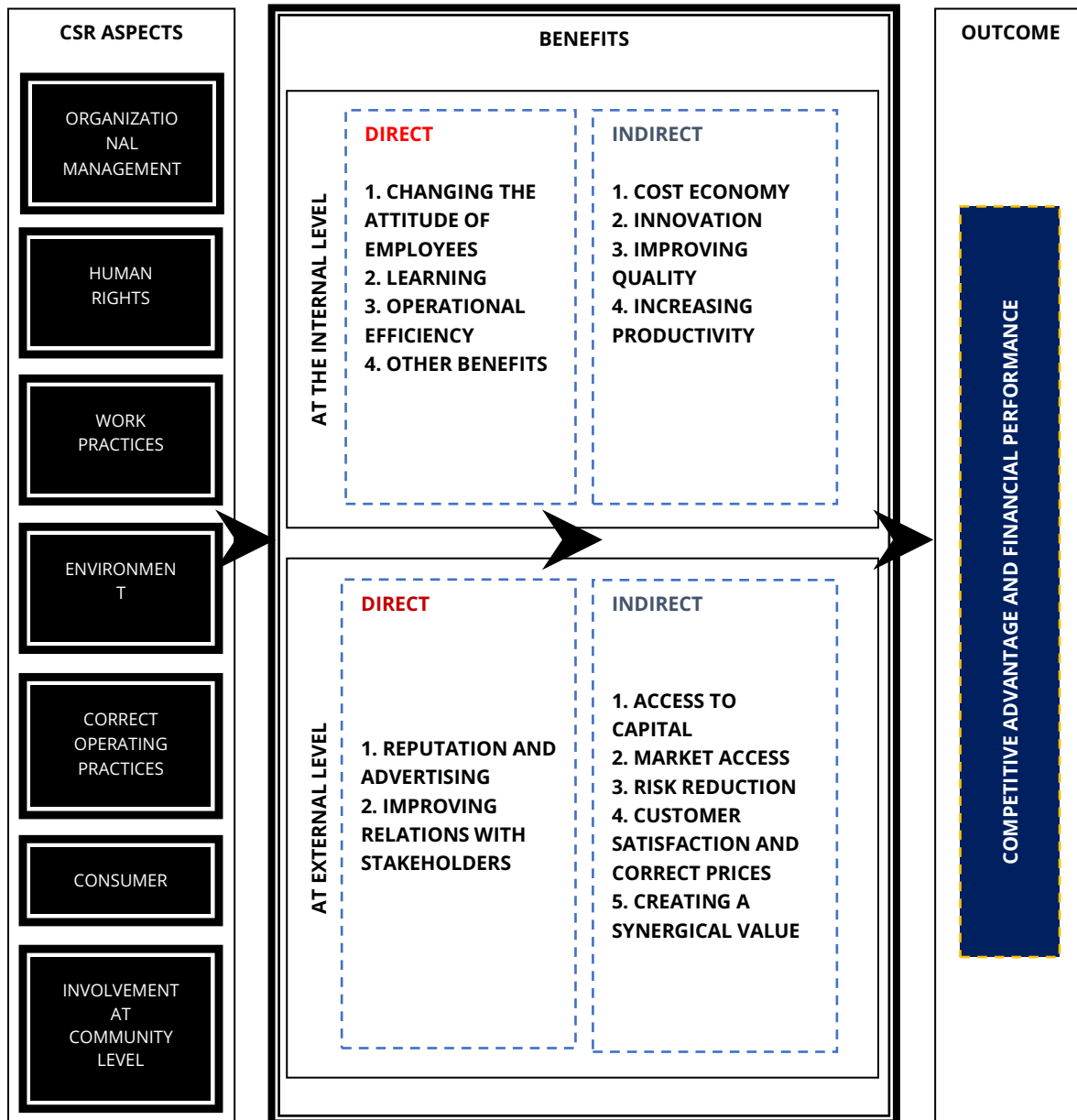

Fig. 6: CSR Benefits.
Source: Herghiligiu, 2016

CSR generates benefits for organizations and all external parties involved. Generally speaking, it is very difficult to quantify the benefits of CSR, since many of these benefits can be seen in the long run. Understanding the causal relationship between the direct and indirect benefits generated by CSR activities leads to the identification of improvements in the competitiveness and financial performance of organizations that implement and integrate CSR-associated practices (GIZ, 2012). A synthetic review of the benefits induced by CSR practices/activities can be seen in Figure 5 (GIZ, 2012; Herghiligiu, 2016).

5 Organizational implementation of CSR

The organizational implementation of a CSR plan could be considered as a process of organizational change, or as a new way of organizing and working. The main goal is to align the organization with the dynamic requirements of the economic and social environment by identifying and managing the expectations of stakeholders (Maon et al., 2015; Dawson, 2003; Herghiligiu, 2016).

At the same time, in organizational change, CSR integrates the learning process and the ability to understand the specific context and confluence of stakeholder expectations. Thus, a real understanding of stakeholder expectations and contextual specificity will contribute to the success of the change process and to the fact that it is beneficial and at the same time supported by appropriate mechanisms. Therefore, the development of CSR practices can be seen as an evolutionary and recursive activity, acting and reacting to and with the business environment (Maon et al., 2015; Herghiligiu, 2016).

A CSR / SR plan, by the literature and the ISO 26000 standard, should have the characteristics of a framework with the following components, presented in Fig. 7 (Herghiligiu, 2016).

The literature shows that the research of many authors focuses on various aspects associated with CSR. Thus, an integrative framework that presents the development and implementation of CSR in a deeply integrated way in the strategy, structure and culture of an organization is necessary (Herghiligiu, 2016).

Considering the research conducted and presented in the literature (Maon et al., 2015), different approaches associated with the implementation and development of CSR can be reviewed, as can be seen in Table 3 (Herghiligiu, 2016).
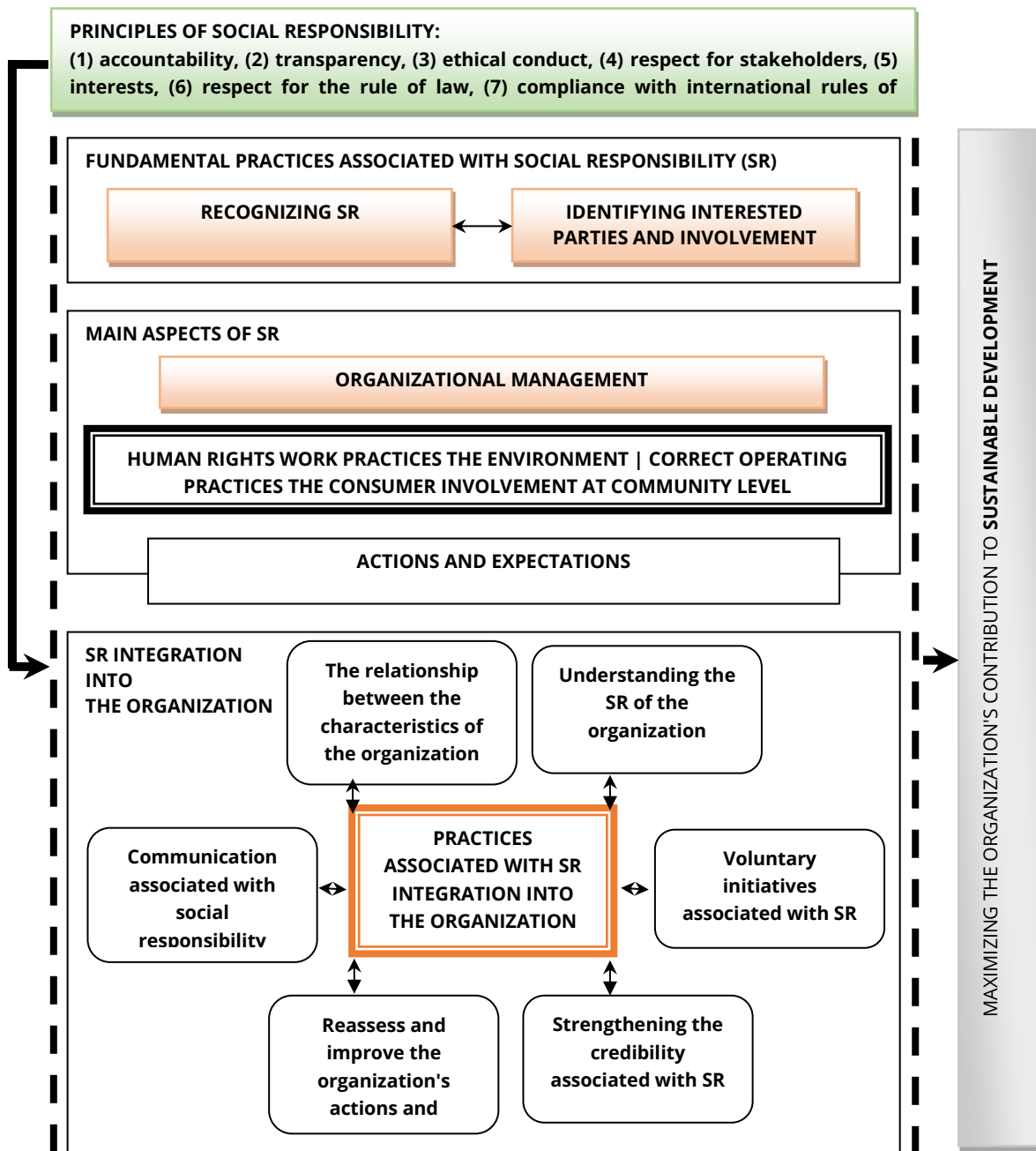
PRINCIPLES OF SOCIAL RESPONSIBILITY:
(1) accountability, (2) transparency, (3) ethical conduct, (4) respect for stakeholders, (5) interests, (6) respect for the rule of law, (7) compliance with international rules of

FUNDAMENTAL PRACTICES ASSOCIATED WITH SOCIAL RESPONSIBILITY (SR)

RECOGNIZING SR ⟷ **IDENTIFYING INTERESTED PARTIES AND INVOLVEMENT**

MAIN ASPECTS OF SR

ORGANIZATIONAL MANAGEMENT

HUMAN RIGHTS WORK PRACTICES THE ENVIRONMENT | CORRECT OPERATING PRACTICES THE CONSUMER INVOLVEMENT AT COMMUNITY LEVEL

ACTIONS AND EXPECTATIONS

SR INTEGRATION INTO THE ORGANIZATION

The relationship between the characteristics of the organization

Understanding the SR of the organization

Communication associated with social responsibility

PRACTICES ASSOCIATED WITH SR INTEGRATION INTO THE ORGANIZATION

Voluntary initiatives associated with SR

Reassess and improve the organization's actions and

Strengthening the credibility associated with SR

MAXIMIZING THE ORGANIZATION'S CONTRIBUTION TO **SUSTAINABLE DEVELOPMENT**

Fig. 7: CSR associated framework.
Source: ISO 26000; Herghiligiu, 2016

	CSR DESIGN	CSR INTEGRATION PROCESS	INTERESTED PARTIES ROLE IN THE PROCESS
I.	An organization's commitment to CSR should include: • all employees; • product quality; • continuous improvement of processes; • fixed assets; • profit opportunities. • Sustainable production and development is defined as the integration of (a) processes, (b) decision-making, (c) environmental concerns, an active industrial system that seeks to achieve economic growth without destroying precious resources or the environment (Khoo and Tan, 2002).	According to the Australian Business Excellence Framework, there are **4 cyclical steps involved in transforming an organization** from its original state to a new state (sustainable and socially responsible organization in a continuous perspective): • training (involving leadership and strategic planning); • transformation (involves people and information management): • implementation (involving the integration of sustainability in the organization's processes); • sustainable outcome (involving re-evaluation of system performance) (Khoo and Tan, 2002).	Stakeholders' concerns and roles are not integrated into this framework; it refers only to the need to address employee welfare as well as customer needs and expectations (Khoo and Tan, 2002).
II.	Social responsibility in a general sense refers to the strategic choice of an organization to take responsibility for the impact of activities in terms of economic, social and environmental dimensions (Were, 2003).	The implementation of corporate responsibility (CR) comprises 4 phases: • raising the awareness of top management; • developing a CR vision and establishing core corporate values; • changing organizational behaviour; • supporting and integrating change (Were, 2003).	The importance of internal communication and employee involvement is highlighted. However, the involvement of external stakeholders is only mentioned in their role in increasing the sensitivity of top management, as well as in the external certification process (Were, 2003).

III.	CSR comprises three dimensions: economic, environmental, and social. CSR requires an organization to do business sustainably and ethically, as well as to address stakeholder concerns in a responsible manner (Panapanaan et al., 2003).	2 preliminary stages condition the commitment to CSR, which precedes 5 essential activities associated with CSR management:
		• CSR evaluation (identification of the main areas associated with CSR and identification of relevant CSR parameters) (A);
		• CSR associated decision (B):
		  1. organization and structure;
		  2. planning;
		  3. implementation;
		  4. monitoring and evaluation;
		  5. communication and reporting (Panapanaan et al., 2003).
			Emphasis is placed in particular on Phase A and the key role of cluster social risk assessment is emphasized given the 4 main stakeholders (employees, community, customers, suppliers). The 5 "essential activities" are only presented (Panapanaan et al., 2003).

IV.	CSR is seen at the level of an organization as the adoption of values and norms, together with various organizational processes to minimize the negative impact and at the same time to maximize the positive impact on the issues of important stakeholders. An organization's CSR is a specific issue. The practices of a CSR-associated organization are best evaluated at the unit level (Maignan et al., 2005).	8 steps are required to properly implement the CSR (from a marketing perspective): • discovering the values and norms of the organization; • identification of stakeholders; • identifying the main issues of interest associated with the stakeholders; • evaluation of CSR practices that are in line with the interests of the organization; • auditing current practices; • prioritizing and implementing CSR changes and initiatives; • promoting CSR - awareness and involvement of stakeholders; • obtaining feedback from stakeholders (Maignan et al., 2005).	This framework emphasizes the importance of 2 feedback loops - to get feedback from stakeholders: • stakeholder feedback to be used for the next audit; • Stakeholder feedback to be used in the reassessment of the first three long-term CSR-associated steps (approximately every four years) (Maignan et al., 2005).
V.	CSR is approached as the commitment of an organization to contribute to sustainable economic development, to cooperate and work with employees and their families, respectively with the local community and society - to improve the quality of life of these stakeholders (Cramer, 2005).	6 main non-sequential activities to implement CSR at the level of an organization: • listing the expectations and requirements of stakeholders; • formulating a vision and a mission regarding social responsibility and, if desired, developing a code of conduct; • developing short- and long-term strategies regarding corporate social responsibility and, with their help, developing an action plan; • establishing a monitoring and reporting system; • integrating CSR practices at the level of existing management systems; • communicating internally and externally the CSR practices and the results obtained (Cramer, 2005).	The emphasis is on the importance of dialogue with stakeholders, but the framework model remains unclear about their role and involvement in the CSR development process (Cramer, 2005).

Tab. 3: Approaches associated with CSR implementation and development
Source: Maon et al., 2015; Herghiligiu, 2016

In the following subchapters (subchapter 1 - subchapter 9) we can observe 9 steps associated with the implementation and development of CSR, starting from the perspective of Lewin's model (1951), identified and described by Maon and his collaborators (2015) (Herghiligiu, 2016).

5.1   Raising CSR awareness

Increasing the level of organizational sensitivity to the environment in general, and to CSR in particular, can be succinct as the result of the influence of four key factors: economic downturn, social pressure, political pressure, and various individual values. The development and integration of an authentic CSR vision are often triggered by an evolution in the management of an organization in effectively perceiving the relationship between its activities and the social environment. This change in perception, at the management level, can be characterized as a result of external pressures associated with the environment, the media, the pressure of NGOs or even local community protests, and not only (Maon et al., 2015; Herghiligiu, 2016).

5.2   Assessing the corporate purpose of the organization in the current social context

Corporate values play a critical role, as a precondition, for the development of CSR. Thus, to improve the process of integrating a CSR plan/program, it must align with the values, norms, and mission of the organization. Awareness and understanding of an organization's vision and values and their relationship to its activities is crucial (Maon et al., 2015; Herghiligiu, 2016).

A dilemma for all managers facing CSR integration within the organization is to define (Maon et al., 2015; Herghiligiu, 2016):

- which stakeholders are relevant,
- with which stakeholders the organization should cooperate, and
- which stakeholders should be involved in the various processes/systems?

Consequently, the identification of stakeholders associated with an organization avoids the inefficient allocation of resources (to non-stakeholders or to stakeholders who have no legitimate interest or no concern) (Maon et al., 2015; Herghiligiu, 2016).

5.3   Establish CSR mission and vision

Developing a working definition for CSR is essential to enable managers and stakeholders to work in the same direction, as well as to establish a common basis for CSR assessment (Maon et al., 2015; Herghiligiu, 2016).

Maignan et al. (2005), presents the fact that the definition of work associated with CSR or CSR commitments, must include two key elements (Herghiligiu, 2016):

1. the motivation for supporting the CSR, and
2. stakeholders and issues that have been identified as being of major importance.

The working definition for CSR must allow the construction of a socially responsible vision. Consequently, it should be noted that there is a need for a strong leader capable of creating a vision for the future that is aligned with environmental requirements; also, the leader must communicate this vision in an inspired way, so that the employees act accordingly (Maon et al., 2015; Herghiligiu, 2016).

5.4 CSR evaluation

Auditing current norms, practices and standards, associated with CSR

Existing mission statements, policies, codes of conduct, principles and other operating documents are the first documents to be integrated into the review process, as are external documents associated with various programs or initiatives in which the organization is involved. Consequently, all organizational documents (mission statements, various policies, codes of conduct, etc.) with which CSR is related must be evaluated. Later in the CSR associated planning process, you should consult:

1. managers with key functions in the organization, and
2. possibly, if possible, different experts/consultants (O'Connell, 2004; Maon et al., 2015; Herghiligiu, 2016).

Competitor benchmarking of CSR rules, practices and standards

CSR-associated benchmarking practices should allow an organization to continue to emphasize what should remain at the organizational level (identifying inappropriate and ineffective CSR-associated activities), and thus provide a competitive advantage. Benchmarking criteria must be defined according to the characteristics of the sector of activity of the organization (Maon et al., 2015; Herghiligiu, 2016).

5.5 Development of an integrated CSR strategic plan

The first step is to translate an organization's values, vision, or policy statement into commitments, expectations, or guidelines (such as the Code of Business Conduct and the Code of Ethics). General organizational objectives can thus be developed together with goal setting and performance indicators (Maon et al., 2015; Herghiligiu, 2016).

Other factors present the imperative need to develop a structure that allows the integration of CSR (definition of responsibilities associated with CSR). For example, it is necessary to (Maon et al., 2015; Herghiligiu, 2016):

- build the responsibilities associated with CSR in the job descriptions of the employees;
- increase the level of knowledge (associated CSR) at the organizational level;
- increase the visibility of the organization.
- develop a regulatory mechanism to share issues;
- improve inter-functional coordination;
- integrate aspects associated with CSR at the level of the human resource performance evaluation process;
- produces new ideas;
- recruit people with knowledge about CSR, with appropriate attitudes and skills;
- appoint a person in charge or a committee responsible for the implementation of the CSR;

5.6   Implementation of the integrated CSR strategic plan

Although top management decides on the direction and strategy of CSR, middle management and employees are the ones who have to implement CSR practices in reality. The role of middle management (of middle managers) is to:

1. implement the direction set by top management by ensuring that resources are properly allocated and controlled,
2. monitor staff performance and behaviour, and, where appropriate,
3. to explain the CSR plan to subordinates. In addition, middle managers are involved in the top-down communication process of the established vision and actively contribute to the implementation of CSR (Maon et al., 2015; Herghiligiu, 2016).

The employees of an organization represent the organizational ability to act as ambassadors, lawyers and sources of new ideas and information associated with CSR. On the other hand, if employees and suppliers are not properly involved, they could be a source of problems for all parties involved. Therefore, there must be good communication between top management and employees regarding the development and implementation of CSR. Engaging employees in the implementation of CSR mean awareness. Consequently, employees should receive background and contextual information and knowledge (for example motivation to get involved in the organization's CSR practices, the relevance of CSR implementation to the organization, level of CSR integration in the organization's objectives, changes in current organizational approaches) regarding the organization's approach to CSR practices (Maon et al., 2015; Herghiligiu, 2016).

5.7   Maintaining internal and external communication

Ongoing internal communication about CSR commitments increases the awareness associated with CSR. Therefore, an internal communication plan should be developed, and the most effective means of communication should be identified (Maon et al., 2015; Herghiligiu, 2016).

Regarding external communication, organizations are facing a growing demand for detailed information on the social and environmental impact associated with their activities. In response to the demand for transparency, many organizations publish various information on how they fulfil their responsibilities to their stakeholders (Maon et al, 2015; Herghiligiu, 2016).

5.8   Evaluation of integrated strategies and the communication process associated with CSR

To improve the CSR program, the evaluation process must be based on measuring, verifying and reporting the most important issues. The main objectives associated with the evaluation process are (Maon et al., 2015; Herghiligiu, 2016):

- determine the efficiency of CSR practices and the disturbing factors;
- elaborate pertinent solutions to the problems associated with the organizational integration of CSR practices;
- explore and analyse barriers to successful CSR integration and what can be changed to overcome these barriers;
- review existing objectives and develop new ones, if necessary.

5.9 Real integration (institutionalization) of CSR

With the introduction of any new initiative in an organization, the question is how to keep up. Consequently, there is a risk that an initiative, which started enthusiastically, will not be able to have continuity at the level of the organization, especially in this flexible context of economic recession (Maon et al., 2015; Herghiligiu, 2016).

For CSR practices to be sustainable at the organizational level, they must be truly integrated (institutionalized/routine) into the organization. Thus, these practices must (1) be seen as a constituent part of the organizational culture, (2) be a part of the long-term strategy of the organization, and (3) be assimilated into the decision-making process at the organization level (Herghiligiu, 2016).

6   References

Anca C., Aston J., Stanciu E., Rusu D., (2011), Responsibilitate Socială (Corporativă) în România, Raport realizat în cadrul proiectului „Întărirea capacităţii companiilor româneşti de dezvoltare a parteneriatelor sociale – RSC", Proiect co-finanţat din Fondul Social European prin Programul Operaţional Sectorial pentru Dezvoltarea Resurselor Umane 2007-2013.

Balcerowicz L., (2015), Corporate Social Responsibility: Some   Clarifications and Questions, in: Fryzel, B. (Ed.). The True Value of CSR: Corporate Identity   and Stakeholder Perceptions, Palgrave Macmillan, New York, 15-28.

Carroll A.B., (1979), A Three-Dimensional Conceptual Model of Corporate Performance, Academy of Management Review 4(4), 497-505.

Comisia Europeană, (2011), A renewed EU strategy 2011-14 for Corporate Social Responsibility, Comisia Europeană, Bruxelles.

Crowther D., Aras G., (2008), Corporate Social Responsibility, Ventus Publishing ApS.

Davis K., (1960), Can business afford to ignore social responsibilities? California Management Review 2(3), 70-76.

Davis K., Blomstrom R., (1975), Business and Society: Environment and Responsibility, McGrawHill, N.Y

Dawson P., (2003), Understanding Organisational Change: Contemporary Experience of People at Work, London: Sage.

Dreveborn I., Taheri A., Theilkemeier L., (2010), Corporate Social Responsibility: The legal framework for CSR, Teză de licenţă, Universitatea Jönköping.

GIZ, (2012), Costs and Benefits of Corporate Social Responsibility (CSR). A company level analysis of three sectors: Mining industry, chemical industry and light industry, Sino-German Corporate Social   Responsibility   (CSR)   Project;   accesat   în   29   august   2015,   link: www.chinacsrproject.org/Uploads/%7BEA74A6EC-FCD4-4699-B0ED-FE83A70F854D%7D_Costs%20and%20Benefits%20of%20CSR_20120615.pdf

Gupta M., (2012), Corporate Social Responsibility in the Global Apparel industry: An Exploration of indian Manufacturers' Perceptions, working paper, University of North Carolina, Greensboro.

Herghiligiu I.V., (2016), Corporate social responsibility practices, Ed. Tehnica-Info, Chisinau, Moldova.

Idowu S.O., Frederiksen C. S., Mermod A.Y., Nielsen M.E.J., (Eds.), (2015), Corporate Social Responsibility and Governance: Theory and Practice, Springer Cham Heidelberg New York Dordrecht London.

ISO 26000, (2010), Standardul Internaţional de Responsabilitate Socială

Jonker J., de Wite M. (Eds.), (2006), Management models for Corporate Social Responsability, Springer Berlin, Germany.

Kai C., (2004), On Legal Nature of Corporate Social Responsibility, Right to Defence, and Corporate Social Responsibility (Dialogue Seminar), Beijing, China. 1-16.

Księżak P., (2016), The Benefits from CSR for a Company and Society, Journal of Corporate Responsibility and leadership, 3 (4), 1-14; http://dx.doi.org/10.12775/JCRL.2016.

Madrakhimova F.S., (2013), CORPORATE PHILANTHROPY, Global Conference on Business and Finance Proceedings, 8 (2), 125-132.

Maignan I., Ferrell O.C., Ferrell L., (2005), A Stakeholder Model for Implementing Social Responsibility in Marketing, European Journal of Marketing, 39 (9/10), 956-977.

Maon F., Swaen V., Lindgreen A., (2015), Mainstreaming the corporate social responsibility agenda: a change model grounded in theory and practice, IAG- Louvain School of Management Working Paper; www.uclouvain.be/cps/ucl/doc/iag/documents/WP_22_Maon_Swaen_Lindgreen.pdf.

McGuire J. W., (1963), Business and Society, McGrawHill, N.Y.

O'Connell C.S., (2004), Corporate responsibility is more than cause-related marketing, Corporate Responsibility Management, 1(1), 3.

Perry P., Towers N., (2013), Conceptual Framework development for CSR implemen-tation in Fashion Supply Chains, International Journal of Physical Distribution & Logistics Management, 43 (5/6), 478-500.

Shan R.F., (1991), To secure equal opportunities on education and employment, International Labor Legislation, China Labor Press, 228.

Tian Z., Wang R., Yang W., (2011), Consumer Responses to Corporate Social Responsibility (CSR) in China, Journal of Business Ethics, 101, 197-212.

Tully S., (2005), International documents on corporate responsibility, Edward Elgar Publishing Limited, Cheltenham.

7   List of Figures and Tables