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The Sustainability Compass: A CSR Classification Framework Based on a Comprehensive Literature Review

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The Sustainability Compass:

A CSR Classification Framework Based on a Comprehensive Literature Review

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Abstract

The field of CSR has grown significantly over the past half century, and a vast and often unclear landscape of concepts, theories, and definitions has emerged (Garriga & Melé 2004: 51). The focus of this project is to explore the possibility for a dialectic CSR framework that through identification of key relationships will allow for more precise classification of different concepts and theories of social responsibility, e.g. CSR, CSV, CSI, CSR 2.0 etc.

This paper proposes a two-tier tool for classifying CSR concepts and sustainability paradigms consisting of a Sustainability Grid and a Sustainability Compass. The Sustainability Grid focuses on the global dimension of CSR and sustainable development, and operates with two sets of dialectical relationships, i.e. reduction/innovation and eco-centrism/techno-centrism, which can classify different major contemporary and historical sustainability paradigms. The compass focuses on the organizational dimension of CSR, and operates with eight sets of key relationships. Different core types of social responsibilities and sustainability initiatives can be mapped by drawing a line between the different poles. A typology of six basic archetypes of social responsibility and social innovation are suggested.

The methodology is based on a comprehensive literature review of the social responsibility from 1950 and up till today. The review is focused around eight identified core themes or 'traits' of CSR, each of which is tied to a major discussion or theoretical divide in the historical evolution of social responsibility: Motivation, value, commitment, creativity, fitness, interplay, fairness, and engagement. Finally, a literature review and visualized timeline are provided which list landmark contributions and key publications in the fields of CSR and sustainability, and attempt to provide an overview of the theoretical evolution of social responsibility.

Introduction

The field of CSR has grown significantly over the past half century, and a vast and often unclear landscape of concepts, theories, and definitions has emerged (Garriga & Melé 2004: 51). The main focus of this paper is to identify major themes or key concepts in the evolution of sustainability and CSR, and to conceptualize a dialectic classification framework capable of distinguishing different concepts of social responsibility and innovation more from effectively each other. CSR and social responsibility can be approached from many different levels of analysis (Hockerts & Morsing 2008), and the scope of this framework targets both the global dimension of CSR, i.e. CSR as sustainable development, and the organizational dimension, i.e. CSR as the social responsibility of companies. The classification framework will consist of two major components, and is conceptualized through an analysis consisting of two parts:

Phase 1: Through a comprehensive literature review of the CSR literature from 1950 up till now, a number of core themes or key discussions are identified. The identified core themes or polarities will be treated dialectically and, as sets of dialectal relationships, will function as parameters of the Sustainability Compass. Simultaneously, a metaphoric approach to the classification is explored, and a “trait” is attached to each dialectical relationship.

Phase 2: ‘Core types’ of different social responsibility concepts are identified, and a typology is presented. The core types of social responsibility, and their conceptual differences, are examined using the parameters of the sustainability compass. Cases from the Nordic fashion industry will be presented as examples of the different core types in the typology.

Methodology

The analysis will consist of two parts each focused on a different analytical level and component for the suggested dialectic sustainability framework. The first part will focus on the Sustainability Grid, comprising tier one of the conceptual classification framework, which is oriented towards the macro-level, or global dimension, of sustainable development and CSR. The focus of the grid is to enable classification of *sustainability paradigms* and key strategies which can realize global sustainable development. The assumption is that it will not be sufficient for organizations in the future to merely adopt a *sustainability approach*, i.e. to work with a strategy of CSR, but must also subscribe to a *sustainability paradigm* which is effectively aligned with the pre-requisites or components of planetary SD in the context of a finite biosphere.

The second part of the analysis will focus on the Sustainability Compass, comprising tier two of the suggested classification tool, which is oriented towards the micro-level or organizational dimension of CSR and ties between this level and the macro-level of SD.

Tier 1: The Sustainability Grid

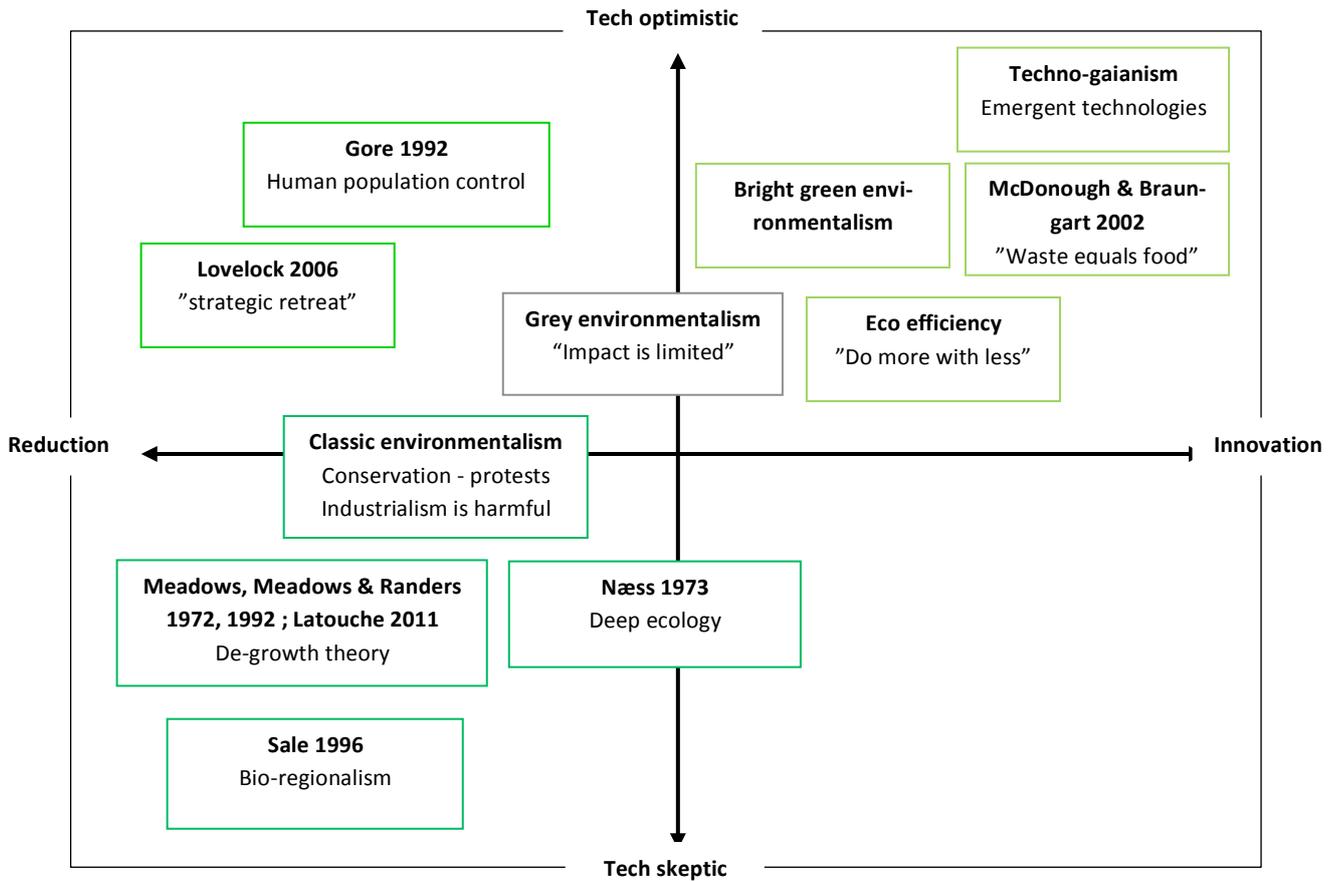
Environmentalism emerged as a philosophy in post-war US and Europe and became prominent in the counter-movements and cultural revolutions of the 60s and 70s following the publication of Rachel Carson’s landmark book *Silent Spring* (McDonough and Braungart 2002: 59). Throughout the

last six decades, a number of distinct environmental paradigms, philosophies, and sustainability doctrines have emerged and declined, each advocating different attitudes, assumptions, and strategies towards the conservation of the planetary eco-systems, technological progress, and humanity's relationship to nature. Several scholars have developed frameworks for categorizing environmental paradigms and evaluate their potential to ensure sustainable development (Gladwin et al. 1995). The aim of the Sustainability Grid (SG) is, in a similar yet more narrow fashion, to allow for classification of major historic, contemporary, and emerging sustainability strategies and paradigms in relation to two sets of polar relationships.

Dialectics of the grid

The grid operates with two sets of opposites, *innovation vs. reduction* and *techno-optimism vs. techno-skepticism*, which represent major differing standpoints between a broad range of historic and contemporary environmentalists (Fabel 2012: 13). The first relationship distinguishes between two major types of environmental paradigms: Those focused on achieving environmental integrity through *reduction and down-scaling*, e.g. population reduction or economic de-growth, and those focused on *innovation and re-organization of the industrial system*, i.e. operating with an assumption that it is possible to solve the global environmental problems through technological means or achieve sustainable growth. In regard to the reduction-oriented paradigms, some of the major advocates include Al Gore (Gore 1992), who emphasizes population reduction as a major solution, Serge Latouche (Latouche 2011), a major advocate of economic de-growth, James Lovelock (Lovelock 2006), who argues for a 'strategic retreat' involving limitation of human industry and application of nuclear power, and Arne Næss (Næss 1973), who advocates the idea of deep ecology which involves simple living and population control (Fabel 2012: 8). These paradigms have also been classified using a typology created by the environmentalist Alex Steffensen that distinguishes between four major types of environmentalism: Bright green, dark green, light green and grey (Fabel 2012: 8).

The second relation of the grid distinguishes between two other major types of philosophies: Those who are *techno-optimistic*, i.e. who advocate that technological progress is an essential part of the solution to sustainability, and those advocating *techno-skepticism*, i.e. who believe that technology and industrial progress are either uncontrollable or inherently unsustainable. Historically, a number of environmental paradigms, e.g. in particular eco-centric or dark green environmentalism, have a mainly skeptic and pessimistic view of technology and industrialization and are pre-dominantly reduction-oriented. These paradigms include moderate standpoints, e.g. deep ecology as advocated by Arne Næss, and radical versions, e.g. bio-regionalism as advocated by Kirk Sale (Sale 1996) and Peter Berg which focuses on de-centralization and techno-abolishment. The opposing group of paradigms can be classified as techno-optimistic, or "bright green", and approaches technological development conversely, e.g. the cradle to cradle philosophy (C2C) advocates that human ingenuity and intelligent design can create a sustainable civilization (McDonough and Braungart 2002).



Tier 2: The Sustainability Compass

The second part of the conceptual tool will aim to develop a methodology to identify and evaluate different types of social responsibility concepts or sustainability approaches, e.g. CSR, CSI, CSV etc. Every parameter, and its associated dialectical relationship, has been conceived based on a major identified discussion or divide in the CSR literature and is ranked in the table below after how long it has spanned. Thus, each parameter will be treated dialectically and visualized as a relationship between two opposites that exist in relation to each other on a continuum. In addition, the parameters have been classified in relation to whether they are normative, i.e. focused on idealistic arguments, or instrumental, i.e. focused on how questions. Finally each core discussion has been aligned with a central human core virtue or key trait. The identified dialectical core discussions are:

No.	Key question / major theme	Period span	Key Trait	Focus
1	<i>Do companies have social responsibilities?</i>	1953-2014	Motivation	Normative
2	<i>What is 'value' and how should it be measured?</i>	1960-2014	Value	Hybrid
3	<i>Should companies engage in social responsibilities?</i>	1968 – 2014	Commitment	Hybrid

besides profit maximization, is still dividing the fields. The second theme, i.e. if CSR should be purely voluntary or if it can be embedded with multiple objectives, focuses on the dialectic relationship between pure benevolence and the logic of homo economicus. The third theme, i.e. if CSR should focus on normative or instrumental questions, has been a key theme in both normative stakeholder theory, corporate social responsiveness, and strategic CSR.

Theme	Key references	Group of theories
<i>To what extent do corporations have social responsibilities besides maximization of profits for the stockholders?</i>	Bowen 1953 ; Levitt 1958 ; Frederick 1960 ; Davis 1960 ; Friedman 1963 ; McGuire 1963 ; Davis 1967 ; CED 1971 ; Davis 1973 ; Preston & Post 1975 ; Preston & Post 1981 ; Jensen 2000	Maximization of shareholder value Instrumental stakeholder theories
<i>Must social responsibility be purely voluntary or it can have multiple objectives, i.e. strategic benefits?</i>	Davis 1960 ; McGuire 1963 ; Walton 1967 ; Wallich & McGowan 1970 ; Manne & Wallich 1972 ; Marlin & Bragdon 1972	Ethical theories Issues management Corporate constitutionalism
<i>Should CSR focus on normative(ethical) or strategic (instrumental) questions?</i>	Davis 1967 ; Johnson 1971 ; Ackerman 1973 ; Sethi 1975 ; Ackerman & Bauer 1976 ; Frederick 1978 ; Keim 1978 ; Caroll 1979 ; Drucker 1984 ; Freeman 1984 ; Wartick & Cochran 1985 ; Frederick 1986 ; Epstein 1987 ; Varadarajan & Menon 1988 ; Evan & Freeman 1988 ; Wood 1991 ; Caroll 1991 ; Donaldson & Dunfee 1994 ; Donaldson and Dunfee 1995 ; Jones 1995 ; Swanson 1995 ; Hart 1995 ; Donaldson & Preston 1995 ; Litz 1996 ; Mitchell 1997 ; Elkington 1997 ; Kaku 1997 ; Mitchell, Agle, & Wood 1997 ; Donaldson & Dunfee 1999 ; Porter & Kramer 1999 ; Halal 2000 ; Melé 2002 ; Porter & Kramer 2002 ; Phillips et al. 2003 ; Alter 2004 ; Kotler & Lee 2005 ; Porter & Kramer 2006 ; Ellis 2006 ; Porter & Kramer 2011 ; Shah & Ramamoorthy 2014	<p>Ethical theories</p> <p>Business ethics Normative stakeholder theory(Kantianism etc.) Sustainable development The Common Good CSR3</p> <p>Instrumental theories</p> <p>Corporate social responsiveness (CSR2) Strategies for competitive advantage (strategic CSR) (<i>Social investment in a competitive context</i>) (<i>CSV - Shared value</i>) (<i>Resource-based view</i>) (<i>Bottom of the pyramid</i>) Corporate Social Innovation</p>

Contradiction I: Duty vs. utility – a potential contradiction?

The dialectical relationship related to *motivation, altruism – self-interest*, can be examined from the perspectives of two major branches of ethical theories: *Deontological* and *consequentialist* ethics. Deontological ethics emphasizes adherence to principles, intention, the good will, and duty as the key criteria for judging the moral worth of a particular course of action, e.g. Immanuel Kant’s Categorical Imperative which prescribes that a moral agent should “*act only according to that maxim by*

which you can at the same time will that it should become a universal law.” (Kant 1785: 30) The absolutism and universalization of a single moral code embodied in the deontological perspective stands in opposition to the logic of consequentialist philosophies, e.g. utilitarianism, which emphasizes outcome, maximization of benefit, and minimization of suffering as key criteria for ethical worth. The shifting focus on normative questions and ethical principles throughout the history of CSR can be approached using these two ethical perspectives. Instrumental theories, ranging from those purely instrumental to those seeking to simultaneously increase strategic and social value, are closer aligned with the utilitarian perspective, as they have utility as motivation and focus on maximizing benefit in relation to a specific situation. Normative theories, ranging from those almost exclusively focused on ethics to those seeking to achieve a higher union, are closer aligned with the deontological perspective or Kantianism, as they have a set of principles or moral core as motivation and focus on perpetuating the same ideals or rules consistently with less regard to situational outcome.

Like the discussions that occurred during the shifting focus from social responsibility to social responsiveness (Frederick 1978), i.e. it was argued that responsiveness was not as much ethical as it was rational, a similar situation or possible contradiction can be identified in the current context with CSI (e.g. Kanter 1999), cradle to cradle (McDonough and Braungart 2002), and strategic CSR (e.g. Porter and Kramer 2006, 2011). As instrumental approaches, they focus on *utility* which, regardless of their extended scope, still focus on maximization of benefit and (economic) gain. Thus, they are at least by some degree motivated by self-interest, which raises the question if sustainable development *can* or *should* be approached from an ethical perspective?

Assessing CSR initiatives with the Motivation element

The central question when assessing a sustainability approach or CSR initiative in regard to this element, and placing it on the continuum, is:

- *To what degree is the particular initiative motivated either by goodwill or self-interest?*

I would argue that the defining characteristic of approaches and organizations leaning towards self-interest is the demand of something in return, e.g. for-profit business, cause-related marketing, or social investment, and that models leaning towards altruism are characterized by that they expect nothing explicit in return, e.g. philanthropy or non-profits. Kim Alter’s Hybrid Spectrum (Alter 2004) is suggested as a model for assessing this, as it distinguishes between both traditional and hybrid organizations and evaluates them in relation to motivation.

Value: CSR as social, environmental, cultural, and economic value

Another dominating theme that emerged during my survey of the sustainability and CSR literature is the discussion of *what ‘value’ is and how it should be measured*. This key theme is closely related to the previous element of Motivation because early instrumental theories advocated that firm ‘value’ should be measured strictly in the economic realm and specifically in relation to shareholder profits. The earliest discussions revolved around societal vs. purely economic value (Bowen 1953 ; Levitt 1958), followed by discussions around how broadly value should be perceived (Frederick 1960 ; Davis 1967). In the 70s, the attention shifted from shareholder value towards social value, focusing on aligning the value-creation of firms with the values of society either through dual value

creation (e.g. Wallich & McGowan 1970 ; Marlin & Bragdon 1971) or social performance (e.g. Sethi 1975 ; Carroll 1979). The 80s saw a greater focus on social and environmental value with concepts such as non-profit entrepreneurship (Young 1983), stakeholder management (Freeman 1984), and sustainability (Brundtland Commission 1987) emerging. Several landmark concepts regarding the perception of ‘value’ were introduced in the 90s, notably the concept of the triple bottom line (Elkington 1997), focusing on both social, economic, and environmental value, and the idea of ‘natural capital’, arguing that eco-system services provided by Nature represent the greatest accumulation of capital in the world (Lovins et. al 1999). Two additional sub-questions have been identified in relation to this key theme, i.e. the discussion *how value should be perceived* and if an organization *should have one or multiple bottom lines*.

Theme	Key references	Theories
<i>How should value be perceived and pursued?</i>	Bowen 1953 ; Levitt 1958 ; Frederick 1960 ; Davis 1960 ; Friedman 1963 ; McGuire 1963 ; Davis 1967 ; CED 1971 ; Davis 1973 ; Preston & Post 1975, 1981 ; Gladwin et al. 1995 ; Hawken 1995 ; Banerjee 2007 ; Visser 2010 ; Porter & Kramer 2011 ; McDonough & Braungart 2002, 2011 ; Shah & Ramamoorthy 2014 ; Visser 2014	Natural capitalism, Sustaincentrism Economy of restoration Shared value(CSV) Cosmos, Religion, Science(CSR4) Spiritual, Associational, Individual (SAI) Kyosei , Five Ages of CSR
<i>Should a company have one or multiple bottom lines or measure several types of value?</i>	Friedman 1963 ; Sethi 1975 ; Carroll 1979 ; Wartick & Cochran 1985 ; Wood 1991 ; Carroll 1991 ; Elkington 1997 ; Jensen 2000 ; McDonough & Braungart 2002 ; Inayatullah 2005	Shareholder value Enlightened value maximization Corporate Social Performance Triple / quadruple bottom line Triple top line / Fractal Ecology

The second dialectical relationship is focused around the human element of *value perception*, where *singular value* is opposed to *multi spectrum value* on the continuum. *Focus or single spectrum value* is representing the thesis, i.e. the notion that value should be focused and measured exclusively on a single dimension such as economy or ecology. Multi spectrum value, i.e. the notion that corporate value should adopt a balanced approach and pursue several aspects, has emerged as the anti-thesis.



The first theme, i.e. how value should be pursued and perceived, is broad, and several major discussions are embodied within this theme that are tightly aligned with some of controversies, dominating values, and affinities of major environmental paradigms. The two major environmental paradigms identified by Gladwin et al., i.e. techno-centrism and eco-centrism, and differences or conflicts between their respective key assumptions are highly centered around the perception and pursuit of value or ‘progress’. Several of the key assumptions are especially relevant for this discus-

sion: *Primary objective, value of nature, carrying capacity limits, human vs. natural capital, the good life, natural capital, and logic-reason.*

Intrinsicalism vs. utilitarianism

Concepts such as the triple bottom line and natural capitalism, which argues that eco-systems are not valued properly, are all advocating for a broad conception of value. All, however, have the same approach in common: Attempting to assign a value to nature and people and translate that into economic or utility value. Banerjee has criticized ‘sustainability’ or ‘sustainable development’ for being rooted in the traditions of Western thought and economic logic. He argues that sustainability discourses tend to commoditize and require the capitalization of nature and people and assume that everything can be translated into different forms of capital, e.g. nature becomes ‘natural capital’, humans become ‘social capital’ etc. (Banerjee 2007: 72). I have labelled this tension *intrinsicalism vs. utilitarianism* because there is a divide between standpoints focusing on intrinsic value, i.e. those criticizing the notion of considering the environment or people as assets or ‘capital’, and concepts focused around a broad conception of capital, e.g. natural capitalism or the triple bottom line.

Relativism vs. rationalism and operationalization vs. complexity

Current sustainability discourses have been criticized for not addressing the preservation of local cultures (Banerjee 2007: 74), for not recognizing the relativity and complexity of ‘sustainability’ among different groups of people (Redclift 1987 ; McAfee 1999), for reinventing Nature into the ‘environment’, driven by a discourse focused on dominating and managing nature (Macnaghten & Urry 1998), and for ensuring that “...*economic rationality determines ecological rationality... resulting in even further erosion of alternate cultural and social values assigned to nature*” (Banerjee 2007: 92). Others have argued that the debate about sustainability is ultimately about the “*preservation of a particular social order rather than a debate about the preservation of nature per se*” (Harvey 1996: 148). I have labelled this tension as *relativism vs. rationalism* because there is a divide between standpoints focusing on diversity, cultural complexity, and relativity, i.e. those criticizing the domination of an determinate meaning (often Western) of sustainability, and those focused on rationalism and universalization, i.e. those seeking to establish universal meanings and agendas of sustainability.

As pointed out by Banerjee, it is also quite difficult to measure, compare, establish consensus, and develop universal indicators of environmental performance (Banerjee 2007: 83). I have labelled this question or tension *operationalization vs. complexity* because there is a divide between the need for assessing environmental performance in a corporate and organizational context and the need to consider social and organizational complexity. This issue is mainly instrumental in nature and is very similar to the challenges encountered when attempting to measure CSP (Vallentin 2011: 62 ; Margolis & Walsh 2003) or social performance.

Optimism vs. pessimism and pragmatism vs. idealism

Proponents of bright-green environmentalist approaches, e.g. cradle to cradle (Braungart and McDonough 2002, 2011), have criticized established CSR and sustainability tools, e.g. 3BM, for approaching sustainability as a balancing exercise, or from a pessimistic point of view, rather than

fully commit to maximize value creation and creative problem solving. This tension is called *optimism vs. pessimism*. Alternatively, instead of a *triple bottom line*, a *triple top line* has been suggested. Criticism has also been launched against single spectrum value and the perceived fruitlessness and incompatibility of traditional environmentalist and economic paradigms. McDonough and Braungart argue that these established worldviews, or ‘isms’, tend to emphasize a single type of value, e.g. economy or ecology, so they cannot be effectively integrated.

Tensions	Key advocates / references	Differing theories / standpoints	Assumptions
Intrinsic vs. utility value Capitalism vs. holism Relativism vs. rationalism	Banerjee 2007 vs. Gladwin 1995 Redclift 1987, Dobson 1998, McAfee 1999, Banerjee 2007 vs. Lovins 1999, Elkington 1997	Instrumental theory vs. complexity Holism, Spiritualism vs. ‘natural capitalism’, 3BM Social relativism vs. pragmatism Critical theory vs. strategic management	<i>Natural capital</i> <i>Value of nature</i> <i>The good life</i> <i>Human vs. natural capital</i>
Operationalization vs. complexity Infinity vs. finiteness	Elkington 1997 vs. McAfee 1999 Pearce et. al. 1989 vs. Meadows et al. 1972,1992, Banerjee 2007	3BM vs. complexity and uncertainty De-growth theory vs. sustainable growth	<i>Primary objective</i> <i>Carrying capacity limits</i>
Optimism vs. pessimism Constructive vs. idealism	McDonough & Braungart 2002 vs. Elkington 1997	Triple top line(3BM) vs. triple bottom line C2C vs. dark green environmentalism	<i>The good life</i> <i>Logic-reason</i>

Assessing CSR initiatives using the Value element

Although there are many tensions when discussing conception and measurement of value, I will argue that different types of social responsibility can be classified in relation to the core dialectic of single-spectrum value vs. multi-spectrum value. Thus, a central question when assessing a sustainability approach in regard to this element, and placing it on the continuum, is:

- *Are both economic, social, and environmental value emphasized in the communication?*

Elkington’s triple bottom line (Elkington 1997), along with extensions such as the quadruple bottom line that includes aspects such as culture (Inayatullah 2005), are suggested as models, and can be used to evaluate if a particular CSR initiative measures or prioritizes one or several types of value.

Commitment: CSR as core or periphery

Another prevalent theme when surveying the CSR literature is the discussion *to what extent companies should and can engage in social responsibility*. This key question is intimately linked with the previous element of Motivation, but the focus here is more instrumental, i.e. ‘how CSR?’ The core discussion is focused on how CSR is compatible with business but, based on the literature review, three additional sub-themes or major questions have been identified: The question *if* companies should engage in social responsibilities (e.g. Bowen 1953, McGuire 1963, Friedman 1963), the question if there is a link between social performance and financial performance (e.g. Margolis & Walsh 2003 ; Vogel 2005), and the question of *how* CSR can contribute to or be effectively integrated into the economic functions or core activities of organizations (e.g. Drucker 1984 ; Kanter 1999 ; Zadek 2001 ; Porter and Kramer 2011).

Theme	Key references	Group of theories
<i>Should companies engage in social responsibility?</i>	Bowen 1953 ; Levitt 1958 ; Frederick 1960 ; Davis 1960 ; Friedman 1963 ; McGuire 1963 ; Davis 1967 ; CED 1971 ; Davis 1973 ; Preston & Post 1975 ; Preston & Post 1981	Instrumental theories
<i>Is there a link between CSP and CFP?</i>	Margolis & Walsh 2003 ; Vogel 2005 ; Lee 2008	Empirical studies
<i>How can CSR be linked to the core business and innovation of corporations?</i>	Drucker 1984 ; Hart 1995 ; Kanter 1999 ; Zadek 2001 ; Porter & Kramer 2002 ; Alter 2004 ; Kotler & Lee 2005 ; Porter & Kramer 2006 ; Ellis 2006 ; Nicholls 2006 ; Yunus 2010 ; Visser 2010 ; Louche et al. 2010 ; Porter & Kramer 2011 ; Visser 2014	Instrumental theories Strategies for competitive advantage (strategic CSR) Corporate Social Innovation Creating shared value

The dialectical relationship related to **commitment**, *commitment – flexibility*, focuses on to what degree and how organizations, especially corporations, commit themselves to CSR. Flexibility is representing the thesis, i.e. the notion that organizations should act as free agents with as little ethical or legal ties or restrictions as possible, and was most dominating and ideologically focused in the early beginnings of business-society and CSR. Commitment has emerged as the anti-thesis, i.e. the notion that business should be strongly tied and subject to ethical and legal responsibilities to society. This theme is intimately connected with the elements of Motivation and Adaption because it contains both normative and instrumental aspects. Many attempts of synthesis, e.g. strategic CSR and *do well by doing good* models, focus both on ‘should’ questions as well as how CSR can actually be implemented in the core operations of business. Questions related to globalization and ideology, e.g. to what degree CSR should be defined and driven by means of coercion (legislation and regulation) or voluntary action, are also highly relevant here. Thus, flexibility aligns closer with liberalistic ideals of self-organization and minimization of regulation, while commitment arguably aligns closer with socialistic ideals of a strong state and regulation.



A network view on CSR and CSI

The element of Commitment can also be examined using Karl Weick’s concepts of loosely coupled and closely coupled systems and connections. As shown by Weick, systems such as organizations and projects may be attributed with close or loose couplings. Loosely coupled systems are characterized by several attributes, i.e. weak connections, low degree of coordination, absence of regula-

tion, duplication of results, and slow feedback times. Such systems can have many benefits such as high adaptability capabilities, reduced uncertainty, or minimized risks of damage from strong interdependencies. A frequent theme within discussions of CSR is the criticism of shallow corporate sustainability or ‘green washing’, i.e. CSR initiatives that have no social or environmental impact but solely improve the appearances of the organization. Such initiatives could be examined as loosely coupled systems, i.e. something existing as weak couplings to the core organizational activities, and which are easily detachable as no high interdependencies or strongly coupled commitments exist.

Scholars that have compared CSR in relation to CSI, and argue that CSI will gradually replace CSR as a social business paradigm (Ellis 2006 ; Sønderskov 2011), point to a strong integration between the social objective and the core business as a core characteristic of CSI. Thus, CSI can be viewed as a voluntary progression towards a more closely coupled system characterized by generation of unique results, higher coordination, stronger connections, and faster feedback times.

Assessing CSR initiatives using the Commitment element

I will argue that some key questions when evaluating a CSR initiative or sustainability approach in relation to the Commitment element approach are:

- *To what degree is the initiative linked to the core value creating activities of the organization such as product development, R&D or the main business strategy?*
- *What type of value is planned to be achieved with the objective? Economical + social? Or social + branding value?*

Creation: CSR as innovation and entrepreneurship

One of the newer themes within the CSR field is the question of *how and to what degree CSR can be catalyzer for innovation and new products*. This theme is intimately connected with the previous theme, i.e. Commitment, as the degree it is possible to integrate social entrepreneurship and social commitments into the core business determines what kinds of innovation, services, and CSI are economically viable. The difference between the elements of Commitment and Creation is that the former is more focused on the integration, while the latter is focused on the *creation itself*. Thus, the element of Creation is instrumental and looks at how *innovative*, i.e. value in terms of novelty and impact, the particular CSR initiative or organization is. Three additional sub-themes to the main question of CSR’s innovation potential have been identified: The discussion of the *nature of CSI and social innovation and the forces that drive them*, the discussion concerning *which contexts social innovation may occur in*, and the discussion of *what types of innovation exist and their role in global sustainability*.

Theme	Key references	Theories
<i>What is ‘social innovation’?</i>	Young 1983 ; Waddock and Post 1991 ; Kanter 1999 ; Nicholls 2006 ; Mulgan 2007 ; Tucker, Ali, Mulgan & Sanders 2007 ; Junge & Lustrup 2009	Social innovation Social entrepreneurship Corporate social innovation

Are there different types of innovation / CSI and what is their role in SD?	Zadek 2001 ; Ellis 2006 ; Hockerts & Morsing 2008 ; Sønderskov 2007, 2011 ; Visser 2014	Innovation theory Corporate social innovation Sustainability theories
Who can drive social innovation and CSI?	Young 1983 ; Kanter 1999 ; Waddock and Post 1991 ; Zadek 2001 ; Jupp 2002 ; Nicholls 2006 ; Mulgan 2007 ; Tucker, Ali, Mulgan & Sanders 2007 ; Prahalad 2002 ; Junge & Lustrup 2009 ; Louche et al. 2010	Social entrepreneurship Corporate social entrepreneurship(CSE) Bottom of the Pyramid

There are many definitions of the term *innovation*, however, from an economic perspective, this definition is suggested:

“Innovation is the process through which productive resources are developed and utilized to generate higher quality and / or cost products that had been previously available... [Innovation] requires the visualization of a range of potentialities that were previously hidden and that are now believed to be accessible. Thus, innovation strategy is in its essence, interpretive and subjective, rather than ‘rational’ and objective” (O’Sullivan 2000: 393, 409)

This definition emphasizes the creation of new products and services, which is especially relevant in a corporate and commercial context. There are many different schools of thought and focus areas related to the concepts of business entrepreneurship and innovation, however, here I will focus on three identified by Kai Hockerts and Mette Morsing in relation to CSR: *Incremental vs. Radical Innovation, Sustaining vs. Disruptive Innovation, and The Role of Entrepreneurs* (Hockerts & Morsing 2008: 8).

Incremental vs. radical innovation

Radical innovations are *“technical advance[s] so significant that no increase in scale, efficiency, or design can make older technologies competitive with new technology.”* (Tushman & Anderson 1986: 441). These are rare and mainly driven by developments in high technology. The main dialectical relationship of the **Creation element**, *innovation – refinement*, can be examined using a distinction between two major types of organizations: *Innovating enterprises* and *optimizing enterprises* (Lazonick 2001). Innovating enterprises are characterized by that they transform markets and achieve sustained competitive advantages, e.g. by disruptive technologies or through blue ocean strategies, whereas optimizing enterprises refine and expand existing products and markets. The *innovation* pole of the continuum is aligned with *innovating enterprises*, e.g. achievement of long-term competitive advantages or product revenues, and the *refinement* pole is characterized by an optimizing enterprise strategy.



This theme is closely related with the elements of Commitment, Learning, and Interplay, e.g. a frequent point of discussion is what kinds of innovations are required to tackle major environmental issues such as climate change or resource depletion. Arguably, as global environmental and social pressures increase in scale and intensity, the demand for increasingly radical innovations will also be bigger. In turn, strategies emphasizing innovative and profitable CSR may take precedence over less creation-oriented CSR measures such as social registration tools and sustainability reports. In turn, *transformative CSR* (Visser 2014) may take precedence over strategic CSR:

“...[Transformative CSR] *focuses its activities on identifying and tackling the root causes through our present unsustainability... typically through innovating business models, revolutionizing their processes, products...and lobbying for progressive national and international policies*”.

(Visser 2014: 16)

Sustaining vs. disruptive innovation

Christensen has distinguished between *sustaining* and *disruptive* technologies and innovations (Christensen 1997). Sustaining innovations are characterized by that they enhance and happen within a firm's existing markets or abilities, and disruptive innovations are rendering existing competencies obsolete and happen in fringe or niche markets (Hockerts & Morsing 2008: 9). These two concepts can be used to examine the core dialectic relationship of innovation vs. refinement. Social innovation or CSI initiatives can both be focused on sustaining innovation, e.g. improvement of energy efficient technologies, and disruptive innovation, e.g. the creation of new mass markets. Environmental strategies such as eco-innovation, design for environment (Hart 1995), or cradle to cradle are mainly based on ideas of sustaining innovation, e.g. corporations can gradually use these concepts to improve their products and manufacturing for dual environmental and economic value creation. Meanwhile, strategies aiming to turn the worlds poorest into active consumers of sustainable products, e.g. the bottom of the pyramid (Prahalad 2002), are mainly based on ideas of disruptive innovation.

The role of the entrepreneur(s)

The focus on *who* drives social innovation or CSI marks an important difference between different schools and research disciplines within the CSR field: Emerging research areas and concepts such as social entrepreneurship (S-ENT) tend to focus on individuals and innovation among smaller firms (Hockerts & Morsing 2008: 18), while areas such as corporate social innovation (CSI), social intrapreneurship, and social innovation have been more oriented towards larger institutional and organizational contexts. However, this distinction is highly general as the concepts are increasingly converging and social entrepreneurship also includes hybrid enterprises, stakeholder collaboration, and rise of the fourth sector.

Another important distinction exists between the purpose and focus of the innovation which is closely related to the Commitment and Motivation elements: Social innovation has been defined as a timeless phenomenon and process universally defused by people and societies, e.g. “*innovative activities or services that are motivated by the goals of meeting a social need...*” (Mulgan et al.

2007: 8), while definitions of corporate social innovation tend to focus on *simultaneous* generation of social value and economic value which are diffused by organizations and professionals.

Assessing CSR with the Creation element

- *To what degree is the innovation oriented towards new creations or refinement of existing routines and products?*

Learning: CSR as adaptation and fitness

It can be discussed if the element of Learning is primarily instrumental or normative, as it can both be approached as a fundamental *raison d'être*, e.g. learning is a universal part of living in or coping with *change*, and as a way of continually enhancing or increasing organizational capabilities and utility maximization, e.g. by “learning to learn”. In addition, the perspectives on learning vary, yet display striking similarities, depending on if CSR is approached from an organizational or global level of analysis (Hockerts & Morsing 2008). In relation to the identified core discussion of **CSR as a question of adaptation and fitness**, it is practical to distinguish between CSR literature that focuses on *organizational pro-activity and adaption*, and CSR literature that focuses on *adaptation of humanity and planetary sustainability*. Both areas have a strong focus on *pro-activity and fitness* in common, differing from each other in terms of which scale or level of analysis they emphasize and how long sighted they are. Generally, the CSR literature have moved from a strong focus on *responsiveness* (e.g. Sethi 1975 ; Frederick 1978), followed by a stronger focus on *pro-active action and CSP* (e.g. Caroll 1979, Wood 1991), and discussions around *CSI vs. CSR* in the last two decades (e.g. Jupp 2002 ; Ellis 2006 ; Sønderkov 2011 ; Porter & Kramer 2011). Three additional sub-questions have been identified in relation to the core theme:

Theme	Key references	Theories
<i>How do and can organizations interact and respond to changes and threats in their environment?</i>	Davis 1967 ; Sethi 1975 ; Frederick 1978 ; Caroll 1979 ; Freeman 1984 ; Wartick & Cochran 1985 ; Wood 1991 ; Donaldson & Dunfee 1994, 1999 ; Jones 1995 ; Mitchell et al. 1997 ; Rowley 1997	Iron law of responsibility Corporate Social Responsiveness(CSR2) Corporate Social Performance(CSP) Instrumental stakeholder theory Integrated Social Contract Theory(ISCT)
<i>Is there reactive and proactive CSR and what are their benefits?</i>	Caroll 1979 ; Drucker 1984 ; Wartick & Cochran 1985 ; Wood 1991 ; Kanter 1999 ; Zadek 2001 ; Jupp 2002 ; Ellis 2006 ; Sønderkov 2011	Corporate Social Performance (<i>Reactive, defensive, proactive</i> reactions) The civil corporation, civil learning cycle CSO, Corporate Social Innovation
<i>How can CSR support increased sustainability of human civilization?</i>	Gladwin et. al 1995 ; Jupp 2002 ; McDonough & Braungart 2002 ; Ellis 2006 ; Sønderkov 2011 ; Porter & Kramer 2011 ; Visser 2014	Sustainability theories and paradigms Corporate Social Innovation Transformative CSR / CSR 2.0

The micro perspective: Organizational learning and pro-activeness

CSR vs CSI

CSI initiatives are described as being fundamentally different from CSR in relation to several attributes, and several scholars have argued that CSI will eventually replace CSR (e.g. Ellis 2006 ; Sønderskov 2007, 2011). According to Sønderskov, a core difference between CSR and CSI is that the former is reactive and focuses on *amending*, e.g. cleaning up or minimizing pollution, while the latter is proactive and focuses on *curing*, e.g. innovating products that do not generate pollution in the first place (Sønderskov 2007). This relates strongly to the previous element of Creation and the distinction between incremental and radical innovations. Another emphasized difference is that CSI initiatives focus on learning and integrating the sustainability dimension into the core business model and products of firms, which is directly related to the previous element of Commitment. This can be examined using the concepts of *single loop learning* and *double loop learning* (Morgan 1980: 85). Reactive CSR can be described as a process of single-loop learning, i.e. the ability to correct errors within the existing set of operating norms, while proactive CSI is a process of double loop learning, i.e. the ability to change and question fundamental operating norms and routines.

The macro perspective: Fitness and evolution of humanity

From a macro-perspective, or evolutionary standpoint, CSR can be approached as a question of collective fitness, human-nature equilibrium, and long-term adaptation of the human civilization. The macro level, however, has predominantly been the domain of the *sustainability literature* rather than the *CSR literature* which tends to focus more on the organizational and individual levels. Again, this is a highly general distinction as the areas of ‘sustainability’ and ‘CSR’ are increasingly converging in merged paradigms (e.g. Ellis 2006 ; Visser 2014). Relevant perspectives include civilization theory (Kardashev 1964 ; Kaku 2010), scenarios and likeliness of human extinction due to existential risks (Bostrom 2002), theories of accelerating change (Moore 1965 ; Hawkins 1983 ; Kurzweil 1999), and systemic thinking or circular causality (Senge 1990 ; Meadows 2008). In this perspective, it is also useful to consider the shifting power relation between humanity and its natural environment.

The perils and blind spots of strength

Notably, the name of Anthropocene has been proposed as the name of the current geological epoch, emphasizing the unprecedented impact humanity has on ecosystems and biodiversity. A frequent topic is the so called *sixth mass extinction* which proposes that species thousand are going extinct 1000 times faster than before the industrial age and many thousands times faster than the creation of new species (Pappas 2014). Thus, not only is mankind’s collective capacity for fitness and adaptation an important theme, but also the psychological effects of power and superiority and their influence on our capability for long-term adaptation become important questions. A characteristic of dominance is often that it rarely lasts, both in human history and nature, where species and civilizations vanish and new ones emerge. The peril of the strong becomes the gradual disruption and impairment of the systems that are essential to the survival and prosperity of the species, increasingly accelerated in scale through its advanced abilities. For other species, it is their limitations of form and changes in the environment, while for humanity it is an unsustainable acceleration and advancement enabled by technological and intellectual prowess.

Assessing CSR initiatives with the Learning element

I will argue that some key questions when evaluating a CSR initiative or sustainability approach in relation to the Learning element approach are:

- *Is the initiative a consequence of an effort to “cure” an environmental or social problem, or is it a reaction to an existing or recently accelerated issue?*
- *Is the initiative subscribing to or advocating a solution to global systemic challenges such as climate change or resource scarcity, or is it focused more locally and narrowly on issues within the nearby community, stakeholders or business environment?*

Interplay: CSR as collaboration or competition

Collaboration has emerged as another increasingly prominent theme when surveying the CSR literature, and the discussion is mainly focused on one question: ***To what degree, and to what ends, should CSR initiatives focus on collaboration and wide inclusion of stakeholders?***

Three related themes in relation to this key question have been identified: The theme of emergent systemic issues whose complexity and scale exceed the capacities of any individual actor such as water scarcity and climate change (e.g. Zadek 2001 ; Napolitano et al. 2006), the theme of overcoming hostility and establishing mutually valuable alliances between opposing actors (e.g. Ellis 2006 ; Kærsgaard & Hansted 2007), and, finally, the theme of cross sector collaboration, partnerships, and hybrid organizations (e.g. Kaku 1997 ; Kanter 1999 ; Visser 2014). Early themes were mainly instrumentally oriented and mostly focused on mutual gain between individual actors, e.g. cause-related marketing that can benefit both a corporation and NGO, shifting towards a stronger focus on social innovation, CSI, and cross-sector partnerships in the 90s (e.g. Kanter 1999), and more recently macro-discussions of converging sectors (Ellis 2006 ; Strom 2007) and mega-communities.

Theme	Key references	Theories
<i>What are the benefits of cross-sector collaboration / partnerships and how are they achieved?</i>	Kaku 1997 ; Kanter 1999 ; Halal 2000 ; Jupp 2002 ; Kanter 2004 ; Napolitano et al. 2006 ; Ellis 2006 ; Nicholls 2006 ; Junge & Lustrup 2009 ; Louche 2010 ; Sønderskov 2011 ; Visser 2010 ;	Public-private partnerships Social innovation, CSI Fourth sector / Hybrid org. Kyosei, Transformative CSR
<i>Can major systemic issues only be solved by broad collaboration?</i>	Zadek 2001 ; Sønderskov 2011 ; McDonough & Braungart 2002 ; Midtgaard 2014 ; Visser 2014	Industrial symbiosis Multi stakeholder initiatives Mega-communities / system issues
<i>How can ‘enemies’ work together around goals for shared value or the common good?</i>	Varadarajan & Menon 1988 ; Ellis 2006 ; Kærsgaard & Hansted 2007 ; Midtgaard 2014	Cause related marketing Collaborative Social Innovation Three spheres of collaboration

The element of *interplay* focuses on the dialectical relationship of *collaboration vs. ethno-centrism*. Ethno-centrism represents the thesis, i.e. the notion that individual organizations either can or should be adequate in their own abilities to overcome threats and pursue their individual goals,

where collaboration has emerged as the anti-thesis, i.e. the notion that major systemic challenges and long-term survival and prosperity can only be achieved through collective action, and efforts should focus on pursuing a shared agenda. Different attempts of synthesis have emerged, e.g. from those focused on *utility* such as CSI partnerships (Jupp 2002), shared value (Porter and Kramer 2011), or cause-related marketing, to those rooted in more extensive philosophical frameworks (Kaku 1997 ; McDonough & Braungart 2002), or with orientation towards a systemic understanding of the world as interconnected (Napolitano et al. 2006 ; Visser 2014).



Suggested metaphor: CSR as mental models

Egocentric and systemic oriented organizations

Morgan has distinguished between *egocentric organizations* and *organizations based on systemic wisdom* (Morgan 1980: 250). Egocentric organizations are characterized by a strong, fixed notion about their own identity, and several risks are associated with this type of behavior: The risk of poor adaptive capacity by clinging too much to a particular self-perception or identity.

Assumptions	Egocentric worldview	Systemic worldview
Relation to environment	Disconnected: Independent or isolated from system Protective: Survival against the context or environment	Dependent: Interconnected and part of environment Collaborative: Survival with the context or environment
Traits	Superiority, competitive, domination, self-referential, self-reliant	Coordination, collective impact, co-evolution, thinks in systems
Context is...	Threats, opportunities, "out there"	Complex, emergent, holistic
Risks	Tragedy of the commons, failure to adapt(auto-poiesis), or long-term survival	Heavy interdependence, blind spots, suppression of individual initiative

Assessing CSR with the Interplay element

Some key questions when assessing a CSR model or sustainability approach in relation to the *Interplay* element, and its core dialectic of *collaboration – ethno-centrism*, include:

- *To what degree does the organization’s particular CSR initiative include external stakeholders?*
- *Is the particular initiative part of a broader effort, i.e. towards a whole industry or society, or is it more narrowly focused on a single value chain or product?*

Arguably, different types of CSR and CSI can be classified in relation to different degrees of collaboration and partnerships. A CSI initiative, e.g. the development of new sustainable products, can take on both *individual* as well as *collaborative* forms. An individual CSI initiative could be oriented towards the improvement or innovation of a new product or service in an individual firm, while a collaborative CSI approach could be a multi-stakeholder initiative or consortium, e.g. where multiple companies join efforts to research new technologies to improve the general value chain. Mid-

tgaard’s typology of partnerships (Midtgaard 2014), which distinguishes between five classes of partnerships and three spheres of collaboration, and Kærgaard’s and Hansted’s typology of CSI (Kærgaard & Hansted 2007) are suggested as models. When taken together, they allow for classification of both the particular type of CSR and the specific type of partnership.

Fairness: CSR as justice and equity

Fairness has become an increasingly prominent topic within the CSR literature but has also been a highly polarizing topic, as it relates intimately to the tensions, questions, and controversies between classically opposed political ideologies, i.e. leftism/socialism vs. rightism/libertarianism. Generally, there has been and is a divide between scholars who are critical towards the fairness of traditional capitalism and the mechanisms of the free market (e.g. Ellis 2006, Banerjee 2007), and scholars who are mainly against interfering with the free market (e.g. Friedman 1970). However, parallel with the increasingly intense focus on *sustainability*, there has also been more attention around the question *if CSR should focus on social justice and the distribution of wealth*. Recognizing the rising global inequality as a serious sustainability issue, both *internally within developed countries* and as *developed vs. developing countries*, many attempts of synthesis or inclusion of questions regarding equity, internal or external of the company, have emerged (Brundtland 1987 ; Elkington 1997 ; Kanter 1999 ; Nicholls 2007 ; Porter & Kramer 2006, 2011). Thus, the element of Fairness is intimately linked to the previous elements of Motivation, Commitment, and Interplay, but is distinct as it focuses on *equality, equity, and distribution of wealth*.

Theme	Key references	Theories
<i>Should CSR focus on social justice, equity and the distribution of wealth?</i>	Brundtland 1987 ; Gladwin et al. 1995 ; Elkington 1997; Kanter 1999 ; McDonough & Braungart 2002 ; Prahalad 2002 ; Porter & Kramer 2006 ; Nicholls 2007 ; Porter & Kramer 2011 ; Visser 2014	Triple bottom line, triple top line Creating shared value Sustainability / SD Corporate social innovation

The core dialectical relationship of the Fairness element is focused around *equality vs. inequality*. *Inequality*, i.e. the notion that economic stratification is a part of any socio-economic landscape, is representing the thesis while *equality*, i.e. the notion that minimization of economic difference is more beneficial in terms of sustainability and social relations, has emerged as the anti-thesis.



Re-distribution vs. expansion of value

Although there has been a greater focus on equity and social justice in the CSR and sustainability literature, there is still disagreement if CSR efforts should focus on actual re-distribution of wealth.

Concepts such as corporate social innovation, creating shared value (CSV), and cradle to cradle (C2C) focus mostly on the creation of *additional value*, which are then sought distributed equitably and fairly, rather than the macro-level distribution of wealth or resources in individual societies or on a global scale. CSV is explicitly not “...about ‘sharing’ the value already created by firms – a *re-distribution approach*” (Porter & Kramer 2011: 5), but rather it is “...about *expanding the total pool of economic and social value.*” (ibid.)

Assessment of CSR initiatives using the Fairness element

I will argue that some key questions when examining CSR and sustainability initiatives in regard to the Fairness element, and its core dialectical relationship *equality vs. inequality*, are:

- *Does the initiative focus on fair or equal distribution or sharing of wealth, resources, or the created value?*
- *Does the organization or initiative measure equity or several types of value?*

Engagement: CSR as involvement of end-users

When surveying the CSR literature, there is very sparse focus on the engagement of end-users, e.g. consumers, although this is a more predominant theme in the sustainability literature, e.g. *green consumerism, democratization, collaborative action, or activism*. Arguably, there are increasing focus on democratization (Visser 2010) and digital crowdsourcing (Arrillaga-Andreessen 2011), but I will argue that consumer engagement will become an increasingly important theme, as consumers and the general public ultimately play a pivotal role in both sustainability and economy. Phenomena like *crowdfunding, collaborative consumption, co-creation, transparent supply chains, green consumerism, or prosumerism* all represent different attempts of involving mass groups of private people and stakeholders emotionally, politically, or economically, predominantly powered by the web.

Theme	Key references	Key words
<i>Should and how can CSR focus on broad engagement of end-users?</i>	Visser 2010 ; Arrillaga-Andreessen 2011 ; Visser 2014	Crowdfunding, crowdsourcing, web 3.0 Co-creation, collaborative action, democratization CSR 2.0, prosumerism, transparency Empowerment, wisdom of the crowd, power users Peer-to-peer, gamification, wkinomics

The core dialectical relationship of the Engagement element has been defined as *prosumerism vs. consumerism*. Prosumerism is a term coined by Alvin Toffler (Toffler 1980) and used to a describe a portmanteau between the words “professional” and “consumer”. Originally, prosumerism refers to proactive consumers who produce or improve their own goods, e.g. through DIY, but has since been used to describe all kinds of consumer or user involvement. Prosumerism can include “wiki-nomics” (Tapscott & Williams 2006), co-creation, customization, user-driven marketing and innovation, crowd-based business models, “political” or “professional” consumption, activism, self-sufficiency etc. For the purposes here, I will use it as a general term to describe any attempts or efforts to involve or engage end-users or consumers, both in relation to upstream and downstream activities in the supply chains of companies, and in an economical, emotional, or creative sense. *Con-*

sumerism can be described as the thesis, i.e. the notion that the role of end-users should be predominantly passive and solely focus on the purchase of products, with *prosumerism* emerging as the anti-thesis, i.e. the notion that the role of end-users should be proactive, influential, and productive, and include both marketing or R&D.



CSR 1.0 vs. CSR 2.0

Wayne Visser has compared the evolution of CSR to the evolution of the internet, arguing that the transition from web 1.0 to web 2.0 shares many similarities with the current shift in CSR. Thus, he compares CSR1 with web 1.0, e.g. with focus on one-way creation and passive philanthropy, and CSR 2.0 with web 2.0, e.g. with a greater emphasis on two-way collaboration and shared value.

Web 2.0	CSR 2.0
Being defined by watchwords like ‘collective intelligence’, ‘collaborative networks’ and ‘user participation’	Being defined by ‘global commons’, ‘innovative partnerships’ and ‘stakeholder involvement’
Tools include social media, knowledge syndication and beta testing	Mechanisms include diverse stakeholder panels, real-time transparent reporting and new-wave social entrepreneurship
Is as much a state of being as a technical advance – it is a new philosophy or way of seeing the world differently	Is recognizing a shift in power from centralized to de-centralized; a change in scale from few and big to many and small; and a change in application from single and exclusive to multiple and shared

Source: Visser 2010 : 4

Assessing CSR initiatives using the Engagement element

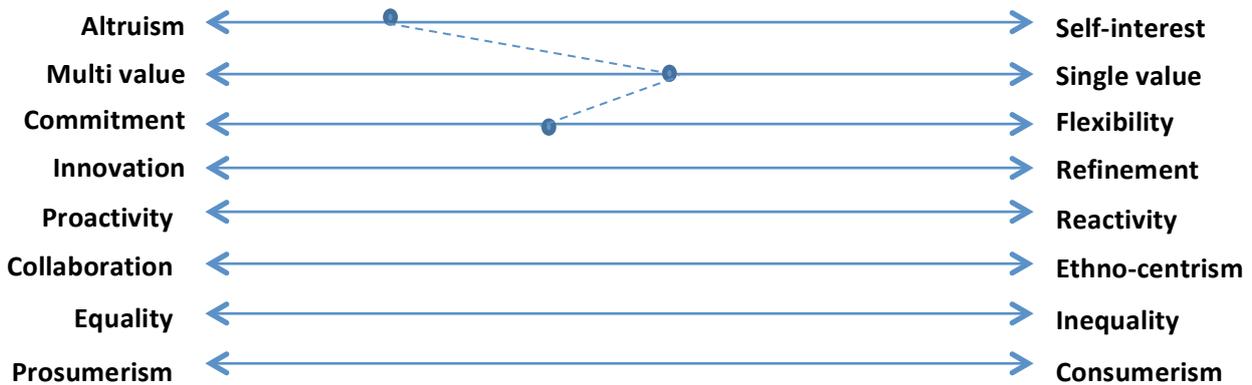
I will argue that some key questions when examining CSR and sustainability initiatives in regards to the Engagement element, and its core dialectical relationship *prosumerism vs. consumerism*, are:

- *Is the initiative making use of user-driven business, innovation or funding models, such as crowdfunding, co-creation, crowd-sourcing, or peer-to-peer?*
- *Is the initiative targeting industry stakeholders or consumers, or both? Are there efforts in regards to transparency in the supply chains?*

Gathering the continuums: The Sustainability Compass

The main dialectical relationships of the identified core elements and traits can now be synthesized into a compass consisting of 8 continuums. The 8 core elements - *Motivation, Value, Commitment, Creativity, Learning, Interplay, Fairness, Engagement* – and their associated continuum are listed in the same order as in the analysis. The presented model or compass is inspired by the works of

Mintzberg, and other central researchers behind the contingency theory, who used a similar model to illustrate how organizations can regulate themselves as changes occur in their environment. The presented methodology is very similar to that of the contingency model, where either a straight or diverging line can be drawn to illustrate harmonious or disharmonious situations. Here, a pattern can also be drawn by first marking the individual alignments of a particular CSR initiative on each continuum, and then connect the markings with a line. This conceptual tool, when taken together with the Sustainability Grid, should enable a two-tier classification approach and exploration of both particular environmental strategies and CSR strategies, e.g. cradle to cradle or CSR reports, as well as more detailed theoretical distinction, classification, and visualization of various CR concepts, e.g. CSR, CSI, CSV etc.



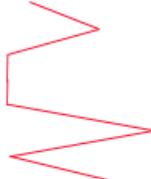
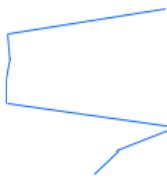
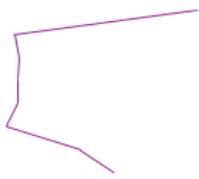
Analysis phase 2: A typology of core types

This final part of the paper will focus on identifying core types of social responsibility akin to Max Weber’s classic idea of *ideal types*. However, for the purposes of this conceptual typology, they will be referred to as *archetypes* or *core types* as the aim is to illustrate fundamental differences rather than discussing which types are “best” or most ideal. Each core type will have a single definition attached to it, even though many definitions of each specific type exist, and be further described using case examples from the Nordic and international fashion and textile industries. These cases and business examples have been gathered in collaboration with the participating knowledge partners and organizations, and most of the cases are projects they have been directly or indirectly involved in. Finally, each of the presented core types will be evaluated in relation to the dialectics of the Sustainability Compass, though not in detail, and an archetypical “behavior pattern” will be drawn.

Innovation core types

The first set of core types are grouped together in a category encompassing *innovative forms of social responsibility*. Three archetypes are identified: *Social innovation*, *corporate social innovation*, and *collaborative social innovation*. The second core type, i.e. CSI, is becoming increasingly prominent in the Nordic and international fashion and textiles industries. A good example is the Swiss textile manufacturer *Rohner* who has innovated sixteen completely biocompatible dyes using the cradle to cradle principles. Another example related to eco-innovation is *Puma* who has recently

launched a collection, *Incycle*, certified after cradle to cradle standards and recyclable in closed loops after disposal. These are two typical cases of individual CSI, as they are done within the companies themselves, i.e. intrapreneurship instead of entrepreneurship, and are focused on product innovation which potentially allows the firms to secure a profit, either in relation to waste reduction or increased sales. The third core type, i.e. CSI 2.0, can also be identified in several initiatives in the Danish fashion industry, where there currently are several multi-stakeholder collaborations. An example of collaborative social innovation is *Rethink Business*, where several stakeholders, i.e. Region Midtjylland and Innonet Lifestyle, have worked together in a joint initiative to improve sustainable innovation in over 20 Danish companies using cradle to cradle designs. Another example is the industrial symbiosis in Kalundborg, where a large group of manufacturers and companies collaborate around sharing and exchanging waste products and materials.

Core type	Social innovation (SI)	Corporate Social Innovation (CSI)	Collaborative social innovation (CSI 2.0)
Definition	“Social innovation is the realization of a new idea that fulfills a social need while creating positive and lasting change in the life conditions of those who have the need.” (Junge & Lustrup 2009: 47)	“Companies are becoming increasingly aware that solving social or environmental problems can be economically attractive. Companies approach these challenges as opportunities for innovating entirely new business models.” (Bisgaard 2009)	“It is 2.0 because it is now not just one company that thinks environmental or social concerns in from the start – instead, it happens in coordination with enemies, competitors and other actors, that have something to contribute with.” (Kærgaard & Hansted 2008)
Cases	Green design and blogging, private re-design	Rohner, cradle to cradle, Puma Incycle, Better Cotton Initiative	Rethink business Kalundborg symbiosis
Key characteristics	Timeless Universal Individual Social value or purpose	Corporate Innovative / integrated in core Individual / intrapreneurship Triple line value	Corporate Innovative / integrated in core Collaborative Triple line value
Archetypical pattern			

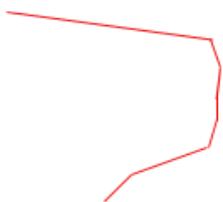
Responsibility core types

The second set of core types are grouped together in a category focused on *social responsibility*. Three archetypes are identified: *Corporate social responsibility*, *collaborative social responsibility*, and *creating shared value*. The first core type, i.e. CSR1, represents “classic CSR” that focuses on philanthropic activities, e.g. major fast fashion companies like H&M running their own foundation, or efforts to secure better transparency or document CSR, e.g. the publication of an annual CSR report by big companies such as Bestseller. These are two typical examples of CSR1, as they are

charitable, i.e. not expected to return a profit, and *loosely coupled*, i.e. not related to the core production or innovation functions of the company.

The second core type, i.e. CSR 2.0, is also becoming increasingly widespread in the international fashion and textiles industries, notably after the accident of Rana Plaza in Bangladesh, where over one thousand workers were killed. This core type is characterized by that companies collaborate in partnerships or joint CSR initiatives, and that a multitude of stakeholders, e.g. NGOs or governments, are involved. A good example of CSR 2.0 is the Accord which is a joint initiative between many small and major fashion companies focused on securing minimum wages, worker rights, and safe working conditions in Bangladesh. This initiative involves collaboration and coordinated inspections in over 4000 apparel factories, and the efforts are involving both NGOs, the government of Bangladesh, and a multitude of companies. Another, albeit much smaller example, are the cloth swapping markets during Copenhagen Fashion Week arranged by the joint efforts of the Danish NGO CradlePeople and the industry organization Danish Fashion Institute.

The last core type, i.e. CSV, closely resembles CSI and CSI 2.0, as it focuses on creating synergy and argues that companies should focus their resources and skills on specific areas and societal issues, where it is possible to realize both social and competitive value. Three models are suggested for creating shared value (Porter & Kramer 2011: 7): *Reconceiving products or markets*, *building up supportive industry clusters at the company's locations*, or *redefining productivity in the value chain*. A good example is the Danish fashion company Noir, managed by designer Peter Ingwersen, who has specialized in sustainable apparel using organic cotton, or the gigantic Dutch clothing retailer C&A which has launched new goals around 100% usage of organic cotton.

Core type	Corporate social responsibility (CSR 1)	Collaborative Social Responsibility (CSR 2.0)	Creating Shared Value (CSV)
Definition	<i>"It means that social responsibility begins where the law ends. A firm is not being socially responsible if it merely complies with the minimum requirements of the law, because that is what any good citizen would do."</i> (Davis 1973: 313)	<i>It is 2.0 because it is now not just one company that engages in environmental or social responsibility – instead, it happens in coordination with enemies, competitors, NGO's and other stakeholders</i>	<i>"The essential test that should guide CSR is not whether a cause is worthy but whether it represents an opportunity to create shared value – that is, a meaningful benefit for both society and to the business."</i> (Porter & Kramer 2006: 84)
Cases	Annual CSR Reports The H&M Foundation	The HIGG index, The Accord, cloth swapping markets	Noir, Pompedelux, C&A, Mads Nørgaard
Key characteristics	Mainly corporate Not tied to core business Reactive or altruistic Giving, charity, registration	Collaborative Usually not tied to core business Reactive or altruistic Single line value	Issues closely tied to core business Individual or stakeholders Selective and value oriented Value for society and business
Archetypical pattern			

Conclusion

The conceptual two-tier analytical framework proposed in this paper allows for classification and evaluation of both *sustainability paradigms*, i.e. major historic and modern sustainability models and philosophies, and *sustainability approaches*, i.e. the existing multitude of concepts for the social responsibility of companies and organizations such as CSR, CSI, CSV, CSR 2.0 etc. Both types are essential to include and consider, as they comprise different perspectives and levels of sustainable development, i.e. the paradigms encompass the global perspective and propose macro-solutions to the root causes of global unsustainability, while the *sustainability approaches* make them implementable and attractive to individual organizations and companies. In addition, it enables the researcher to consider these perspectives together and evaluate the capacities and characteristics of particular sustainability strategies in a holistic way, and with a premise of finite planetary thresholds. Arguably, the dialectic philosophy also provides a powerful framework for mediating between the currently opposed standpoints of growth and de-growth, which I think both hold valid insights that are essential for future sustainability solutions and could be instrumental for the direction of future CSR research. The applied dialectic and holistic approach to sustainability and the literature review also showed a multitude of possibilities for future CSR research directions, e.g. the consideration and mapping of the impact of cultural complexity on CSR and sustainability or CSR focused on the engagement of end-users through collaborative models such as crowdfunding or crowdsourcing.

The proposed dialectic tool consists of two models: The Sustainability Grid and the Sustainability Compass. The Sustainability Grid, focused on the global dimension of SD, operates with two sets of dialectical relationships: *Innovation vs. reduction* and *techno-optimism vs. techno-skepticism*. Seven possible strategies for sustainability, based on the premise of finite planetary resources, have been identified. The Sustainability Compass, focused on the organizational perspective, operates with eight elements or core traits of CSR, deduced from a comprehensive review of the existing CSR literature: *Motivation, Value, Commitment, Creativity, Fitness, Interplay, Fairness, and Engagement*. These elements are all rooted in major contemporary or historic discussions within the field of CSR, and each element has its own dialectical relationship. When taken together, the eight dialectical relationships can be visualized in a model of continuum, the Compass, which enables the researcher to deduce different archetypical “behavior patterns” or core types of CSR. Six such archetypes and their patterns are presented.

Social responsibility timeline

1950s

Characteristics of period

- The period up to the 1950s has been considered as the 'philanthropic' era of social responsibility, where philanthropists donated to charities (Caroll 2008: 24)
- The period 1953-67 has been characterized as the 'awareness era', where there is an increasing recognition of the overall responsibility of business and its involvement of communities (Caroll 2008: 25)
- Three core ideas in this period were the idea of corporate managers as public trustees, the idea of balancing competing claims, and the acceptance of corporate giving to good causes (Caroll 2008: 26)

Year	Event / publication	Core idea	Definition / quote	Class
1953	Howard R. Bowen's <i>Social Responsibilities of the Businessman</i> is published and is widely recognized as the beginning of the literature of CSR or Social Responsibility, as it was mostly referred to at this time (Caroll 1999: 270)	Businessmen have moral obligations to society	"It (SR) refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society." (Bowen 1953: 6)	Ethical theories
1953	The era of modern corporate philanthropy begins with the <i>Smith v. Barlow</i> case, where the New Jersey Supreme Court cleared the way for A.P. Smith Manufacturing Company to donate \$1500 to Princeton University without violating shareholder interest (Cochran 2007: 450)	It is legal for companies to make contributions to purposes not directly related to immediate corporate benefit	Corporate philanthropy	Philanthropy
1958	Theodore Levitt publishes <i>The Dangers of Social Responsibility</i> where he criticizes CSR (Lee 2008: 58)	The sole function of business is to produce profits	"The function of business is to produce sustained high-level profits. The essence of free enterprise is to go after profits in a way that is consistent with its own survival as an economic system" (Levitt 1958: 44)	Maximization of shareholder value

1960s

Characteristics of period

- The period 1968-73 has been classified as the ‘issue era’, where companies began focusing on specific issues such as racial discrimination and environmental pollution (Caroll 2008: 25)
- The literature focuses on the normative and ethical questions of social responsibility and the ethical obligation of individual managers, often referred to as ‘businessmen’ (Caroll 1999: 272)
- Many scholars attempt to formalize and conceptualize what CSR means, and several land-mark contributions to the literature are made during this decade (Caroll 1999: 270)
- There is an intellectual stalemate between the proponents and opponents of CSR over the questions laid forth by Bowen, i.e. if companies have an social obligation to society, and there is controversy over the social and political legitimacy of CSR (Lee 2008: 58)

Year	Event / publication	Core idea	Definition / quote	Class
1960	Socially responsible investing(SRI) begins to emerge following the rise of many activist movements in this decade (Cochran 2007: 451).	The central idea of SRI is that groups of individuals may achieve major impacts on the policies of firms through market mechanisms.	<i>SRI – Socially Responsible Investment</i>	Socially responsible investment
1960	William C. Frederick publishes <i>The growing concern over business responsibility</i> and contributes to the early definition of CSR (Caroll 2008: 27)	Social responsibility goes beyond the interests of the firm	<i>“Social responsibility in the final analysis implies a public posture toward society's economic and human resources and a willingness to see that those resources are utilized for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms.”</i> (Frederick 1960: 60)	Ethical theories
1960	Keith Davis publishes <i>Can business afford to ignore social responsibilities?</i> Here, he sets forth a definition of SR (Caroll 1999: 271)	CSR should be seen in a managerial context and may provide long-run economic gain	<i>“Businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest”</i> (Davis 1960: 90)	Corporate constitutionalism
1963	Milton Friedman publishes <i>Capitalism and Freedom</i> , where he criticizes the notion of businesses assuming social responsibilities other than maximizing profitability (Lee 2008: 58)	The only business of business is business	<i>“There is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game...”</i> (Friedman 1962: 133)	Maximization of shareholder value
1963	Joseph W. McGuire pub-	The obligations of busi-	<i>“The idea of social responsi-</i>	Ethical theories

	lishes <i>Business and Society</i> and suggests that business must act justly as any other citizen would – first notions of business ethics and corporate citizenship (Caroll 1999: 271)	ness extend beyond legal and economic obligations	<i>bilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society that extend beyond these obligations</i> ” (McGuire 1963: 144)	
1967	Keith Davis formulates his concept of <i>The Iron Law of Responsibility</i> .	The power of business must be directly proportional to their accountability and social responsibility to society	“ <i>Those who do not take responsibility for their power, ultimately shall lose it</i> ” (Davis 1967: 49)	Corporate constitutionalism
1967	Clarence C. Walton publishes <i>Corporate Social Responsibility</i> and argues that the essential component of CSR is voluntarism as opposed to coercion	The essential component of CSR is voluntarism, and CSR may involve no direct economic benefits	“ <i>...The new concept of corporate social responsibility recognizes the intimacy of the relationships between corporation and society and realizes that relationships must be kept in mind by top managers...</i> ” (Walton 1967: 18)	Ethical theories

1970s

Characteristics of period

- CSR as a shift from shareholder value to stakeholder management (Vallentin 2011: 48)
- Efforts to move from a strong focus on normative and ethical aspects towards operationalization
- A general shift from corporate social responsibility (CSR1) to corporate social responsiveness (CSR2)
- Scholarly interest shifts to the firm and seeks methods that can increase the effectiveness and capabilities of organizations to cope with social pressure (Frederick 1986: 131)
- Increasing mentions of Corporate Social Performance (Caroll 1999: 279)

Year	Event / publication	Core idea	Definition / quote	Class
1970	H. Wallich and J.J. McGowan publish <i>A New Rationale for Corporate Social Policy</i> which aimed at a reconciliation between the economic and social interests of firms by demonstrating that CSR can be consistent with long-term stockholder interests (Lee 2008: 59)	Enlightened self-interest / firms may justify enlightened self-interest as stockholders have broad portfolios. Benefits may be realized by broad groups of firms acting socially responsibly.	“ <i>...diversification of ownership radically alters the ‘interests of the stockholder’. Corporate activities become worthwhile to the diversified stockholder that would not be so to a stockholder in a single firm.</i> ” (Wallich & McGowan 1970: 39)	Social investments in a competitive context
1971	Harold L. Johnson publishes <i>Business in Contemporary Society: Framework and Issues</i> , where he presents a definition of CSR that emphasizes the significance of	CSR is closely tied to socio-cultural norms	“ <i>Business takes place within a socio-cultural system that outlines through norms and business roles particular ways of responding to particular situations...</i> ” (Johnson 1971: 51)	Issues management

	socio-cultural norms (Vallentin 2011: 54)			
1971	Harold L. Johnson argues that CSR should focus on management of stakeholder groups(Vallentin 2011: 48).	CSR is the balancing of many interests	<i>"A socially responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation."</i> (Johnson 1971: 50)	(Beginning) Stakeholder management
1971	The Committee for Economic Development makes a major contribution to the concept of CSR in the 1971 publication, <i>Social Responsibilities of Business Corporations</i> . (Caroll 1999: 274)	The social contract between business and society has changed fundamentally and that business has to serve society	<i>"Business is being asked to assume broader responsibilities to society than ever before and to serve a wider range of human values. Business enterprises, in effect, are being asked to contribute more to the quality of American life than just supplying quantities of goods and services. Inasmuch as business exists to serve society, its future will depend on the quality of management's response to the changing expectations of the public."</i> (CED 1971: 16)	Ethical theories
1972	John A.T. Marlin and Joseph H. Bragdon publish <i>Is Pollution Profitable?</i> Here, they argue that environmental responsibility is a function of foresight, and foresight means profitability	Companies are profitable because they are responsible	<i>"...The gross evidence seems to refute the mousetrap view of the incompatibility between environmental value and financial reward."</i> (Bragdon & Marlin 1972: 17)	Strategies for competitive advantage
1972	A major debate over the meaning of CSR takes place in 1992(Caroll 1999: 276) between Henry G. Manne and Henry C. Wallich over the meaning of CSR. The debate was summarized in <i>The Modern Corporation and Social Responsibility</i>	Wallich emphasized the voluntary element as a criteria for CSR but also recognized that business expenditures may have multiple rather than a single motive	<i>"...in practice it is often extremely difficult if not impossible to distinguish a purely business expenditure only alleged to have been made for the public's good from one actually made with real charitable intent"</i> (Manne & Wallich 1972: 8)	Ethical theories vs. instrumental theories

<p>1973</p>	<p>Keith Davis publishes <i>The Case for and against Business Assumption of Social Responsibilities</i> and presents a case for and against SR (Caroll 1999: 277)</p>	<p>Davis lists the arguments of Paul Samuelson versus Friedman and further contributes to the definition of SR, emphasizing that it must go beyond the law</p>	<p><i>"It means that social responsibility begins where the law ends. A firm is not being socially responsible if it merely complies with the minimum requirements of the law, because that is what any good citizen would do."</i> (Davis 1973: 313)</p>	<p>Ethical theories vs. instrumental theories</p>
<p>1973</p>	<p>Robert W. Ackerman publishes <i>How Companies Respond to Social Demands</i> and contributes to the concept of corporate social responsiveness</p>	<p>Social responsiveness / CSR as the ability of business to proactively respond to the demands and values of society</p>	<p><i>"In the long run, the successful corporations will be those that can achieve both social responsiveness and good economic performance"</i> (Ackerman 1973: 2)</p>	<p>Issues management</p>
<p>1975</p>	<p>Shuneel P. Sethi publishes <i>Dimensions of corporate social performance: An analytic framework</i> and coins the concept of corporate social performance(CSP) (Cochran 2007: 450)</p>	<p>Corporate Social Performance / CSP – distinguishes between three different social behaviors: 'social obligations', 'social responsibility', and 'social responsiveness'</p>	<p><i>"...Social responsibility implies bringing corporate behavior up to a level where it is congruent with the prevailing social norms, values, and expectations of performance"</i> (Sethi 1975: 62)</p>	<p>Issues management</p>
<p>1975</p>	<p>Lee E. Preston and James E. Post publish <i>Private Management and Public Policy: The Principle of Public Responsibility</i>, where they emphasize the significance of public policy and introduces the concept of public responsibility (Caroll 2008: 31)</p>	<p>Public responsibility / democratic CSR - governments and the public influence companies not only through laws and regulation, but through norms and values</p> <p>The scope of managerial responsibility is not unlimited</p>	<p><i>"to stress the importance of the public policy process[to CSR], rather than individual opinion and conscience, as the source of goals and appraisal criteria"</i> (Preston & Post 1975: 102)</p> <p><i>"The scope of managerial responsibility is not unlimited, as the popular conception of 'social responsibility' might suggest, but specifically defined in terms of primary and secondary involvement areas."</i> (Preston & Post 1975: 95)</p>	<p>Public responsibility</p>
<p>1976</p>	<p>Robert W. Ackerman and Raymond A. Bauer publish <i>Corporate Social Responsiveness: The Modern Dilemma</i>, where they emphasize the management aspect of corporate responsiveness</p>	<p>Corporate responsiveness / CSR is an issue of management rather than of ethical decision</p>	<p><i>"[firms]... have been going through a prolonged experience of learning how to implement social policies and manage social programs. Even the selection of activities has taken on a management dimension."</i> (Ackerman & Bauer 1976: viii)</p>	<p>Issues management</p>

<p>1978</p>	<p>Gerald D. Keim publishes <i>CSR: An Assessment of the Enlightened Self-Interest Model</i> which evaluates the enlightened self-interest model and focuses on the free-rider problem</p>	<p>Enlightened self-interest – involvement of firms in broad social problems can be consistent with stockholder interest (investors with diverse portfolios).</p>	<p>“[Citing Moyer]...corporations as a group generate the type of social improvement which provides a better environment , and hence higher profit, for all corporations, the corporate doctrine of enlightened self-interest...may be consistent with the shareholder’s interests as redefined” (Keim 1978: 34)</p> <p>“Thus investment criteria for any firm should be expanded to include consideration of a social group or group rate of return on addition to a private return.”(ibid.)</p>	<p>Enlightened self-interest</p>
<p>1978</p>	<p>William C. Frederick publishes <i>From CSR1 to CSR2: The Maturing of Business-and-Society Thought</i> which moves CSR from being ethically oriented to the more instrumental concept of corporate social responsiveness (Cochran 2007: 450)</p>	<p>Corporate Social Responsiveness(CSR2) – a transition from ethically oriented CSR to action-oriented managerial CSR that aims to respond to social pressure</p>	<p>“Corporate social responsiveness refers to the capacity of a corporation to respond to social pressures. The literal act of responding, or of achieving a generally responsive posture, to society is the focus of corporate social responsiveness.” (Frederick 1978: 154)</p>	<p>Issues management</p>
<p>1979</p>	<p>Archie B. Carroll publishes <i>A Three-Dimensional Conceptual Model of Corporate Social Performance</i> which suggests a four part definition of CSR (Carroll 2008: 33)</p>	<p>Corporate Social Performance(CSP) / a model of CSP that seeks to integrate both the strategic(CSR2) and ethical(CSR1) aspects of CSR. CSP is the integration of corporate social responsibility, corporate social responsiveness, and social issues.</p>	<p>“The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at any given time.” (Carroll 1979: 500)</p>	<p>Corporate social performance</p>

1980s

Characteristics of period

- Business and social interests become closer, and firms become more responsive to stakeholders (Rosamaria 2011: 532).
- This decade was a period with many widely reported scandals that turned public attention towards corporate negligence and managerial wrong-doing, e.g. the infant-formula controversy, the Union Carbide Bhopal explosion, and the controversies surrounding business trade with South Africa that still enforced Apartheid (Carroll 2008: 36)
- There is a splintering of writings on alternative CSR themes such as corporate social responsiveness, corporate social performance, corporate citizenship, public policy, business ethics, and stakeholder management (Rosamaria 2011: 532)

- Two very important related themes that emerged during the 1980s were *business ethics* and *stakeholder theory* (Caroll 2008: 36)

1980	The term “corporate citizenship”(CC) is introduced into the literature addressing business and society by practitioners (Garriga & Melé 2004: 57)	Corporate citizenship (CC)		Political theories / corporate citizenship
1980	Thomas M. Jones publishes <i>Corporate Social Responsibility Revisited, Redefined</i> , where he compares CSR with a political process and argues that the interests of all stakeholders should be heard (Rosamaria 2011: 532)	CSR as a process / CSR should be seen as a process rather than as a set of principles	<i>“It is very difficult to reach any consensus as to what constitutes socially responsible behavior... Very few can be judged absolutely socially responsible and not many can be condemned as socially irresponsible. This leads to the conclusion that corporate social responsibility ought not be seen as a set of outcomes, but as a process.”</i> (Jones 1980: 65)	Issues management
1981	Frank Tuzzolino and Barry R. Armandi publish <i>A Need-Hierarchy Framework for Assessing Corporate Social Responsibility</i> , where they adopted Marslows hierarchy and argued that organizations, like people, have different hierarchical needs (Caroll 2008: 35)	CSR as needs / organizations have physiological, safety, affiliative, esteem, and self-actualization needs comparable to those of humans	<i>“[describing the framework]...a conceptual tool whereby socially responsible organizational behavior could be reasonably assessed.”</i> (Tuzzolino & Armandi 1981: 24)	Instrumental theories
1981	L.E. Preston and J.E. Post publish <i>Private Management and Public Policy</i> and proposes the term ‘public liability’ based on their understanding of CSR as a role of corporate governance in the context of public life (Rosamaria 2011: 532)	Public liability / the scope of CSR can be divided into primary and secondary involvement areas, and it is legitimate for companies to participate openly in politics	<i>“It is legitimate – and may be essential – that the companies concerned participate openly in politics.”</i> (Preston & Post 1981: 61)	Public responsibility
1983	D.R. Young publishes <i>If not for profit, then what?</i> which marks one of the earliest contributions to the field of social entrepreneurship (Bacq & Janssen 2011: 375)	Innovative non-profit entrepreneurs	<i>“One purpose of this book is to focus the attention...on this heretofore neglected area of social and economic behavior – entrepreneurship in the non-profit sector...”</i> (Young 1983: 2)	Strategies for competitive advantage / Social entrepreneurship
1984	Peter Drucker publishes <i>The new</i>	Corporate Social Op-	<i>“To do good in order to</i>	Strategies for

	<i>meaning of corporate social responsibility, where he presents the idea of CSR as a business opportunity (Rosamaria 2011: 253)</i>	portunity (CSO) / CSR can be a business opportunity for companies because it can improve profitability	<i>do well', that is to convert social needs and problems into profitable business opportunities, is rarely considered by today's advocates of 'social responsibility...'" (Drucker 1984: 59)</i>	competitive advantage
1984	R.E. Freeman publishes <i>Strategic Management: A Stakeholder Perspective</i> which introduces the stakeholder perspective and framework (Lee 2008: 61)	Stakeholder theory / the survival of the corporation becomes the central issue and is affected by many stakeholder groups	<i>"We need to understand the complex interconnections between economic and social forces. Isolating "social issues" as separate from the economic impact which they have, and conversely isolating economic issues as if they had no social effect, misses the mark both managerially and intellectually." (Freeman 1984: 40)</i>	Normative stakeholder theory
1985	Steven L. Wartick and Phillip. L. Cochran publish <i>The Evolution of the Corporate Social Performance Model</i> and reformulate and refine Carroll's model (Vallentin 2011: 60)	Corporate Social Performance / the CSP model is expanded to include principles, processes, and politics. Social issues management is suggested as a dimension of CSP.	<i>"...the CSP model has grown out of an initial admonishment that firms need to be more socially responsible into an integrative, three-dimensional model of corporate social involvement. Social issues management – the third dimension – is now being developed as the method for operationalizing corporate social responsiveness." (Wartick & Cochran 1985: 767)</i>	Corporate social performance
1986	William C. Frederick publishes <i>Towards CSR3: Why Ethical Analysis is Indispensable and Unavoidable in Corporate Affairs</i> which presents the concept of CSR3 (Garriga & Melé 2004: 52)	CSR3 / Corporate Social Rectitude – CSR must embody the notion of moral correctness in actions and policies (CSR at the core rather than at the periphery of business)	<i>"In viewing the social performance of corporations, we look for more than mere responsibility or mere responsiveness. We want corporations to act with rectitude, to refer their policies and plans to a culture of ethics that embraces the most fundamental moral principles of humankind." (Frederick 1986: 136)</i>	Ethical theories
1987	Edward W. Epstein publishes <i>The corporate social policy process: beyond business ethics, corporate social responsibility, and corporate social responsiveness</i>	Corporate social policy process / the three areas of BE, CSR, and CSP deal with overlapping	<i>"...the nub of the corporate social policy process is the institutionalization of the following three elements... business ethics,</i>	Political theories

	where he attempts to relate the three areas of BE, CSR, and CSP (Rosamaria 2011: 533)	themes and can be unified in a corporate social policy process	<i>corporate social responsibility and corporate social responsiveness.</i> " (Epstein 1987: 106)	
1987	The World Commission on Environment and Development (The Brundtland Commission) presents a definition of sustainability that becomes the most widely accepted	Sustainability / sustainable development (SD)	<i>"...development which meets the needs of the present without compromising the ability of future generations to support their own needs."</i> (World Commission on Environment and Development 1987: 8)	Sustainable development
1988	P.R. Varadarajan and A.Menon publish <i>Cause Related Marketing: A Coalignment of Marketing Strategy and Corporate Philanthropy</i> that presents a business strategy that combines marketing with SR (Garriga & Melé 2004: 55)	Cause Related Marketing / building a company's brand and enhance revenues by associating it with an ethical and social dimension	<i>"the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause..."</i> (Varadarajan & Menon 1988: 60)	Cause-related marketing
1988	W.M. Evan and R.E. Freeman publish <i>A Stakeholder Theory of the Modern Corporation: Kantian Capitalism</i> and argue for a normative stakeholder theory using principles of Kantian capitalism (Garriga & Melé 2004: 60)	Ethical Stakeholder theory / a stakeholder theory where ethics is central	<i>"I argue that the legal, economic, political, and moral challenges to the currently received theory of the firm, as a nexus of social contracts among the owners of the factors of production and costumers, require us to revise this concept. That is, each of these stakeholder groups has a right not to be treated as a means to some end..."</i> (Freeman 1993)	Normative stakeholder theory

1990s

- Stronger focus on strategic management, e.g. stakeholder management and strategic CSR (Lee 2008: 61)
- CSR has now become almost universally sanctioned and promoted by both governments, multinational corporations, and NGOs.
- Stronger focus on sustainability and widespread adaptation of sustainability principles in companies
- In the mid-1990s, the rise of the internet and information technologies put new pressures on companies and organizations to implement and communicate CSR (Rosamaria 2011: 534)
- An stronger convergence of CSR and corporate performance, e.g. increased focus on the managerial application of stakeholder theory, which makes CSR more attractive to managers(Lee 2008: 63), and a tighter coupling between corporate social performance and financial performance

1991	Donna J. Wood publishes <i>Corporate Social Performance Revisited</i> and further refines Carroll's CSP framework in a more managerial direction (Lee 2008: 60)	Corporate Social Performance / links among the three facets of the CSP model are made explicit, and the model is linked to related concepts such as organizational institutionalism, stakeholder management, and issues management	"This article's reformulation of the CSP model offers several conceptual advances: (a) the articulation of three principles of SR... (b) The identification of specific responsive processes – environmental management, stakeholder management and issues management... (c) incorporating social impacts, policies and programs..." (Wood 1991: 713)	Corporate social performance
1991	Archie B. Carroll publishes <i>The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders</i> which introduces a four-level model that integrates moral and strategic activities. The model has become one of the most widely used within CSR	The Pyramid Model / CSR encompasses economic, legal, ethical, and philanthropic activities	"It[the pyramid] portrays four components of CSR, beginning with the basic building block notion that economic performance undergirds all else. At the same time, business is expected to obey the law...Next is business's responsibility to be ethical... to do what is right, just and fair and avoid or minimize harm to stakeholders...Finally, business is expected to be a good corporate citizen." (Carroll 1991: 42)	Ethical theories and instrumental theories
1991	S. Waddock and J. Post publish <i>Social entrepreneurs and catalytic change</i> where they examine the concept of social entrepreneurship (Bacq & Janssen 2011: 375)	Social entrepreneurship	"Social entrepreneurs are private sector citizens who play critical roles in bringing about 'catalytic changes' in the public sector agenda and the perception of certain social issues." (Waddock and Post: 393)	Strategies for competitive advantage / social entrepreneurship
1993	The Ethical Trading Initiative is launched and is introducing the concept of Multi Stakeholder Initiatives (MSI)	Multi Stakeholder Initiatives / initiatives that bring together companies, NGOs, and governments around major environmental or social challenges		
1994	T. Donaldson and T.W. Dunfee publish <i>Towards a Unified Conception of Business Ethics: Integrative Social Contracts Theory</i> which aims at creating a closer link between empirical and normative business ethics and presents the integrative social contract theory (Garriga & Melé 2004: 56)	Integrative Social Contract Theory (ISCT) / social responsibility emerges from socio-cultural consent. Two types of social contracts.	"...it[the ISCT] integrates two distinct kinds of contracts. The first is a normative and hypothetical contract among economic participants...This general contract, in turn, define the normative ground rules for creating the second type of contract. The second is an existing (extant) implicit contract that can occur among members of specific communities..." (Donaldson & Dunfee 1994:	Integrative social contract theory

			254)	
1995	Paul Hawken publishes <i>The Ecology of Commerce: A Declaration of Sustainability</i> , where he proposes the concept of an economy of restoration and argues that business is the only mechanism powerful enough to drive global sustainability	Economy of restoration / a restorative economy where products are designed not to harm the environment, society, and workers, and where corporations compete to conserve resources rather than to deplete them	<i>"The economics of restoration is the opposite of industrialization because industrial economics separated production from the land, land from people, and ultimately, personal values from economic values. Restorative economics is slow. It's a patient reconstruction and repairing of social and environmental wounds. It begins with seeing products in relationship to raw materials and to the sustainability of those raw materials on land and sea, whether in forestry or farming or fishing."</i> (Hawken 1992)	Social investments in a competitive context
1995	Max B.E. Clarkson publishes <i>A stakeholder framework for analyzing corporate social performance</i> , where he applies the stakeholder model to the CSR field and adjust it to better measure CSP (Lee 2008: 61)	CSR stakeholder model / distinguishes between social issues and stakeholder issues . Further suggests three analytical fields of institutional, organizational, and individual.	<i>"I propose that corporate social performance can be analyzed and evaluated more effectively by using a framework based on the management of a corporation's relationships with its stakeholders than by using models and methodologies based on concepts concerning corporate social responsibility and corporate social responsiveness."</i> (Clarkson 1995: 92)	Issues management
1995	T.M. Jones publishes <i>Instrumental stakeholder theory: A synthesis of ethics and economics</i> with the objective of creating a more instrumental and strategic stakeholder model for CSR (Lee 2008: 61)	Instrumental stakeholder theory / the stakeholder model of CSR is related to economic theories such as agent-principal theory, team production theory and transaction cost economics	<i>"...attempts to advance the case for using the stakeholder model as an integrating theme for the field by proposing a formal instrumental theory of stakeholder management. The theory represents a synthesis of the stakeholder concept, economic theory, insights from behavioral science, and ethics."</i> (Jones 1995: 404)	Instrumental theories
1995	Stuart L. Hart publishes <i>A Natural-Resource-Based View of the Firm</i> which argues that limited natural resources can lead to increased competitive advantage	Natural-resource-based theory / environmental issues may lead to three types of strategic capabilities: pollution prevention, product stewardship and sustainable development	<i>"Historically, management theory has ignored the constraints imposed by the biophysical(natural) environment. Building upon resource-based theory, this article attempts to fill the void by proposing a... theory of competitive advantage based upon the firm's relationship to the natural environment."</i> (Hart 1995: 986)	Strategies for competitive advantage / natural resource based view

<p>1995</p>	<p>Thomas N. Gladwin, James J. Kennelly, and Tara-Shelomith Krause publish <i>Shifting Paradigms for Sustainable Development: Implications for Management Theory and Research</i> which proposes the paradigm of sustaincentrism and five components of SD</p>	<p>Sustaincentrism / a synthesis between techno-centrism and ecocentrism</p>	<p><i>“Modern management theory is constricted by a fractured epistemology, which separates humanity from nature and truth from morality... and rejects the paradigms of conventional techno-centrism and antithetical ecocentrism on grounds of incongruence. A more fruitful integrative paradigm of “sustaincentrism” is generated.”</i> (Gladwin et al. 1995: 874)</p>	<p>Sustainable development</p>
<p>1995</p>	<p>Diane L. Swanson publishes <i>Addressing A Theoretical Problem by Reorienting the Corporate Social Performance Model</i>, where she reorients Wood’s CSP model in order to more effectively integrate the duty and economic perspectives</p>	<p>Corporate social performance / reorients the model to include three additional topics: (1) economizing, ecologizing, and power-seeking values, (2) ethics as positive and negative duty, (3) personal values.</p>	<p><i>“...identifies two major theoretical orientations in the business and society field [duty and economic perspectives]. The model is reoriented so it can be used to explore a synthesis between the two perspectives based on reframed principles of corporate social responsibility, processes of corporate social responsiveness, and outcomes of corporate behavior.”</i> (Swanson 1995: 43)</p>	<p>Corporate social performance</p>
<p>1995</p>	<p>T. Donaldson and L.E. Preston publish <i>The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications</i> which examines the stakeholder theory’s three aspects - descriptive, instrumental, and normative - and argues that stakeholder theory has a normative core (Garriga & Melé 2004: 60)</p>	<p>Normative base is fundamental / stakeholders are persons with legitimate interests in corporations, and all stakeholders hold intrinsic values</p>	<p><i>“The theory goes beyond the purely descriptive...which, although true, carries no direct managerial implications...we believe that the ultimate justification for the stakeholder theory is to be found in its normative core.”</i> (Donaldson & Preston 1995: 87)</p>	<p>Normative stakeholder theory</p>
<p>1996</p>	<p>R.A. Litz publishes <i>A Resource-Based-View of the Socially Responsible Firm: Stakeholder Independence, Ethical Awareness, and Issue Responsiveness as Strategic Assets</i> which further identifies social and ethical capabilities that can generate competitive advantages (Garriga & Melé 2004: 54)</p>	<p>Resource-based-view /dynamic capabilities focus on perception, responsiveness, and capacity of adaptation</p>	<p><i>“In recent years the resource-based view of the firm has made significant headway in explaining differences in inter firm performance... this perspective has not considered the social and ethical dimensions of organizational resources. This paper seeks to provide such an integration...the resource worthiness of stakeholder management, business ethics, and issues management are explored.”</i> (Litz 1996: 1355)</p>	<p>Strategies for competitive advantage / natural resource based view</p>

1997	John Elkington publishes <i>Cannibals with Forks: The Triple Bottom Line of 21st Century Business</i> , where he introduces the concept of the triple bottom line (3BM)	Triple bottom line(3BM) / companies should measure both economic, environmental, and social performance	<i>"The sustainability agenda, long understood as an attempt to harmonize the traditional economic bottom line with emerging thinking about the environmental bottom line... Increasingly, we think in terms of "a triple bottom line", focusing on economic prosperity, environmental quality and – the element which business has tended to overlook – social justice." (Elkington 1997: 2)</i>	Sustainable development
1997	R. Kaku publishes <i>The Path of Kyosei</i> which argues that corporations have a moral duty to engage in solving global problems (Garriga & Melé 2004: 64)	Five levels of ethical or corporate Kyosei: Economic Survival, Cooperating with Labor, Cooperating Outside the Company, Global Activism, and The Government as a Kyosei Partner	<i>"There is nothing wrong with the profit motive – even companies in the latter stages of kyosei must increase profits. But that is only the beginning." (Kaku 1977: 56)</i>	The common good
1997	R.K. Mitchell, B.R. Agle, and D.J. Wood publish <i>Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts</i> which focuses on stakeholder salience and stakeholder management (Garriga & Melé 2004: 63)	Stakeholder salience / stakeholder classes certain groups or entities of stakeholders may hold considerably more power over managers regardless of normative core	<i>"In this article we suggest the question of stakeholder salience – the degree to which managers give priority to competing stakeholder claims – goes beyond the question of stakeholder identification... What is needed also is a theory of stakeholder salience that can explain to whom and to what managers actually pay attention." (Mitchell et al. 1997: 854)</i>	Stakeholder management
1997	T. J. Rowley publishes <i>Moving Beyond Dyadic Ties: A Network Theory of Stakeholder Influences</i> , where he proposes a stakeholder theory based on the structural characteristics of stakeholder networks (Garriga & Melé 2004: 59)	Stakeholder networks / the density of stakeholder networks, and a firm's centrality in this network, influence its capacity for resisting stakeholder pressure	<i>"One approach for understanding stakeholder environments is...to examine characteristics of entire stakeholder structures and their impact on organizations' behavior, rather than individual stakeholder influences." (Rowley 1997: 887)</i>	Stakeholder management
1998	William C. Frederick publishes <i>Moving to CSR4 What to Pack for the Trip</i> , where he proposes the concept of CSR4(Garriga & Melé 2004: 52)	Cosmos Science Religion (CSR4) / the role of the corporations in CSR should be decentered and consider the roles of religion and science	<i>"...the main three components in CSR4 – cosmos, science, and religion – can be brought to bear and deepening the executive mind." (Frederick 1998: 53)</i>	Sustainable development
1999	T. Donaldson and T.W. Dunfee publish <i>Ties That Bind: A Social Contracts Approach to</i>	Integrative Social Contracts theory / two levels of socio-	<i>"Describes an integrative social contracts theory for business that recognizes two levels of</i>	Integrative Social Contracts theory

	<i>Business Ethics</i> which extends the theory of ISCT and recognizes two levels of contracts (Garriga & Melé 2004: 56)	cultural consent: Macro-social(Hyper norms) and micro-social	<i>consent...Discusses the role of hypernorms in integrative social contracts theory. Examines the concept of moral free space; the definition of "authentic ethical norms"; the process by which norms are generated; and the identification of authentic norms when making business decisions."</i> (Donaldson & Dunfee 1999: abstract)	
1999	Michael E. Porter and Mark R. Kramer publish <i>Philanthropy's New Agenda: Creating Value</i>	Strategic philanthropy / foundations are uniquely suited to create social value by considering performance and strategic value of their grants	<i>"Not enough foundations think strategically about how they can create the most value for society with the resources they have at their disposal...On the contrary, foundations often consider measuring performance to be unrelated to their charitable mission."</i> (Porter & Kramer 1999: 122)	Social investments in a competitive context
1999	Rosebeth M. Kanter publishes <i>From Spare Change to Real Change : The Social Sector as Beta Site for Business Innovation</i> , where she introduces the concept of corporate social innovation (CSI)	Corporate social innovation(CSI) / social issues can be the source of corporate innovation and growth	<i>"Companies view community needs as opportunities to develop new ideas, serve new markets, and solve long-standing business problems."</i> (Kanter 1999: 124)	Strategies for competitive advantage / corporate social innovation
1999	The UN Global Compact Principles are presented in a speech to The World Economic Forum which addresses topics such as human rights, labor rights, environmental protection etc. Later this year The Global Sullivan Principles are also updated and revised which focus on fair and socially just corporate practices. (Garriga & Melé 2004: 61)	Universal Business Principles / based on The Universal Declaration of Human Rights and other international declarations		Universal rights
1999	Amory B. Lovins, L. Hunter Lovins, and Paul Hawken publish <i>A Road Map for Natural Capitalism</i> , where they present a four-stage plan for Natural Capitalism	Natural Capitalism / managing the use of natural resources represents a major business opportunity, and the services the eco-system provides should be valued	<i>"This approach is called natural capitalism because it's what capitalism might become if the largest category of capital – the 'natural capital' of ecosystem services – were properly valued."</i> (Lovins et al. 1999: 146)	Strategies for competitive advantage

2000s

- CSR continues to become more instrumentally oriented with the emergence of many frameworks and concepts for strategic and competitive CSR
- A stronger focus on collaborative and community based models of sustainability and CSR
- Continued rise of many smaller fields and themes such as social entrepreneurship, social innovation, corporate citizenship, and hybrid organizations

2000	Michael C. Jensen publishes <i>Value Maximization, Stakeholder Theory, And the Corporate Objective Function</i> , where he argues for single-value corporate objectives in the form of value maximization (Garriga & Melé 2004: 54)	Enlightened value maximization / long-term value maximization as the corporation's objective	<i>"Enlightened value maximization utilizes much of the structure of stakeholder theory but accepts maximization of the long-run value of the firm as the criterion for requisite tradeoffs among its stakeholders, and specifies long-term value maximization or value-seeking as the firm's objective."</i> (Jensen 2000: 235)	Maximization of shareholder value
2000	William E. Halal publishes <i>Corporate Community: A Theory of the Firm Uniting Profitability and Responsibility</i>	Corporate Community / company profit can emerge from integrating stakeholders into a productive role	<i>"...an economic theory of the firm...that reconcile the conflict between profitability and responsibility. Rather than passive recipients of responsible treatment, modern stakeholders work with managers to improve their own benefits while also enhancing corporate profitability."</i> (Halal 2000: 10)	Stakeholder management
2001	Simon Zadek publishes <i>The Civil Corporation: The New Economy of Corporate Citizenship</i> , where he proposes the concept of the civil corporation and argues that there are limits to how corporations can engage in sustainable development	The civil corporation / a company that seeks to integrate civil, CSR, and sustainability goals in its core business and use them as opportunities for growth	[a civil corporation..]"takes full advantage of opportunities for learning and action in building environmental and social objectives into its core business..." (Zadek 2001: 9) "...even the strongest and most progressive corporation, acting alone, will rarely be able to sustain significantly enhanced social and environmental performance for extended periods of time." (Zadek 2001: 13)	Corporate citizenship
2002	D. Melé publishes <i>Not Only Stakeholder Interests. The Firm</i>	The common good / business has to con-	<i>"Business contributes to the common good in different ways,</i>	The common good

	<i>Oriented toward the Common Good</i> which argues that businesses must contribute to the common good of society	tribute to the common good because it is part of society	<i>such as creating wealth, providing services and goods in a fair and efficient way, at the same time respecting the dignity and inalienable and fundamental rights of the individual.</i> " (Garriga & Melé 2004: 62)	
2002	Michael E. Porter and Mark R. Kramer publish <i>The Competitive Advantage of Corporate Philanthropy</i> , where they argue for more strategically focused philanthropy (Garriga & Melé 2004: 61)	Strategic social investment / philanthropic investment can have a strong impact on competitiveness	<i>"But there is another, more truly strategic way to think about philanthropy. Corporations can use their charitable efforts to improve their strategic context – the quality of the business environment in the location or locations where they operate."</i> (Porter & Kramer 2002: 58)	Social investments in a competitive context
2002	C.K. Prahalad publishes <i>Strategies for the Bottom of the Economic Pyramid: India as a Source of Innovation</i> , where he coins the term 'bottom of the pyramid'	Bottom of the Pyramid / converting the poor into active consumers	<i>"How do we conceive of a market built around the very poor?...Can we convert our apparently insurmountable problems of poverty into a global opportunity..."</i> (Prahalad 2002: 6)	Strategies for the bottom of the pyramid
2002	C.K. Prahalad and A. Hammond publish <i>Serving the World's Poor, Profitably</i> , where they argue that MNCs can establish new markets and ensure sustainable growth by investing in BOTP markets	Bottom of the pyramid / markets at the bottom of the pyramid hold great growth potential	<i>"Markets at the bottom of the pyramid are fundamentally new sources of growth for multinationals. And because these markets are in the earliest stages, growth can be extremely rapid."</i> (Prahalad & Hammond 2002: 50)	Strategies for the bottom of the pyramid
2002	Rachel Jupp publishes <i>Getting Down to Business: An Agenda for Corporate Social Innovation</i> , where she presents an agenda for CSI and emphasizes the importance of partnerships between sectors	Corporate Social Innovation / cross-sector partnerships between the public and private sectors can help solve broad, social problems	<i>"There is a strong case for arguing that the next stage of the CSR agenda should focus on the core themes of strategic business incentives working in partnerships...with the aim of producing a wave of high-quality, high-impact social innovation"</i> (Jupp 2002: 11)	Strategies for competitive advantage / corporate social innovation
2002	Michael Braungart and William McDonough publish <i>Cradle to Cradle: Remaking the Way We Make Things</i> where they introduce the concepts of circular economy, cradle to cradle design, and eco-effectiveness and argue that sustainability is mainly a design flaw in the industrial system	Eco-effectiveness – cradle to cradle(C2C) / sustainability should not focus on balancing competing claims but rather to revolutionize the global industrial system through biomimicking and C2C design	<i>"But taken to extremes—reduced to isms—the stances they inspired can neglect factors crucial to long-term success, such as social fairness, the diversity of human culture, and the health of the environment. Carson sent an important warning to the world, but even ecological concerns, stretched to an ism, can neglect social, cultural, and economic concerns to the detriment of the whole system"</i> (McDonough and Braungart 2002: 149)	Strategies for competitive advantage
2003	R.A. Phillips, E. Freeman, and A.C. Wicks publish <i>What</i>	Stakeholder theory / stakeholder theory	<i>"...For stakeholder theory, attention to the interests and well-</i>	Normative stakeholder

	<i>Stakeholder Theory Is Not</i> which narrows the technical meaning of the term 'stakeholder'	is a moral theory of organizational management and ethics	<i>being of some non-shareholders is obligatory for more than the prudential and instrumental purposes of wealth maximization...</i> " (Phillips et al. 2003: 481)	theory
2003	J.D. Margolis and J.P. Walsh publish <i>Misery Loves Companies – Rethinking Social Initiatives by Business</i> , where they examine the CSP-CSF relation in 127 published studies	CSP-CSP relation / there seems to be a positive relation between CSP and CFP, but many methodological and theoretical questions remain	<i>"Before rushing off to find the missing link between a firm's social and financial performance, we need to understand the conditions under which a corporation's effort benefit society."</i> (Margolis & Walsh 2003: 297)	Empirical studies/ corporate social performance
2003	Marcel van Marrewijk publishes <i>Multiple Levels of Corporate Sustainability and Concepts and Definitions of CSR and Corporate Sustainability: Between Agency and Communication</i> , where he examines different concepts of corporate sustainability	Multiple levels of Corporate sustainability (CS) / CSR should be a custom process and match the development, awareness and ambition levels of the individual organization	<i>"A differentiated set of CS definitions implies that there is no such thing the features of corporate sustainability. Transparency, public disclosure, stakeholder engagement, societal approach to business, human capital, etcetera, should all be tailored in line with the context and specific ambition level of CS."</i> (van Marrewijk & Werre 2003: 108)	Sustainable development
2003	Janita F. J. Vos publishes <i>Corporate Social Responsibility and The Identification of Stakeholders</i> , where she suggests a new managerial approach to stakeholder identification	Stakeholder identification using Critical Systems Heuristics	<i>"The practice of corporate social responsibility means responding to a variety of stakeholders with different interests and needs. Although CSH is by no means – in terms of Ulrich – a guarantor for adequately dealing with those conflicting interests, it positively helps to become aware of them."</i> (Vos 2003: 20)	Stakeholder management
2004	Kim Alter publishes <i>Social Enterprise Typology</i> , where she proposes a typology that distinguishes between different types of organizations, including four types of Hybrid Organizations	Social Enterprise Typology / Organizations can be divided into profit, hybrid, and non-profit categories	<i>"These dichotomies are increasingly coming together in practice through the application of methods that marry market mechanisms to affect both social and economic value resulting in total value creation."</i> (Alter 2004: 1)	Ethical theories and instrumental theories
2005	D. Vogel publishes <i>The Market for Virtue – The Potential and Limits of Corporate Social Responsibility</i> , where he criticizes the efforts to create a business case for CSR	Linking CSR with financial performance is risky / it is unreasonable to expect that CSR always results in a financial payoff	<i>"However, the effort to demonstrate through statistical analysis that corporate responsibility pays off may be not only fruitless, but also pointless and unnecessary, because such studies purport to hold corporate responsibility to a standard to which no other business activity is subject."</i> (Vogel 2005: 33)	Corporate social performance
2005	Phillip Kotler and Nancy Lee publish <i>Corporate Social Responsibility Doing the Most Good for Your Company and</i>	Six major types of corporate social initiatives / approaches such as Cause Re-	<i>"This book distinguishes between six major types of corporate social initiatives...These initiatives include ones that are marketing re-</i>	Strategies for competitive advantage

	<i>Your Cause</i> , where they discuss six major types of corporate social initiatives	lated Marketing and Community Volunteering can provide both social and strategic benefits	<i>lated(i.e., cause promotions, cause related marketing, and corporate social marketing) as well as ones that are outside the typical functions of marketing departments”</i> (Kotler & Lee 2005: 2)	
2006	Fernando Napolitano et al. publish <i>The Megacommunity Manifesto</i> , where they present the concept of megacommunities	Megacommunity / challenges such as environmental risks are so complex that they cannot be solved by individual organizations alone, but only by joint private, public, and civil action	<i>“A megacommunity is a public sphere in which organizations and people deliberately join together around a compelling issue of mutual importance...A megacommunity is a larger ongoing sphere of interest, where governments, corporations, NGOs, and others intersect over time.”</i> (Napolitano et al. 2006: 83)	Sustainable development
2006	Alex Nicholls publishes <i>Social Entrepreneurship New Models of Sustainable Social Change</i> , where he examines social entrepreneurship including the concept of corporate social entrepreneurship(CSE)	Social Entrepreneurship (S-ENT) and Corporate social entrepreneurship(CSE)	<i>“Social entrepreneurship, therefore, represents an umbrella term for a considerable range of innovative and dynamic international praxis and discourse in the social and environmental sectors...Social entrepreneurship is clearly no longer a marginal activity pigeon-held under the headings of ‘non-for-profit’ management or ‘charity governance’...”</i> (Nicholls 2006: 5)	Strategies for competitive advantage / social entrepreneurship
2006	Michael E. Porter and Mark R. Kramer publish <i>Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility</i> , where they argue that corporate philanthropy should be strategically focused	Strategic CSR / companies should focus on the social issues they are best equipped to solve and which provide competitive advantage	<i>“When looked at strategically, corporate social responsibility can become a source of tremendous social progress, as the business applies its considerable resources, expertise, and insights, to activities that benefit society.”</i> (Porter and Kramer 2006: 80)	Strategies for competitive advantage
2006	Tania Ellis publishes the <i>The New Pioneers</i> , where she argues that CSI will gradually replace CSR as a social business strategy and presents other themes such as social innovation, the fourth sector, and cross-sector collaborations and partnerships	Corporate social innovation(CSI) and five ideals of CSI	<i>“The weakness of traditional social responsibility approaches such as philanthropy, sponsorships, community volunteering etc. is that they are all add-on’s – they complement the economic core business. Companies who have moved from CSR to CSI have made social responsibility a part of their business model.”</i> (Ellis 2007: 103)	Strategies for competitive advantage / corporate social innovation Sustainable development
2007	Geoff Mulgan et al. publish <i>Social Innovation: What It Is, Why It Matters and How It Can Be Accelerated</i> which examines the concept of social innovation and what drives it	Social innovation / a broad conception of social innovation which can come from both individuals, movements, and organizations	<i>“Innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organizations whose primary purposes are social.”</i> (Mulgan et al. 2007: 8)	Social innovation

2007	S. Strom of New York Times publishes the article <i>Businesses Try to Make Money and Save the World</i> which focuses on the concept of a fourth sector (Friis 2009: 10)	Fourth sector / there is a blurring line between the three traditional sectors of society – private, social, and public – and a fourth sector is emerging which combines the attributes of all three	"...the term fourth sector derives from the fact that participants[in the sector] are creating hybrid organizations distinct from those operating in the government, business and non-profit sectors, organizations driven by both social purpose and financial performance that fall somewhere between traditional companies and charities." (Strom 2007)	Social innovation
2007	Subhabrata B. Banerjee publishes <i>Corporate Social Responsibility: The Good, the Bad and the Ugly</i> , where he critiques and examines a broad range of CSR and sustainability concepts	Narrow focus on win-win solutions in sustainable development / the current discourses and academic literature of sustainability focus almost exclusively on economic rationality rather than ecological reality	"Sustainable development is to be managed in the same way development was managed: Through ethno-centric, capitalist notions of managerial efficiency. The macro-economic criteria of sustainable development have now become corporatized: it is sustainable only if it is profitable... Eco-efficiency, green marketing and eco-modernization will not save the planet. " (Banerjee 2007: 92)	Sustainable development
2007	Jakob Kærsgaard and Allan A.B. Hansted publish <i>Fjendskab er fremtiden</i> ¹ , where they introduce the concept of Collaborative Social Innovation, or CSI 2.0	Collaborative Social Innovation(CSI 2.0) / opposition is a great opportunity for innovative collaboration around problems no one can solve alone	"A solution that is made in collaboration with so called enemies is therefore cross-checked and double checked and will likely enjoy wider support than if it was created by a single actor." (Hansted and Kærsgaard 2007: 1)	Strategies for competitive advantage / sustainability partnerships
2008	Wayne Visser publishes <i>CSR 2.0: The New Era of Corporate Sustainability and Responsibility</i> , where he introduces the concept of CSR 2.0	Corporate Sustainability and Responsibility (CSR 2.0) / a shift from CSR 1.0 to CSR 2.0 similar to the shift from Web 1.0 to Web 2.0	"We are shifting from the old concept of CSR – the classic notion of 'Corporate Social Responsibility', which I call CSR 1.0 – to a new integrated conception, which can be more accurately labelled 'Corporate Sustainability and Responsibility'." (Visser 2008: 1)	Sustainable development
2009	Atle Midttun publishes <i>Strategic CSR Innovation: Serving Societal and Individual Needs</i> , where he defines CSR-I and its characteristics	Strategic CSR-I / CSR can be strategically implemented in the core business	"More recently, emerging new businesses have also engaged in CR as a core focus in their innovation... It introduces the paradigm of serving both societal and individual needs, thereby transcending the division between private and public goods." (Midttun 2009: 7)	Strategies for competitive advantage / corporate social innovation
2009	Dorthe Junge and Peter Lustrup publish <i>Social Innovation:</i>	The SiP Model / A strategic model of	"Our model for social innovation is built upon a strategic founda-	Social innovation

¹ Translated: Adversary Is the Future

	<i>En guide til rejse i ukendt land²</i> , where they review different concepts of social innovation and introduces their own model	social innovation encompassing nine distinct elements	<i>tion, as social innovation only can be integrated into the organization, when the management has the will to work with social innovation, and when the deeper understanding of the field is formulated strategically.</i> " (Junge & Lustrup 2009: 112)	
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2010s

- Several new concepts of strategic CSR emerge
- Strong focus on sustainable development and sustainable growth
- Increased focus on the role of the internet and digital mass involvement and collaboration in relation to CSR

2010	Celine Louche, Samuel O. Idowu, and Walter Leal Filho publish <i>Innovative CSR: From Risk Management to Value Creation</i> .	CSR-innovation / linking CSR with innovation and strategy	<i>"There is still room to explore how the art of innovation could be used to elicit how the field of CSR could be practiced worldwide...This book provides an insight into how scholars in 12 different countries around the world perceive innovative and strategic actions of corporate entities..."</i> (Louche, Idowu & Filho 2010: introduction)	Strategies for competitive advantage
2010	Wayne Visser publishes <i>The Rise and Fall of CSR: Shapeshifting from CSR 1.0 to CSR 2.0</i> , where he expands the concept of CSR 2.0	Corporate Sustainability and Responsibility (CSR 2.0) / CSR with a DNA consisting of five principles	<i>"There are five principles that make up the DNA of CSR 2.0: Creativity(C), Scalability(S), Responsiveness(R), Glocality(2) and Circularity (0)."</i> (Visser 2010: 3)	Sustainable development
2010	Muhammad Yunus publishes <i>Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs</i> , where he examines the concept of social business	Social Business / a business where the company makes a profit, but all resources are dedicated entirely to a social cause	<i>"We can think about a social business as a selfless business whose purpose is to bring an end to a social problem...Because the company is dedicated entirely to the social cause, the whole idea of making a profit is removed from the business."</i> (Yunus 2010: xvii)	Strategies for the bottom of the pyramid
2011	Laura Arrillaga-Andreessen publishes <i>Giving 2.0: Transform Your Giving and Our World</i> , where she presents a broad range of tools for strategic philanthropy	Broad and strategic Philanthropy / through technology people of all ages can engage in philanthropy	<i>"A philanthropist is anyone who gives anything – time, money, experience, skills, and networks – in any amount to create a better world."</i> (Arrillaga-Andreessen 2011: 1)	Strategies for competitive advantage
2011	Thomas Stengade Sønderskov publishes <i>Den nye mulighed:</i>	Corporate Social Innovation - three ide-	<i>"In CSR-Innovation it is either about developing new ideas in a</i>	Strategies for competitive

² Translated: Social Innovation: A Guided Journey Into Unknown Land

	<i>Social innovation i en forretningsmæssig kontekst</i> ³ , where he examines the concept of CSI and distinguishes between three ideal types of CSR	al types of CSR: CSR-Innovation, Corporate Social Opportunity, and Corporate Social Innovation	<i>philanthropic perspective or develop ideas that primarily focus on profit... CSO is an innovative measure designed exclusively to increase profits... CSI strives to combine 'doing the right thing' while also achieving a profit."</i> (Sønderskov 2011: 36-37)	advantage / corporate social innovation
2011	Michael E. Porter and Mark R. Kramer publish <i>Creating Shared Value: How to reinvent capitalism – and unleash a wave of growth and innovation</i> , where they introduce the concept of shared value	Creating Shared Value(CSV) / CSV focuses on the connections between societal and economic progress	<i>"CSR programs focus mostly on reputation and have only a limited connection to the business... In contrast, CSV is integral to a company's profitability and competitive position. It leverages the unique resources and expertise of the company to create economic value by creating social value."</i> (Porter and Kramer 2011: 16)	Strategies for competitive advantage
2013	Michael Braungart and William McDonough publish <i>The Upcycle – Beyond Sustainability: Designing for Abundance</i> , where they focus on the potential of upcycling and C2C as a new paradigm	Upcycling / intelligent design can create an eco-effective industry that is not only sustainable but eliminates waste	<i>"We like to say that if designers only designed better, humans could support the 10 billion souls we expect will inherit the earth by midcentury..."</i> (McDonough and Braungart 2013: 60)	Strategies for competitive advantage
2014	Wayne Visser publishes <i>CSR 2.0: The Evolution and Revolution of Corporate Sustainability and Responsibility</i> , where he further examines the concept of Transformative CSR, or CSR 2.0	Transformative CSR(CSR 2.0) / CSR that aims to tackle the root causes of sustainability through innovation and activism	<i>"Hence, while strategic CSR is focused on the micro level – supporting social or environmental issues that happen to align with their strategy(but without necessarily changing that strategy) – transformative CSR focuses on understanding the interconnections of the macro level system – society and ecosystems – and changing its strategy to optimize the outcomes for this larger human and ecological system."</i> (Visser 2014: 16)	Sustainable development
2014	Shashank Shah and V.E. Ramamoorthy publish <i>Soulful Corporations: A Values-Based Perspective on Corporate Social Responsibility</i> , where they introduce the concept of the SAI Way	Spiritual, Associational, Individual (SAI) / CSR as a triple transformation process	<i>"The SAI Way... - lays stress on the need to combine the qualities of the head(intellect) and the heart(compassion), on greatness flowing from goodness, on material quest with a spiritual base and on work infused with values."</i> (Shah & Ramamoorthy 2014: 415)	Ethical theories

³ Translated: The new opportunity: Social Innovation in a corporate context

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