Anne Gregory i Majda Tafra-Vlahović∗

Društveno odgovorno poslovanje – kompanijski pristup

Sažetak

Društveno odgovorno poslovanje je znatno razvijen koncept u zapadnim demokracijama, ali još nije jednako shvaćen kao koncept ili praksa u europskim formirajućim tržištima i zemljama u razvoju.

Ovaj rad donosi istraživanje o društveno odgovornom poslovanju u jednoj globalnoj organizaciji koja djeluje u centralnoj i istočnoj Europi i europskim zemljama bivšeg Sovjetskog saveza.

Iz rasprave i zaključaka istraživanja donijete su preporuke organizacijama koje planiraju razviti programme društveno odgovornog poslovanja u ovim područjima.

Ključne riječi: društveno odgovorno poslovanje, formirajuća tržišta, zemlje u razvoju, zemlje bivše Jugoslavije, Istočna Europa

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Corporate Social Responsibility – A Company View

Summary

Corporate social responsibility is a well developed concept in Western democracies, but it is not yet equally well understood as a concept or practice in European emerging markets in developing countries.

This paper outlines research that has been undertaken on CSR in one global organisation that operates across central and Eastern Europe and the European facing countries of the former Soviet Union.

From the discussion and conclusions drawn, advice is provided to organisations that are planning to develop CSR programmes in this area.

Key words: Corporate Social Responsibility; emerging and developing countries; Yugoslavia, Eastern Europe.

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Introduction

The Corporate Social Responsibility (CSR) movement is now well established in mature western economies (Andriof & Waddock, 2002; Habisch, Jonker, Wegner & Schmidpeter, 2005). Organisations such as Business in the Community (BiTC), CSR Europe, International Business Leaders Forum (IBLF) and the World Business Council for Sustainable Development (WBCSD) provide guidance to managers who wish to establish well-managed CSR policies and processes. One indication that the CSR concept is now well established in Europe is that business leaders have declared that the European Business Campaign for 2005 should be on CSR (CSR Europe and IBLF, 2002).

However, where economies are in transition, particularly those formerly under communist rule in Eastern Europe, the position is less clear. This paper seeks to examine the emergence and practice of CSR in developing and emerging nations in Central and Eastern Europe and the European-facing states of the former Soviet Union.

As an exemplar organisation and a recognised leader in the field in Croatia (Bagic, Skrabalo & Narancic, 2004), CCHBC can be regarded as an indicative barometer for CSR approaches and activities in these countries. As countries on the cusp of economic and social development, they will bring valuable insights into understanding how CSR is practiced in transitional nations in general. As Taylor (2004) says;

 "Nations in transition provide excellent opportunities to study how public relations is both being influenced by and in turn is influencing new social, economic and political relationships". (p.146)

From this study conclusions will be drawn about the role of CSR in these transition counties, and from these insights, about how CSR programmes could be developed by global organisations wanting to make a local, socially responsible contribution. It should be made clear at this stage that the research was conducted with public affairs and communication managers and therefore the results focus on these aspects. To obtain information about CCHBC's activities the qualitative research was undertaken Consisting of in-depth qualitative interviews with twenty managers..

The study itself requires contextualisation within current thinking on CSR, especially in transitional and emerging nations. It is also important

to provide recent historical background, particularly for the three countries under detailed consideration, along with a brief overview of their current status since that contributes significantly to the way CSR is approached and explains its development.

CSR – the current context

CSR's origins are in the social activism of the 1960's and 1970's where awareness of issues such as equal opportunities and workplace health and safety led to more intense scrutiny of business practices and eventually to legislation (Carrol, 1991; Reed, 1999; Daugherty, 2001; Heath, 2001).

In most developed democracies business practices now conform to normative standards in, for example, equal opportunities, fair remuneration, safe work environment and safe products and services (Heath, 1997). Bagic et al (2004) describe a framework comprising three key areas of CSR; social investment and philanthropy – through community involvement; core business activities - encompassing, for example, human resource issues, product quality, marketing, partnerships and policy dialogue; advocacy and institution-building - promoting good governance at both company and national level thereby facilitating good business practices. Among the expanding number of themes addressed through this framework, three attract significant attention: the environment, business standards and governance, and human rights.

However, expectations on businesses are increasing all the time (MORI, 2003) and as organisations comply with one set of obligations, new ones arise. Indeed mere compliance is seen as barely adequate (Le Jeune, 2004; Gregory & Tafra, 2004). A significant 'legitimacy gap' can emerge from the difference between public expectations and business performance (Daugherty, 2001) which may lead to stakeholder challenges and loss of reputation.

CSR as a term in now used interchangeably with 'corporate responsibility' and increasingly 'sustainable development' (Le Jeaune, 2004). Its importance is recognised and CSR is regarded as a core business issue impacting on company reputation, (MORI, 2003). As an indicator of good corporate governance, CSR is now embedded in standard business

reporting, with triple bottom line reporting encompassing economic, environmental and social accountabilities.

CSR is regarded as a managed process with managed activities undertaken in the context of diverse multi-stakeholder relationships, where negotiated solutions to complex problems and issues are required (Payne & Calton, 2002; Lea, 2004).

Putting together a CSR programme is complex because of the conflicting demands of stakeholders and the ability of organisations to respond (Dalton & Daily, 1991). However a number of core areas need to be considered (Gregory & Tafra, 2004):

Ethics – the degree to which business activities are regarded as ethical

Governance - the role of CSR in good corporate governance

Human rights - the rights of employees, customers, those in the supply chain and others affected by the business

Environment – the impact of business activities on the immediate and remote environment

Social duty – the obligations of the organisation as social partner.

These core areas carry different weightings in different communities. The expectation on organisations are to a certain extent, culture and society bound (Maignon & Farell, 2003; Sagar & Singla, 2004). Consumers in mature democracies can consider supranational issues such as human rights and the broader environment since normative expectations have been met. Where democratic government is emerging, organisations may be expected to support the democratic process (CSR Europe and IBLF, 2002; Molleda, 2000) and large organisations may even partially fulfil the role of civic institutions (Gregory & Tafra, 2004). In these countries obligations relating to the immediate business environment are paramount and may include the well-being of employees, suppliers and their communities; protection of the immediate physical environment; regional or national regulatory issues relating to business obligations, and employee rights. International concerns are unlikely to be of great importance in any CSR programme.

Corporate Social Responsibility in the non-EU contries of Balkan region

CSR has begun to emerge as a key business issue in the non-EU countries of the former Yugoslavia. This is partly because of the involvement of a large number of multi-national companies and NGOs who came in to re-establish themselves following the conflict of the early 1990's (Bagic et al, 2004). However, the unique style of socialist rule in Tito's day, 'workers self-management', combined certain elements of the market economy and western democratic liberties with state protection of consumer rights and core labour and social standards. This system may have encouraged a level of inefficiency and been rather too tokenistic, but it did encourage employee participation and a culture of dialogue in social and political life and into managerial practices. Thus, whilst the term CSR may have been relatively unfamiliar, the concept itself was not alien.

However, as pointed out by Habisch et al (2005), societal infrastructure is weak and not able to provide the facilities and goods required for sustainable development. There is a level of distrust, not only of what have historically been relatively corrupt public services, but also of government, exploitative business, the media and universities (Smeltz, Bell, Mendrala, Sweeney & Teare, 2000). All this is compounded by the still acute distrust between the various ethnic communities and the tendency to nepotism and ethnic preference in the workplace. There is a pressing need to invest in the social and cultural capital of these republics and business investment is regarded as a principle means by which this can be achieved. Hence, the need to develop a sense of responsible business is vital and relies much on business leaders themselves to espouse and enact this (Gregory & Tafra, 2004; Lesoncz, 2005). This despite the fact that in the former Yugoslavia the enabling legislation and policy environment for CSR does not exist, although progress is being made. Governments appear not to wish to engage in a CSR debate which includes the business community and civil society.

These factors have led researchers to conclude that whereas in mature democracies and economies CSR is driven by societal accountability, in transitional and emerging nations CSR itself becomes a societal driver where companies have a critical role in developing democratic accountability and in community-building (Gregory & Tafra, 2004).

Furthermore it is not without significance that CCHBC's, indeed TCCC's first Social Report, which fully conformed to Global Reporting Initiative guidelines (3) was published in Croatia in 2003.

Recent historical context

There is not space in this paper to detail the break-up of the former Eastern Bloc states and there are a number of studies on public relations in these nations which are informative: for example, van Slyke Turk, (1996), McElreath, Chen, Azarova and Shadova, (2001); van Ruler and Vercic, (2004), Taylor (2004) and Habisch et al, (2005). As van Slyke Turk points out, each nation is quite different and the conformity imagined by most westerners in a myth spread largely by western propaganda. There is general consensus from these authors that public relations developed in the 1960s and 70s, and is therefore a relatively new discipline.

There has been a massive transition from authoritarian and totalitarian politics towards democracy. Economically, many countries have seen turbulent and difficult times as previously planned, closed markets are opened up to the dislocations of the market-led economy. The move from socialist to capitalist-based economies has had far-reaching effects. Lawniczak (2004) in his analysis of the development of pubic relations in the countries of Central and Eastern Europe and the former Soviet Union points out that although the effects have been different in different countries, there are some common external and internal factors that have characterised the change. Externally, the loosening of economic and political dependency with the Soviet Union and the role of international financial institutions particularly in the badly indebted countries has had a profound affect. Along with internal factors such as the level of economic development and the legacy of the centrally planned economy (including a socialist mindset, the state-owned and monopolistic nature of industry and the central planning of resources) has led Lawniczak (2004) to conclude that 'There have been no precedents in the last two centuries of such as comprehensive transition from one political and economic system to another'. (P.217). It is not surprising therefore that the effects of this are ongoing.

Socially, some countries held together under communism have split along ethnic lines and there are major issues with the displacement of people through inter-ethnic conflict and economic migration. This change has provided new opportunities for public relations as the discipline has played a part in opening up communication in the political, economic and social spheres (Hiebert, 1992; Gruban, 1995; van Ruler & Vercic, 2004) However, public relations is still held in suspicion by many (Lawniczak, 2004) as the old connotations with propaganda, a failure to understand the point of product and corporate marketing and a belief that high profile companies can invite higher tax sanctions, still pervade thinking.

In terms of public relations generally, as Taylor (2004) points out, activity is at a nascent stage. There is a low level of trust between people and people and organisations. Vercic, Grunig and Grunig, (1996) found that in these countries public relations' role is to create, sustain and develop relationships. Interpersonal communication is very important (Vercic, 2003: Vercic, 2004). In Croatia, Taylor (2004) found that NGO's predominated in public relations work and that public relations was seen as being largely media relations. In her summary of literature on public relations in Eastern Europe, Taylor (2004) identifies four main features: First, public relations is mainly understood as press agentry and essentially one-way communication, with truth not always being prized. Second, the notion of 'the public' is not well articulated and this leads to difficulties in campaign planning and professional development. Third, research is not embedded in public relations practice. Fourth, personal relationships, particularly between practitioners and journalists, government officials and other key players are essential for organisations to survive.

It is against this background that the current research sought, through examining the practices of a large multi-national organisation with a coordinated approach, to

a) clarify the kinds of CSR policies and practices now enacted in Eastern Europe generally using the non-EU Republics of the former Yugoslavia as specific exemplars.

b) draw some insights about how CSR programmes could be implemented by global organisations in emerging and developing nations in Eastern Europe.

The Research Project

The first stage of the research sought to establish an overview of CSR in the countries covered by CCHBC. This is not only valuable in its own right, but also provides the context for activities in the three specific countries under consideration. This overview research was regarded as important, since 20 out of the 26 countries in CCHBC are in the company's developing and emerging country categories.

To contextualise and frame the primary research, a literature study was undertaken, part of which has been discussed earlier in this paper. The primary research comprised a three pronged study. First a quantitative survey instrument was administered to all PA & C managers in all 26 countries covered by CCHBC to measure the role of CSR in their business, its characteristics and the role and impact of internal and external communications. Although, due to the limitation of the sample, the results were not methodologically relevant, the provided valuable insight into the context of qualitative research which consisted of in-depth interviews with twenty managers from various countries., explore themes and differences and to probe further the information provided in areas such as how CSR strategy add value to the business, what role business leaders have in promoting CSR, what the ethical challenges are and the communication of CSR were explored.

Finally, one of the researchers is the PA & C manager for Coca-Cola in Croatia. Her own participant observations were recorded over the project period according to the methodology recommended by Stacks (2002) and added fine detail to the data collected from the survey and interview.

The use of a single company as the vehicle to conduct the research can be justified on a number of grounds:

- it provided access to a significant number of senior communication managers across the range of countries under consideration
- the businesses analysed were directly comparable
- the company takes a consistent approach to CSR, so differences are more easily attributable to local circumstances and are there fore highlighted.

-    the case study method is a well used and respected method of gaining insights and understanding of organisational behaviour and professional practice.

Clearly it has to be recognised that using a case-study of one company puts a bias on the findings and the researchers recognise that there are issues about the generalisations that are made. However, the benefits of access and comparability make this a valuable base-study in which further research can be built.

From the review of CSR literature, 12 issues were identified as being relevant for assessing the current status of CSR in any business:

-    value added by CSR
-    social recognition
-    rise of ethical consumerism
-    corporate citizenship and policy
-    community relations
-    ethical challenges
-    value of communication
-    transparency
-    stakeholder dialogue
-    reputation value, measurement.

Upon further analysis, it was concluded that these issues could be distilled into three core research questions, one each at strategic, action and measurement levels:

R1   How does the overall CSR strategy as implemented by CCHBC add value to the company's business and to society?

Virtually all PA & C managers were comfortable with the division of CSR into the four areas adopted by the company: workplace, environment, marketplace and community. When giving personal definitions of CSR, words and phrases used were; behaviour, commitment,

value-added to reputation, key assets, responsibility for development, economic responsibility and sensitivity to people's needs.

Asked what activities should be covered by CSR, the areas mentioned most were; marketing, sponsorship, community relations and commitment and loyalty to customers. Only when prompted was human rights mentioned and there was not a clear understanding of what this entailed.

The conclusion was that in developing and emerging countries, pragmatic, descriptive and comparative explanations are used when elaborating the concept of CSR. This is understandable since these managers have to deal with CSR on a practical rather than conceptual level. Only one referred to any external references such as academic sources or CSR fora. The need for more structured information and training is apparent.

When asked about whether CCHBC had achieved any impact on the societies in which they operate, most answers were positive with indicators being multiplier-effects, reputational impact and key stakeholder views. There was some concern that CSR opened-up options for competitors as they took the concept on board, and the necessity for CCHBC to react quickly to competitor initiatives was stressed. Some PA & C managers placed CSR high on the list of intangible company assets and made reference to the positive impact of TCCC's global reputation.

Again there were clear divisions between the established countries and the other two categories. In some emerging markets there was low citizen awareness of ethical issues in general. This made it more difficult for CCHBC to gain recognition for its CSR contribution. Ironically recognition was easier in markets where there were stronger ethical movements, even if the company was held more accountable.

After prompting, all respondents agreed that leadership by the CEO was a key factor. The CEO as a leader and inspirer in the social as well as business sphere was accepted, as was the need for a social vision, statement and mission to come from 'Head Office'.

Finally, for this research question, PA & C managers were asked about stakeholder strategy. Shareholders are based outside the countries surveyed, thus they were not ranked highly, but of the other stakeholders mentioned - public, media, employees and government - it was government that elicited the greatest difference between established nations and the others. For developing nations governments were

generally supportive of CSR policies whereas in emerging countries they were described as greedy, non-cooperative or suspicious. Furthermore, concern was expressed about some companies, mostly national which "do not fulfil their obligations to the state, but work on CSR on a cosmetic level". The conclusion can be drawn that stakeholder strategy is rooted at the strategic level, even if not implemented or perceived as such at the local level. However what is clearly missing are some principles around which stakeholder thinking can be conceptualised, like for example, those of the Caux RoundTable.

R2   What are the main features of CCHBC's CSR policy as implemented?

The main areas of activity in CSR were education, education for the environment, environmental protection and advocacy, work with children and sport sponsorship.

The company does not dictate CSR policy at the local level and this was appreciated. It allows PA & C managers to contribute as they see appropriate within the local social, cultural and political circumstances. However, perhaps surprisingly, the majority thought that a single programme, unique to CCHBC and then customised to local situations, would add reputational value. Anecdotal and some empirical evidence tended to suggest that regional and local programmes 'paid back' more than national ones in terms of stakeholder support and increased sales.

When asked about the support they obtained from their country managers, the majority of PA & C Managers said that without their General Manager's support and understanding many programmes would not have been implemented. Interestingly, when pushed to explain how their General Managers had reached an understanding of CSR, a number of PA & C managers said it was they who had enlightened their senior managers. Given their role this is not surprising, but their own lack of elaborated understanding begs the question about how the effect was achieved and clearly there was no structured training or consistent sensitising process.

Further probing revealed that, in many instances, other senior managers were not so supportive; largely because they were not convinced of the financial pay-back from CSR. Most PA & C managers were not

familiar with the tools that they could use to demonstrate return on investment (ROI). Despite the lack of ability to demonstrate ROI, in a few cases, senior managers were highly supportive. Therefore, a conclusion that could be drawn is that the differences may be due to the willingness and/or capability of the PA & C managers themselves to advocate CSR with senior management.

Another issue relating to the local/group relationship was highlighted here. Just as consumers are increasingly wanting to know about the company behind the brand, so are employees. A number of statements revealed that employees wanted to know about the entity to which they belonged and its position on CSR strategy and implementation. In particular they wanted to know more about the concept and practice of cause-related marketing.

This particularly concerns markets where other companies (for example, phone companies) had recently started to use cause related marketing more often. However, there has only been so far one research investigating also some employee attitudes towards CSR, the research done in 2003 in Croatia. It revealed an interest and low knowledge about CSR, cause related marketing included, on the part of employees. It also showed only very shy and rather unexpected appreciation of the concept of employee participation in similar actions.

Finally, for this research question, ethical challenges relating to employees were discussed. The results were very patchy. In some countries developing young talent and associations with University programmes were regarded as responsible treatment of employees. Issues such as discrimination, human and labour rights, trades unions recognition and salaries were not regarded as priority areas. Only in two cases, (including Croatia) were PA & C managers, together with Human Resources colleagues, involved in corporate culture assessment and change. Indeed PA & C managers seemed to regard human rights as the least important part of their CSR programmes revealing a need for some clarification at a strategic level. Furthermore, there seemed to be no pattern to the quality or quantity of employee engagement generally, many reducing it to the production of a house magazine. However, employee partnerships were seen as important and the requirement for training and sharing best practice was apparent. All managers saw the importance of internal communication both as an expression of CSR and to explain its importance.

R3   What is the impact of internal and external communications/relations in CSR strategy?

A number of hot issues were identified as potential threats to trust and relationship building with stakeholders, for example, obesity and marketing to children below the age of twelve. All respondents from all categories of country believed there were issues about lifestyle, particularly for developing/emerging nations who aspired to the lifestyle of established countries. Some regarded this as an opportunity for the company to take the high ground on promoting healthy lifestyles.

The research disclosed that there was no common measurement of the quality of stakeholder dialogue, so no comparisons were possible. However, it was evident that many PA & C managers were using tools such as reputation studies and stakeholder needs analysis and there was a developing awareness of the need to engage in high quality stakeholder dialogue.

All respondents recognised the importance of this and all expressed preference for the 2-way, mixed-motive model proposed by Grunig & Hunt (1984), as modified by Dozier, Grunig & Grunig (1995). A number stressed the importance of word-of-mouth, particularly in relation to being a preferred employer. CSR was regarded as having a crucial impact on reputation overall and there was a strong desire to exchange best practice with a 'best practice' conference for PA & C managers being proposed.

Relationships with the media indicated some marked differences between the established and developing and emerging countries. In the former, media relations are largely positive and regarded as a key tool for reputation building. In some emerging markets the media systems are corrupt, with bribes for coverage being common, or copy use being overtly linked to advertisement purchase. In other countries the legislative regime forbids anything that appears to promote brands or corporations.

Overall, there was large-scale ignorance on how to produce CSR Reports. Although a number had brochures about CSR activity, only two had produced formal reports with only one conforming to GRI guidelines. The need to move forward on this issue was recognised for developing and emerging markets. Given the trend towards reporting in Europe, it was important that the company positioned itself correctly.

The key conclusions from this stage of the research can be summarised thus for the developing and emerging countries of Central and Eastern Europe and the European facing states surrounding the former Soviet Union:

- the concept of CSR is not highly elaborated and is defined in terms of activities rather than as a concept or core business process.
- training and 'best practice' sharing is required to acquire a more sophisticated understanding of what is possible in these countries
- low citizen awareness of the concept makes recognition of leadership in CSR more difficult.
- the role of the CEO as social as well as business leader is critical in developing CSR awareness in countries.
- there are difficulties with engaging governments in the CSR debate, partly because businesses are ahead of government in progressive corporate governance.
- to be effective CSR programmes must be customised to local situations although a supranational approach with local tailoring is not ruled out.
- CSR is regarded as a corporate branding issue, even if implemented locally and should be funded at corporate level too.
- involvement in country CSR networks can produce a reputational edge for organisations.
- human rights issues are low on the agenda for CSR managers although the importance of employee engagement is recognised
- increasingly employees are wanting to know the CSR strategy of the organisation they are working for
- global hot issues can impact on local reputation and need to be factored-in to CSR programmes.
- the importance of stakeholder dialogue is fully recognised and 2-way symmetrical communication is the preferred communication model.
- CSR managers could contribute to raising awareness of CSR as specialist capacity builders.
- the media cannot be relied on as a partner in CSR promotion.

- there is large scale ignorance of how CSR activities should be reported.

Having established this broader context, the research then focused on three, non-EU countries of the former Yugoslavia in greater detail to identify any particular issues that could be seen to either confirm the earlier work or establish points of difference. This in-depth work sought to add richness and validity to the earlier findings.

Discussion and Conclusions

It is clear from the foregoing that CSR in developing and emerging nations is rather different from that in developed nations. In work comparing the CSR Reports of CCHBC Croatia and Cadbury Schweppes in the UK, Gregory and Tafra (2004) articulated the difference in the phrase "CSR to build democracy, CSR because of democracy". They concluded that companies in developing nations and economies have a critical role in promoting democratic accountability and in building communities.

This research has been able to confirm that, but it also adds new knowledge in a number of areas.

CSR as a concept is not well understood in these countries. This leads to problems in organisations gaining recognition for what they do. This is exacerbated by he fact that the media do not appear to be cooperative partners.

However it is also clear that local nationals, even when they work for an international company which espouses CSR as a core business principle, are often not able to elaborate the concept in other than activity terms. This highlights a capacity-building requirement in global public relations teams, and impacts on the positioning of CSR within the management hierarchy of priorities.

The implication is that if a global organisation wishes to demonstrate its CSR credentials within these nations, it will have to lead with an activity-based strategy as in Bosnia and Herzegovina. It will also have to build CSR capacity within their organisation. As it develops

awareness of CSR and trains local staff, it will be able to articulate a more sophisticated, strategy- led operation.

In developed economies the media are a major communication channel and can reach mass audiences quickly. Given the lack of media interest and/or support, global companies will need to consider different channels through which to both educate and inform local populations about CSR. They will also have to recognise that the timescales involved will be extended. Working in established CSR networks and considering links with universities and business fora will be important, both to demonstrate leadership and to obtain recognition.

It will need to be accepted that relatively small-scale, but highly localised programmes about which there can be word-of-mouth communication will be a core means of building awareness.

Government co-operation cannot be expected. Although the economic contribution of a global company may be welcome, a social contribution may be less welcome. This is because governments are still unsure of the boundaries between government and business and their respective roles. They could also be conscious that local populations may observe the weakness of their own political and civic institutions and the lack of leadership in social programmes and this could expose governments to criticism.

A large opportunity for brand-building is to support local CEOs as social as well as business leaders. Indeed, in the absence of strong civic institutions, companies will often find themselves as a stabilising force and as an alternative to civic institutions, able to initiate stakeholder dialogue, positive partnerships and community building: especially in those areas where there has been conflict as Bosnia and Herzegovina and Croatia exemplify.

Human rights and ethical consumerism is not well developed in developing and emerging societies and therefore the accountability of business is generally less in those countries. The ethical trap is therefore, that companies will lower their standards. A true test of their global CSR credentials is whether or not they fall into this trap, or whether, over time, they demonstrate socially responsible leadership by raising standards not only in their own companies, but as a result, in business and society as a whole in the countries where they operate. The leadership provided in Croatia is an example of how this can be achieved.

Much of the work required in the CSR areas must focus on employees. As their awareness of CSR increases, companies will be held to account by employees who clearly have an appetite to embrace their new found human rights and to exercise their freedom of choice. Capacity-building; building non-partisan team spirit and community involvement is also important. It is clear therefore, that global organisations wishing to establish CSR programmes should focus on the internal environment before attempting externally focused CSR programmes.

This research programme has sought to identify CSR activities in countries in Central and Eastern Europe and in some of the states of the former Soviet Union. Countries in the developed world often assume that their business environment is more challenging for CSR. This research has shown that the challenges in developing and emerging nations are just as profound. However, the opportunities to demonstrate genuine social responsibility are many. Nation building, community building and reconciliation are the prizes to be aimed for and there can be no higher calling for CSR.

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