R&S

Responsibility and Sustainability
Socioeconomic, political and legal issues (ISSN: 2340-5813)
Vol 2(3), pp: 43-56 *Research note*
Received: 05 November 2014 / Accepted: 28 November 2014

CORPORATE SOCIAL RESPONSIBILITY: A STRATEGIC TOOL TO ACHIEVE CORPORATE OBJECTIVE

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Abstract:

The wide consideration of corporate social philanthropy as Corporate Social Responsibility (CSR) by managers and their board has not yield the expected strategic benefit, but in reverse it has sometimes produced confusions and misunderstanding between the organization and their stakeholders. The pressure on managers to address the social needs of their stakeholders using the limited organizational resources is now undeniably strong. Therefore the need for the strategist to focus on strategic fit of the resources of the organization and the market opportunities becomes very vital.

In understanding the relationship among corporate objective, CSR strategy and organizational responsibility to stakeholders, the CSR principles become essential and the models for institutionalizing CSR. On this basis the objective of the paper is to establish the long-term strategic advantage of corporate social responsibility over corporate social philanthropy.

Keywords: *Corporate Social Responsibility (CSR)*; *corporate philanthropy*; *stakeholders*; *corporate objective*

RESPONSABILIDAD SOCIAL CORPORATIVA: UNA HERRAMIENTA ESTRATÉGICA PARA LOGRAR EL OBJETIVO CORPORATIVO

Resumen:

La amplia consideración de la filantropía social corporativa como Responsabilidad Social Corporativa (RSC) por los gerentes y sus juntas directivas no ha logrado el beneficio estratégico esperado, sino que, por contra, a veces ha producido confusión y malentendidos entre la organización y sus grupos de interés. La presión sobre los directivos para atender las necesidades sociales de sus grupos de interés usando los limitados recursos organizacionales es ahora innegablemente fuerte. Por tanto, la necesidad para el estratega de centrarse en el ajuste estratégico de los recursos de la organización y las oportunidades del mercado resulta realmente vital.

Para entender la relación entre el objetivo corporativo, la estrategia de RSC y la responsabilidad organizativa con los grupos de interés, los principios de la RSC resultan esenciales y los modelos para institucionalizar la RSC. Sobre esta base, el objetivo del artículo es establecer la ventaja estratégica a largo plazo de la RSC sobre la filantropía social corporativa.

Palabras clave: *Responsabilidad Social Corporativa (RSC)*; *filantropía corporativa*; *grupos de interés*; *objetivo corporativo*

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1. Introduction

According to authors as Premeaux and Mondy (1993) or Agulanna and Madu (2008), Corporate Social Responsibility (CSR) can be defined as the implied, enforced or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves.

Nowadays CSR has become an important issue for all business operating in the Nigerian market. Every day the players in the market (stakeholders: host communities, government, interest groups, the general public, etc.) are becoming more aware of the corporate roles of the business organizations and demanding more involvement of companies in the day-to-day running of the affairs of the society (social demand). They have come to the understanding that, it is objective myopia for corporations to position themselves in the market solely for profit maximization and growth, with little or no respect to what is going on in their host communities or pressing government needs and rising social interest.

Business organizations are established to achieve three basic objectives, namely:

1. *Profitability*: business organizations are established to generate more wealth for their shareholders by maximizing the return on capital invested by shareholders. These returns are the resource base which the organization uses to achieve objectives they are associated with.

2. *Growth/expansion*: no businesses want to remain the way they are when they get started. If they started as one man business or partnership, it may have plans to transform into Multi-National Company (MNC) or a global company. But it must be noted that, the growth of a company is not only the function of organization profit, but to a great extents how much control the owner(s)/founder(s) are willing to let go to professionals.

3. *Service (CSR)*: in as much as the organization is established for profit, it must address the social needs of its environment to reduce the negative effect of its operation on the stakeholders.

In order to avoid objective myopia, Peter F. Drucker (1955) outlined eight areas where management objectives are to be set. These eight areas are vividly presented by Chikwendu (2011), as follows:

1. *Market standing*: management should set objectives where it would like to be in relation to its competitors.

2. *Innovation*: management should set objectives, outlining its commitment to the development of new methods of operation.

3. *Productivity*: management should set objectives outlining the target level of production.

4. *Physical and financial resources*: management should set objectives regarding, acquisition, use and maintenance of capital and monetary resources.

5. *Profitability*: management should set objectives that specify the profit that the company would like to generate.

6. *Managerial performance and development*: management should set objectives that would specify rates and levels of managerial productivity and growth.

7. *Worker performance and attitude*: management should set objectives that would specify rates of productivity as well as desirable attitudes for workers to process.

8. *Public responsibility*: management should set objectives that indicate company's responsibilities to customers and society and the extent to which the company intend to live up to those responsibilities.

Picking-up any policy/strategy book of an organization, we can assume that the first seven areas are more feasible to all stakeholders either directly or indirectly. The exception is given by the last one, on *public responsibility* (i.e. corporate social responsibility), which hardly finds accommodation on a number of company policy books.

Companies claim that they have provisions in their budgets to build roads, schools, sponsor social and non-social events, award scholarships, etc. But the real issue is: *are they explicitly stated in the company objectives, to ensure continued and sustainable development efforts?* A majority of Manager Directors (MDs) or Chief Executive Officers (CEOs) will say is not necessary to include them in the corporate strategic plan, then giving rise to stakeholders not understanding and a conflict of interests in the boardroom on what to do next for the society. This indeed is *objective* or *strategic myopia*.

Such objective or strategic myopia of corporations has resulted in the unrest witness in the various oil producing communities and national protest against the policies of corporations and the unfortunate devastation of public and private properties. This has affected firms that have not been given back to the stakeholders. Many of them, in an attempt to bridge the gulf created over the years (by ignoring CSRs), have embarked on social philanthropy. However, this approach has not have the desired effect on the stakeholders.

Organizations do not ignore the broad concept of CSR, but they prefer the concept of social philanthropy. According to Amaesh (2011), “the emphasis on corporate philanthropy gives the broad CSR agenda a poor characterization and invariably an underserved negative reputation and strong cynicism, which often trails CSR in most corporate boardrooms. In such instances, CSR is often seen as an extra cost, which most businesses would naturally and understandably like to avoid”.

But avoiding the concept of CSR over the years has not contributed to positioning organizations strategically in the market. Providing or donating funding to schools, prisons, etc. may be great efforts and contributions, but addressing the negative effect of their operations on the stakeholders, by establishing a framework structure designed to meet the present and future negative effect of the organization operation. A good example is the effect of oil spillage and gas frying by the multinational and local oil companies operating in the Niger-Delta region of Nigeria, which has resulted in loss of aquatic lives and land degradation. The oil companies rely on the Government through the Ministry of Environment to clear-up the environment but forget Government constant cry for lack of fund and the bureaucratic structure of the civil service which takes longer time to approve any project.

This complete dependence on Government has it turn on their operations as the host communities have to result to jungle justices to press home their charges. Citizens know the story too well. But the losses to the nation and oil companies will have been avoided if they have not embarked on corporate social philanthropy, i.e. given money to chiefs, kings, politicians, bribery, youth leaders and even the security operatives. These expenses are all corporate social philanthropy with no result in the long-run term.

Just on the contrary, long-run profitability and growth is the key to ensure the continued existence of organizations in a competitive market environment.

2. Corporate Social Responsibility strategy

CSR strategy is a planned and detailed programme of action on how a corporate organization will involve its corporate activities (mission, vision and objectives) in value development towards its stakeholders and thereby will achieve its corporate objectives. For CSR to be used as a strategic tool, it must be institutionalized or incorporated into the corporate activities/processes, given it equal attention as in respect to sales strategy, marketing strategy, operation strategy, human resources strategy, financial strategy and the host of other strategies vividly stated in the corporate policy/strategy book.

CSR has been argued to be very costly on the business and customers. For instance, business managers are not trained to carry out social activities, which may diffuse the mission of the business, social cost lack accountability (therefore there is high tendency to commit fraud). And to the customers, the cost of CSR is frequently transferred to them in form of higher prices, low quality goods or services and even artificial scarcity to hike price and demand. However, it must be established that all strategies have their cost and effect relationship and cost/benefit ratio on both parties. The function of the strategist is to establish a strategic fit in all strategies formulated, interpreted, implemented and a sound control system. In this sense, an effective CSR strategy cannot be formulated without a good understanding of the organizational responsibility towards stakeholders and other related concepts.

2.1. Organizational responsibility towards stakeholders

Responsibility appears as a really broad concept involving a number of possible views/approaches, namely:

1. *Responsibility towards customers*: customers are a business’ first responsibility and companies should offer them appropriate goods or services in terms of quality and safety at reasonable prices (Brow and Clow 2008). They should also try as much as possible to encourage fair competition in the market, as when companies restrict competition, consumers are subsequently affected.

2. *Responsibility towards employees*: companies have the duty of providing employees with safe working conditions, equal treatments, and fair pay commiserates with their labour input. In this same sense, they must also avoid discriminations on employment and use of child labour. All this will contribute to increase employees' morale (motivation), productivity and ensure higher turnover rates.

3. *Responsibility towards society*: companies have the responsibility to reduce the negative effect/impact of their activities on the society. They must perform their environmental responsibility towards society.

4. *Responsibility towards creditors and owners*: companies should report the true state of their affairs of the business financial and non-financial records.

5. *Responsibility towards Government*: companies must operate within the stated laws and support Government policies in ensuring quality of life.

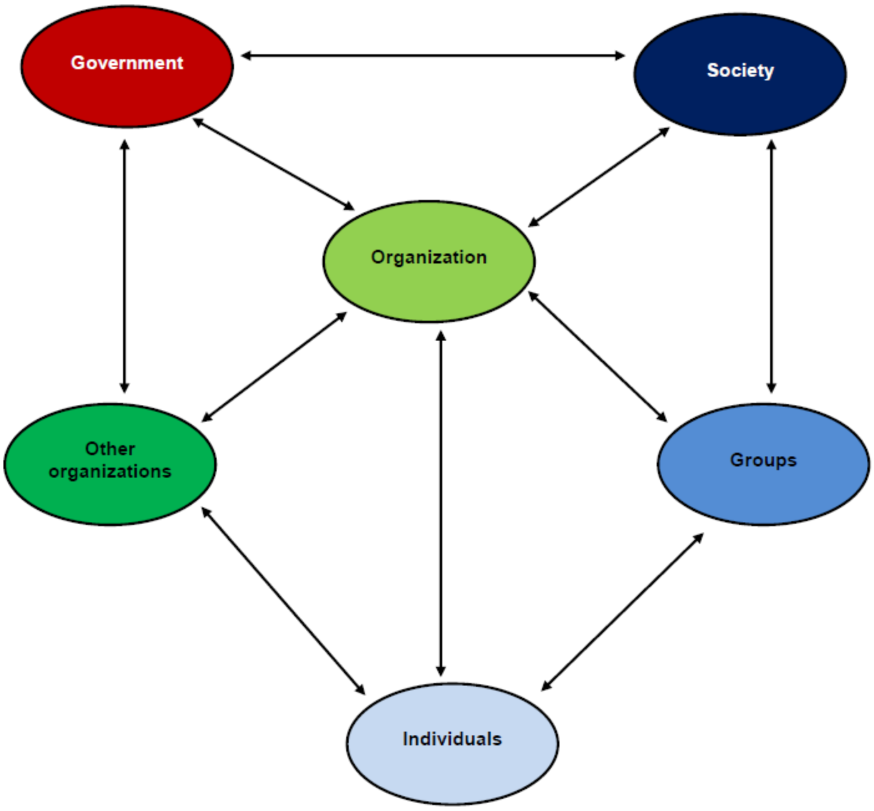
2.2. Orientations of corporate social responsibility

Orientations of CSR are threefold, involving:

1. *Profitability orientation*: this holds that an organization is socially responsible if it makes profit for its owners (shareholders) and thereby achieves other corporate objectives which are tie to its profitability potentials.

2. *Trusteeship orientation*: the organization is a trustee of the society resources committed to it and used by it to achieve its objective. This orientation holds that there is a *social contract* between the organization and the various stakeholders where it operates. Social contract is a web of responsibility between all stakeholders in a sector to interact and co-exist for the better good of all parties and future generations. In Figure 1 we can note that the organization is at the centre of the contract, so a lot is committed to it, and much is accepted. The resources which the organization is using are all given to it based on trust (including the labour force, materials, money and machinery the organization is using). Then the organization must give back and keep the trust element committed to it.

Figure 1. The central position of the organization in the social contract



Source: own elaboration based on Growther and Aras (2010)

3. *Quality of life*: whatsoever be the nature of the firm operations, in the course of achieving its objectives it must understand that all stakeholders –no matter his economic and social standing– have an undeniable right to a minimum quality of life[1] and to improve it. So the definition of sustainable development must be kept in mind in the process of achieving objectives and it must not be compromised. In this sense, sustainable development should meet the needs of the present without compromising the ability of future generations to meet their own needs.

2.3. The contracting view of CSR

There are alternative views aiming an understanding of CSR, involving other directions or perspectives to explain its orientations. However, the core ideological concepts and orientations are similar or the same. Some salient ones are:

1. The *profit concept* (profit maximization orientation): an organization is socially responsible if it maximizes profit by using its resources (financial, human, physical and information resources) by operating within the confine of the stipulated law and ethical code.

2. The *stakeholder concept* (quality of life): every single action of the organization affects directly or indirectly its stakeholders. Directly, stakeholders may suffer the actual operational loss or gain of the organization. Meanwhile, indirectly there is no direct relationship between the loss and gain arising from the organization activities on the stakeholders, but another link can be established. So, whenever a decision is taken in the organization regarding its operations, the interest of the stakeholders must be considered at all levels of management decision making.

3. The *social power/social responsibility concept*: suggesting that businesses have a certain social responsibility because of the power that they wield (Higgins 1991).

3. The principles of corporate social responsibility

Corporate social responsibility can be considered as based on three core principles, namely:

1. *Sustainability*: the organization should carry out CSR programmes or projects which it can sustainably carry over time and in line with the definition of sustainable development. According to Growther and Aras (2010), this way sustainability is concerned with the effect which action taken in the present has upon the option available in future.

2. *Accountability*: the organization must recognize that it is responsible to the external stakeholders and accountable to them in the process of achieving its objective. Therefore the company must assume the responsibility of its action. It is located at the central position of the social contract and so it is not only responsible to the owners of the business but to all parties in the social contract and therefore it should be held accountable for its actions.

3. *Transparency*: organizations must fix and maintain easy-to-read and understandable objectives regarding every area of their activities. All stakeholders should be able to perceive and understand the activities in the organizations through their communication policies and demand for explanations when noticed they are drifting away from intended objectives and policies. External stakeholders are the worst hit of the organization negative activities (externalities), so they have the right to know what companies are doing for themselves and for them.

3.1. Level of responsibility

Higgins (1991), based on Carroll's postulates(1979)[2], highlighted four categories or levels of responsibility (Figure 2). The orientations and concepts of CSR are encompassed in this model, including:

1. An *economic responsibility*: as a business should be considered, first of all, as an economic unit in society. So, its direct and primary economic responsibility is to make profit.

2. A *legal responsibility*: as even when a business is focused on profit maximization, it must play by the law, obeying the lay down rules and regulations operating from the local level to international level. This responsibility also includes assisting the Government and society in ensuring that laws are operational.

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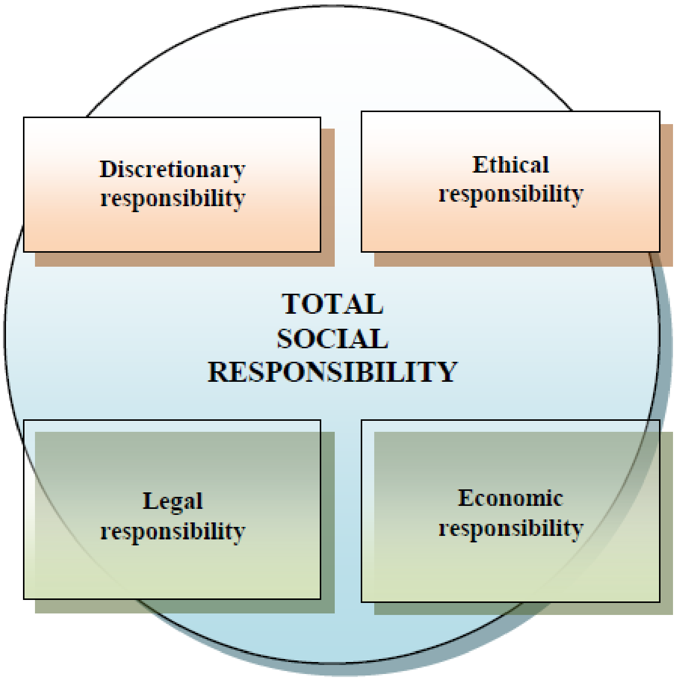
[1] "Quality of life" refers to the general well-being of a society in terms of freedom, education, health care, safety, free-time, etc.

[2] After several salient contributions in the field, Carroll specified his model on CSR as the well-known "pyramid of corporate social responsibility" (1991).

Figure 2. Total social responsibility



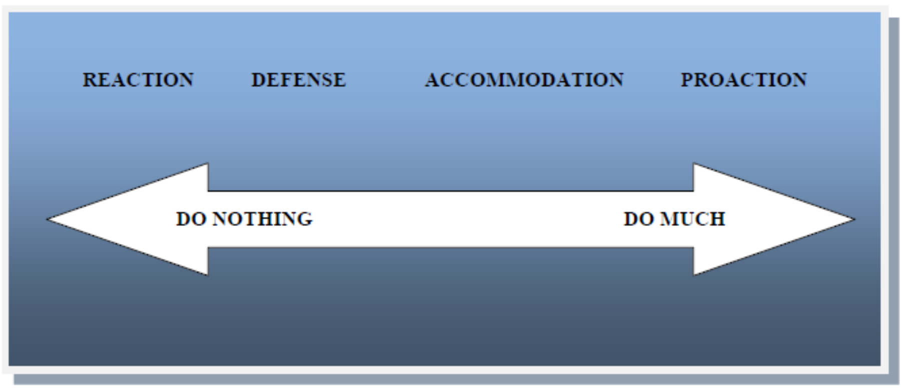
Source: own elaboration based on Carroll (1979) and Higgins (1991)

3. A *discretionary responsibility*: including activities for which there are no societal laws, rules, or ethical statements, but for which expectation might exist. These are based on the desire of the organization to give something of value back to the society, even when by law or otherwise it is not its responsibility to do it (e.g. building roads, scholarship, etc.). Higgins (1991) refers to discretionary responsibilities by saying that they are the highest form of social responsibility because they are voluntary, also establishing that they should not be considered as charitable giving, although they play an important part.

3.2. The philosophy of responsiveness

Organizations face in four ways social demands emanating from the society or business environment. The subsequent possible responses are (Carroll 1979, Higgins 1991): i) a reactive social responsibility response; ii) a defensive social responsibility response; iii) an accommodative social responsibility response; and iv) a proactive social responsibility response. They all are shown in Figure 3.

Figure 3. Possible social responsibility responses



Source: Higgins (1991), based on Carroll (1979)

A *reactive social responsibility response* arises when organizations resist all attempts to draw them into taking responsibility for their actions. In this case companies deny and resist responsibility for their actions with all the economic, political and social power within their control. But they accept their economic responsibility while rejecting others. Organizations with this philosophy may be monopolies or have strong political influence and economic power to influence social policies and public opinion. Even when organizations can not at the end gain strategic advantage from this (as once their power and influence is broken they are out of business), it remains as a traditional management approach or response.

A *defensive social responsibility response* means that organizations accept their responsibility, but advance reasons which they may claim they are "beyond their control" for being responsible for their failure to address the social demand. This response is suitable where the social demand can no longer be address (for example, sponsorship of social events or rallies which has been conducted). But where the social demand can still be addressed, it is better to accommodate it after advancing reasons for not responding initially. At any case, it must be clear that action gains competitive position faster than well-articulated, reasonable, understandable and persuasive excuses to defence position (go for action).

Accordingly to an *accommodative social responsibility response*, organizations accept the responsibility of their actions towards their stakeholders. Following Higgins (1991), in this case companies are willing to take action to adhere to society's demands in terms of economic, legal and ethical responsibilities. They wait until the stakeholders concrete their demands and request them to act. Organizations seem not to have lay down policy (well defined) on what and how their social responsibilities will be done. They are responding to situations and situations are not responding to their plans. And companies can only gain strategic advantages when they fit their response to the organizational plans. The economic reason why organizations encage in CSR is to be ethical (so this is not strategic CSR).

Finally, a firm which performs following a *proactive social responsibility response* goes beyond what is legally and ethically required, and so it leads the industry, seeking innovative ways to improve communities (Higgins 1991). Using CSR as a strategic tool, organizations must act proactively. Situations and responses to them are included in the organizational plan by foreseeing the trend of events in the future from the present; given past data (strategic vision). They include well-stated and well-defined CSR policies in the company mission statement.

For example, according to the *2010 Annual report* of *Lafarge Cement WAPCO Nigeria PLC* (Lafarge 2014), the company states that in order to maximize the impact of its CSR, five priority focus areas have been determined: i) health and safety; ii) education; iii) youth empowerment; iv) provision of basic infrastructures; and v) agricultural aids. At this purpose, different projects have been initiated or supported having an impact on improving the welfare and living standards of the people within and outside the neighbouring communities. Additionally(Lafarge 2012), the firm has determined three main commitments as part of its strategic guidelines for sustainable development (*Sustainable Ambitions 2020*) regarding society (*"building communities"*), economy (*"building sustainably"*), and environment (*"building the circular economy"*).

Another company, *Chellarams PLC*, is embarked on a plan to build the Isolo Independent Power Project –that will supply 10 megawatts (MW) of clean, constant and non-fluctuating electricity to industries within the areas–, power street light, a health centre and a police station for free (expect industries). Upon the completion of the project, it will go a long way to address and solving the power problem of the area and increase productivity. As we can see, using CSR as a strategic tool through a proactive social response positions the organization into the future.

4. Reasons for corporate social responsibility

Strategists must also understand the reasons why corporations embark in CSR activities. These reasons are presented in Figure 4 and include stimulus both inside and outside the firm, as well as economic reasons related to the benefit of using CSR.

On the one hand, the inside stimulus are influenced by the philanthropic principles of the managers, and their desire to carry on the instituted culture. On the other hand, the outside stimulus arise much more as a response to the activities of competitors and stakeholders.

Figure 4. Different reasons for Corporate Social Responsibility

		Economic benefit from CSR	
		Unclear (ethical CSR)	*Clear* (strategic CSR)
Main stimulus for CSR	*Outside the firm*	Normative CSR	Competitive CSR Coercive CSR
	Inside the firm	Philanthropic CSR Inertial CSR	Enlightened self-interest

Source: based on Haberberg and Mulleady (2004)

4.1. Inside firm stimulus to CSR

To be precise, and regarding inside the firm (internal) stimulus, we can refer to (Haberberg and Mulleady 2004):

- *Philanthropic CSR*: when firm managers act in line with their deeply held principles on the reason to perform philanthropic activities (giving without expecting return) with the organization resources to the stakeholders.

- *Enlightened self-interest*: a situation holding that a manager should understand that his/her philanthropy intentions and/or principles are not the only major element needed to carry-out CSR, but the human resources in the company must be competent and willing to work out the CSR objectives and goals too. The manager task is then to sell the idea to his/her employees and hope they will understand and cooperate. The philanthropic CSR work well were the manager has major or strong influence on the decision making process, but in a management-by-objectives (MBO) organization, enlightened self-interest is desirable.

- *Inertial CSR*: when a succeeding manager imbibes the culture of CSR which was introduced by another manager(s).

4.2. Outside firm stimulus to CSR

Similarly, regarding outside the firm (external) stimulus, we can refer to (Haberberg and Mulleady 2004):

- *Normative CSR*: when organizations embark on CSR because it is the norm in the activity sector where they perform or the usual way companies do things, and not because they specifically or properly want to carry-out CSR projects/programmes to the stakeholder benefit. They only want to be view and known as socially responsible corporate citizens or to obey the stipulated laws. According to the definition by Mondy and Premeaux (1993), this CSR may be "enforced" on an organization by the law of the land, making CSR norms for all corporations to perform.

- *Competitive CSR*: when the activities of the competitors CSR may be view or anticipated to be attracting more goodwill for the concerned firms and gaining strategic competitive advantage at the detriment of other firms in the industry. In retaliation to the activities of the competitors, the firm embarks on CSR to hold their market share or regain the loss market share. The process by which a firm retaliate the movement of competitors with a more efficiency strategic movement in the CSR field to reduce the effect of competitors activities on the firm objective, is referred as competitive CSR.

- *Coercive CSR*: a situation where socially responsible policies are forced upon an organization by the outside stakeholders to embark on, for example, by discrediting or refusing to trade and use its products due to their lack of compliance with acceptable social norms (for instance, when not treating waste before disposal). The firm may embark on searching "solutions" to the "problems" (i.e. waste treatment) in order to by-cut the rejection of the stakeholders and win their affection.

4.3. Economic benefit from CSR

According to Figure 4, normative CSR, philanthropic CSR and inertial CSR are classified as *"unclear"* because these ways of CSR are not done with any strategic reasons or purpose, but only to walk along the ethical code (so they are referred to as *ethical CSR*).

Meanwhile, competitive CSR, coercive CSR and enlightened self-interest, are well thought and designed activities to gain strategic competitive position or advantage over the firm competitors. So their mission is clearly thought-out and it is *"clear"* to all stakeholders. The corporation will not be acting out of pity for the stakeholders but it will be performing proactively and in an accommodative way to meet the perceived needs of its stakeholders. So the corporation will know exactly what they wanted and meet the needs directly without sharing money and gift to elders, youth leaders, government officials, politicians and the list goes on and on. This is *strategic CSR*, and strategy is related to establishing the fit between the organization resources and its market opportunities.

5. Institutionalizing CSR in organizations

The gain from carrying out CSR cannot be fully harvested by any organization without well defined policies on social involvement, and the support of the department or unit which is ranked high in the organization chain of command (preferably reporting to the CEO) and well keyed to the company mission and strategic vision to implement the CSR programmes and policies.

Referring to concrete examples, *Lafarge Cement WAPCO Nigeria PLC* has established a Community Development Committee to implement its CSR policies, which membership is being made-up of reputable resident community members, endorsed by the community leaders as representative of the community and the company representatives (Lafarge 2014). They jointly discuss required issues, as they affect the common interest of both the community and the company in line with the company policies on CSR.

After establishing this committee, the company is in a better position to study from the past to the present as well as future social demands of the stakeholders (community) and so take a proactive response. The firm has gained the support and acceptance of its host community and other stakeholders, which has resulted into higher levels of productivity.

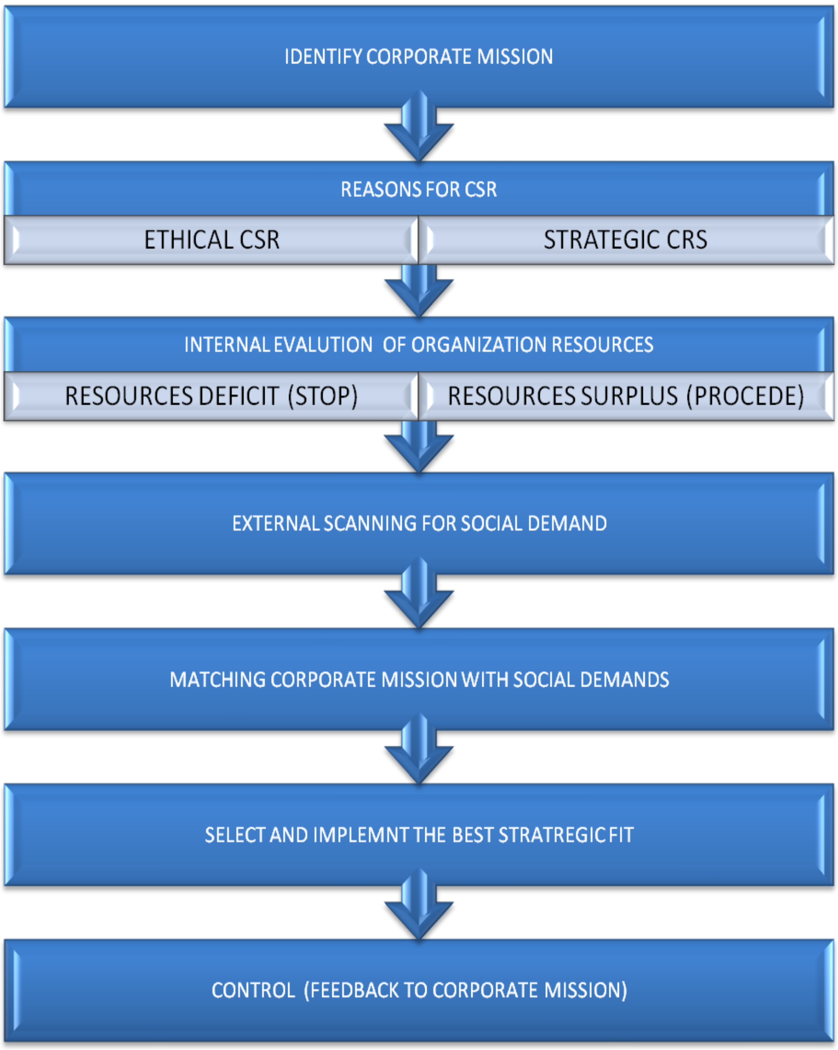
However, establishing CSR-involved departments and units in organizations which directly report to CEOs does not solve the problem, as many organizations have CSR managers (or whatever names they are called) but still they are not enjoying the strategic advantages that will come as a result of performing CSR. In such case, answers to some key questions will proof vital: *what is the mission of the organization?*; *why is the firm involved in CSR?* (i.e. for ethical or strategic purposes); *what is the effect of its operations on stakeholders and which are their expectations from it?*; *do the firm have resources to continuously sustain any of its CSR programmes and even advance it in near future?*, *what can the firm do that is more appearing but will cost it nothing or little resources?* Answers to these questions will review the point of strategic misplacement[3].

At any case, institutionalizing CSR requires that there must be a strategic fit between the CSR and the mission of the firm. To establish a CSR/corporate mission strategic fit, the following steps will play a vital role (see Figure 5): i) identifying the corporate mission; ii) stating the reasons for CSR (ethical or strategic purposes); iii) internal evaluation of resources in the organization; iv) external scanning of the situation for social demands; v) matching corporate mission with the various social demands; vi) selection and implementation of the best strategic fit; and vii) comparison of the CSR effect on the organization and its stakeholders with the corporate mission (CSR assessment/control).

1. *Identifying the corporate mission*: corporate mission is the main purpose for which the corporation was primarily established to pursue given its available resources. This form the identity of the corporation and foundation of its ethical believes and value orientations. The function of the strategist is to separate the core mission from the subordinate ones. Once the core mission is separated, the strategist is in charge of driving it accordingly to the direction in which the organization wants to perform at short, medium and long term (even in the next 100 years), while the subordinate missions change regularly. In this sense, formulating strategies around the core mission than on the subordinate mission will be very productive.

[3] That is, the stage in the process of formulating and/or implementing strategy where the strategist loss his/her vision.

Figure 5. CSR/corporate mission strategic fit model



Source: own elaboration

2. *Stating the reasons for CSR (ethical or strategic purposes)*: given the mission of the organization, we can now establish the reason why it is embarking on CSR. Maybe the organization is aiming to be view as acting accordingly to norms and ethical practices (ethical CSR), or maybe it considers CSR as a tool of positioning ahead competitors and achieve strategic advantages (strategic CSR). Depending on the option or reason, the corporation can use an accommodative or a proactive social responsibility response.

3. *Internal evaluation of resources in the organization*: at this stage the strategist does the internal environmental scanning of strengths and weaknesses. Establishing relationships among the strengths and weaknesses in the organization is linked with its ability to use available resources to solve or address the stakeholder's demands without losing sight of the own basic objective or mission in the company. If it has the resources to champion these courses, they should precede, but if otherwise is better to be operational and profitably using a defensive social responsibility response, it could be an option instead of adopting and accommodative or proactive social responsibility response and fail.

4. *External scanning for social demands*: when aiming to gain strategic advantage, situations must respond to the plan of the company as much as the plan of the company must respond to situations. In other words, the organizations must carry-out an environmental scanning (on opportunities and threats) to understand the impact of its activities on the stakeholders and their expectations from the organization. These expectations are the social demand which the organization will strive to meet through its CSR programme.

5. *Matching corporate mission with the various social demands*: once the various social demands have been identified, organizations cannot very likely address they all due to their limited available resources, and even in case they have the desire to address all. Given the limited resources available, organizations can only address limited issues, and then the need to match the corporate mission and the social demand will be inevitable. The task to be done here is to primarily screen out those social demands that do not conform the corporate mission, while retaining those other demands that are within the scope of the organizational mission.

6. *Selection and implementation of the best strategic fit*: the strategist evaluates the various options in the light of the available resources and selects the social demand and the best programme option with a higher review preference and the best strategic fit for implementation.

In this step, and according to Agulanna and Madu (2008), the "implementation stage encompasses the activities of developing the organizational structure and climate best suited for the implementation of the chosen strategy option. In other words, matching the structure to the chosen strategy; developing medium and short-range policies, plans and programmes designed to assign human, material, financial , and ideational resources as required by the chosen strategy".

At this purpose, the strategy implementation involves three stages, namely:

- *Organizational implementation*: at this stage, the strategist examines the organizational structure (line, line and staff, functional, divisional and adhocracy structure) to establish the best fit for the implementation.

- *Policy implementation*: without a policy back-up, CSR –or any strategy– cannot be institutionalized. The organization must add the CSR programme into its strategic policy book, with well detailed explanations and corrective or disciplinary backing measures.

- *Personnel implementation*: those that will implement CSR policy must be qualified, trained and developed continuously, knowing their place of contribution in the total organization goals and objective achievement.

7. *Comparison of the CSR effect on the organization and its stakeholders with the corporate mission (CSR assessment/control)*: the function of control is greatly vital to know if the desired CSR effect is achieved. Controlling is the process of comparing set standard with the actual result and study, to seek and to explain the reasons for any deviations, either positive or negative.

As a consequence, institutionalizing CSR activities and practices in any organization is not to be the result of a quick and unthinking impulse, but a systematic and thoughtful process that must be done gradually not to upset the delicate structures which an organization is builds upon. Organizations are hereby advised not to take decision on CSR without considering and putting to mind the definition of sustainable development.

In this sense, a good understanding of the multiple potential categories of social responsibility and their applications is also vital. Table 1 shows examples of such categories and applications in an extensive way according to Higgins (1991).

6. Conclusions

In the words of Amaeshi (2011): "the ultimate goal of a true CSR orientation is to contribute to a better society. And CSR affords firms and managers the opportunity to adjust their means of production in way that gives then competitive advantage and enhance their long term profitability". This author also established that "by implication, the dominant view of corporate social responsibility as corporate philanthropy in Nigeria needs to be seriously challenged. CSR, in the true sense of the practice, is a 'business paradigm', a culture that should permeate all facets of business decisions. It is a way of life –the 'how' of 'how we do business'– and 'how' profit is made and used. It ought to be integral to the strategy of any firm that wants to genuinely commit to responsible business practices and not just mere philanthropy".

Accordingly to these statements, this paper contributes a review on CSR literature and concrete examples at national level together with some international salient references, as well as suggests a CSR/corporate mission strategic fit model to assist managers in institutionalizing CSR in Nigerian organizations, also aiming future research in the field.

Table 1. Categories and applications of social responsibility

Category	Applications
Product line	- Internal standards for products - Average product life - Product performance - Packaging impacts
Marketing practices	- Sales practices - Credit practices against legal standards - Accuracy of advertising claims-specific government complaints - Consumer complaints about marketing practices - Fair pricing - Packaging
Employee education and training	- Policy on leaves of absence - Dollar spent on training - Special training programme results (systematic evaluations) - Plans for future programmes - Career training and counselling - Failure rates - Personnel understanding
Corporate philanthropy	- Contribution performance - Selection criteria for contributions - Procedures for performance tracking of recipient institutions or groups - Programmes to permit and encourage employee involvement in social projects - Extent of employee involvement in philanthropy decision making
Environmental control	- Measurable pollution - Violations of government (federal, state, local) standards - Cost estimates to correct current deficiencies - Extent to which various plants exceed current legal standards (e.g., particulate matter discharged) - Resources devoted to pollution control - Competitive company performance (e.g., capital expenditures) - Effort to monitor new standards as proposed - Programme to keep employee alert to spills and other pollution-related accidents - Procedures for evaluating environmental impact of new packaging of products
External relations	- Community development - Support of minority and community enterprises - Investment practices - Government relations - Specific input to public policy through research and analysis - Participation and development of business/government programmes - Political contributions - Disclosure of information (communication) - Extent of public disclosure of performance by activity category - Measure of employee understanding of programmes (relations/communication with stockholders, fund managers, major customers, etc.) - International relations - Comparisons of policy and performance with those of other countries and against local standards

Continues...

Table 1. Categories of social responsibility *(continuation)*

Category	Applications
Employee relations, benefits, and satisfaction with work	- Comparison of wage and other policies with competition and/or national averages - Comparison of operating units on promotions, terminations, hires - Performance review system and procedures for communication with employees whose performance is below average - Promotion policy –equitable and understood - Transfer policy - Termination policy (e.g., how early is notice given?) - General work environment and conditions - Fringe benefits as percentage of salary at various levels - Evaluation of employee benefit preferences (questions can be posted as choices) - Evaluation of employee understanding of current fringe benefits - Union/industrial relations - Confidentiality and security of personnel data
Employment and advancements regarding minorities and women	- Current hiring policies in relation to the requirements of affirmative action programmes - Company *versus* local, industry, and national performance - Percentage of minorities and women employed in major facilities in relation to minority labour force available locally - Number of minorities and women in positions of high responsibility - Promotion performance of minorities and women - Specific hiring and job upgrading goals established for minorities and women - Programmes to ease integration of minorities and women into company operations (e.g., awareness efforts) - Specialized career counselling for minorities and women - Opportunities for a physically handicapped
Employee safety and health	- Work environment measures - Safety performance - Services provided (and cost of programmes and human resources) for safety equipment, instruction, special safety programmes - Comparisons of health and safety performance with competition and industry in general - Developments/innovations in health and safety - Employee health measures (e.g., sick days, examinations) - Food facilities - AIDS policies

Source: based on Higgins (1991)

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