STRATEGICALLY LEVERAGING CORPORATE SOCIAL RESPONSIBILITY TOWARDS A SUSTAINABLE ENTERPRISE

Dr Namita Rajput[*]

Ms Neha Khaitan[**]

Ms Priti Aggarwal**

Ms Richa Kaur **

ABSTRACT

There is a wide spread acceptance that corporate social responsibility is good for business and that's why most companies are engaged in CSR activities in one or the other forms. The basic principle is that CSR provides opportunities to strengthen relationships between a company and many of its key stakeholders. Organisations have recently focussed their attention on sustainability, primarily in response to consumer and stakeholders expectations. Most of the organisations lack information to make strategic choices and they are faced with a newly set of decisions and CSR is not different. Corporations do not have the resources to solve the world's entire problem and addressing social issues by creating shared value will lead towards sustainable solutions. Strategic CSR is about prioritising which social issues to focus on. The objective of the paper is to study how information insight regarding operations, supply and customer concerns helps to strategise corporate social responsibility leading towards sustainability.

Keywords: Information insight strategic CSR sustainability

[*] Associate Prof in Commerce, Shri Aurobindo College (M), University of Delhi

[**] Assistant Prof in Commerce, University of Delhi

_____

SECTION I: INTRODUCTION

Today, organisations are focussing more on environmental and social responsibility as a strategic objective. The conditions of a faster, flatter and a networked world is changing the way business conducts its activities giving rise towards a sustainable approach. Organisations have realised that their long term benefit is inextricably tied to the well-being of the society and the environment in which they live. There is a growing concern that CSR is being part of integrated corporate strategy for generating new revenue streams and controlling costs. Engaging with stakeholders encourages innovation. (DTI case studies (2001, 2002)) and Konget al. (2002) cite examples of cost savings and revenue growth through fairer supplier policies. Organisations are constantly measuring the current and future impact of their activities. They are developing innovative designs and processes to produce, source, distribute goods and services in a sustainable manner. Some are also taking responsibility for waste and disposal.

Every organisation is a complex system of systems with many interdependent forces working together. Given the finite resources, businesses heavily depend on balanced natural ecosystems for raw materials, water, energy and the health of their employees and customers. An enterprise committed to practising sustainability considers both the immediate and far-reaching implications of its action. All these dependencies complicate the task of business leaders and they are learning and understanding how to act on them. Organisations should collect information that is relevant for understanding the challenges and meeting performance standards in a sustainable manner. In this framework, it is important for organisations to answer some pertinent questions like how to turn information into insight and action? How to share information and requests from others? How to manage all of these information needs in a cost-effective manner? How to communicate information into CSR? Taking into action requires new levels of insight, new sources of information and new forms of collaboration and business partners. As a result, organisations responsive to CSR are developing collaborative relations with business partners, NGO's and others to address information gaps and understand their expectations. Some of the leading organisations are exchanging information with customers, industry groups and associations, non-governmental organisation to increase their access to a wider pool of knowledge and applications.

Following, we discuss how emerging information requirements and strategic corporate social responsibility helps in achieving improved performance and meeting sustainability objectives. The structure of the paper has been divided into five sections. Section I denotes the introduction to the topic and the concept, Section II provides the existing research, studies and literature being written on the subject, Section III denotes the methodology for the study, Section IV explains the interpretation and results of the study, and Section V denotes the research limitations and implications for the academicians, business, and civil society.

SECTION II: REVIEW OF LITERATURE

There is no denying fact that corporate social responsibility offers a host of benefits to the company and society as well; including: improved financial performance (Johnson, 2003; Miles and Covin, 2000), building a connection with consumers (Porter and Kramer, 2002), improving product quality (Montillaud-Joyel and Otto, 2004) and even internal benefits such as increases in employee commitment and reduced employee turnover (Dawkins and Lewis, 2003; Maio, 2003), not to mention improving society overall (Sirgy, 2002). Kurucz *et al.* (2008) also identifies four categories of benefits that firms may attain from engaging in CSR activities: (1) cost and risk reduction; (2) gaining competitive advantage; (3) developing reputation and legitimacy; and (4) seeking win–win outcomes through synergistic value creation. A lot of literature and extensive research have been in understanding CSR from different perspectives. From time to time, scholars have tried to define CSR and built models and frameworks for business leaders and society. Carroll's (1991) framework results in a "pyramid" that prioritizes the responsibilities of the firm to its relevant stakeholders. In his framework, CSR responsibilities include the responsibility of management (i) towards the economic interests of the firm (economic responsibilities) (ii) to comply with regulatory and legal requirements (legal responsibilities) (iii) to act in accordance with the societies' ethics;(ethical responsibilities) and (3) to be a good corporate citizen by contributing to the community's quality of life (discretionary responsibilities). An alternative CSR framework, developed by Miles and Covin (2000) and subsequently used by Karna et al. (2003), proposed that firms tend to relate to environmental management either by (1) mere compliance or (2) strategically leveraging CSR as a means to create and renew competitive advantage. Miles and Covin (2000) suggested that a strategic perspective can be used as a foundation for building competitive advantage by both enhancing

firm efficiency and, simultaneously, increasing the value of the firm's market offering to specific market segments. Van Marrewijk (2003) proposed a more comprehensive framework based on the stakeholder primacy perspective that consisted of five "ambition levels" of CSR. Van Marrewijk's framework includes the adoption by the firm of a CSR philosophy that is (1) compliance driven, (2) profit driven, (3) driven by caring, (4) synergistic, or (5) holistic approach. For example, many firms simply wish to comply with their duties and obligations to society and nothing more, while others may hold a more holistic perspective and see the adoption of a new orientation toward CSR as an opportunity to transform corporate culture to a more innovative, quality-focused corporation (Azzone and Noci, 1998). All of these perspectives offered imply that a stakeholder primacy focus of CSR is a philosophy that all firms should adopt, and most saliently, that there are *never negative consequences* that may result from adopting a stakeholder primacy-based approach to CSR. From such concepts and theories, we can atleast say that CSR has been evolving over time. As the societies value changes, so does the expectations from business because society and business are interconnected to each other. Porter and Kramer (2006) have also tried to reinforce the relationship between business and society that doesn't treat corporate success and society welfare as a zero-sum game. They emphasized that when looked at strategically, CSR can become a source of tremendous social progress, as the business applies its considerable resources, expertise and insights to activities that benefit society. They have also argued that the adoption of CSR practices, their integration with firm strategy, and their mainstreaming in the day-today business agenda should not be done in a generic manner. Rather, it should be pursued 'in the way most appropriate to each firm's strategy'. The most strategic CSR occurs when a company adds a social dimension to its value proposition, making social impact integral to the overall strategy. They argued that NGO's, governments and companies must stop thinking in terms of "corporate social responsibility" and start thinking in terms of "corporate social integration".

Kellie McElhaney(2009) has said that CSR is not going away any time soon. The New Millennial Generation, which is now hitting the work force, is demanding and driving this reality. In the future, the focus will not be on whether or not to be engaging in CSR but on how to do it more strategically, and how to integrate it into day-to-day business operations. The focus will also be on how best to brand and communicate your CSR. Vogel (2005) maintains that the close examination of the relationship between CSR initiatives and firm financial performance is

a characteristic of the 'new world of CSR'. He also reports that 'according to a 2002 survey by PricewaterhouseCoopers, "70 percent of global chief executives believe that CSR is vital to their companies' profitability" '. This evidence suggests that CSR is evolving into a core business function which is central to the firm's overall strategy and vital to its success. Michael Jay Polonsky & Colin Jevons (2006) have concluded that developing CSR is something that requires intensive corporate commitment (Lewis, 2003) and needs to be embraced by senior management, while at the same time translated to strategic and operational activities (Bluementhal and Bergstorm, 2003). They said that understanding CSR issue complexity is essential and something that firms should be integrating into operational activities, as well as communication activities (Werther and Chandler, 2005). Any leveraging of CSR should ensure that the firm has genuinely integrated CSR into its corporate culture and actions. Another area in CSR research was done in understanding how emerging information requirements from stakeholders in relation to CSR data will help in meeting strategic sustainability objectives. Such attempt has been done by The IBM Institute for Business value 2009 CSR study surveyed 224 business leaders worldwide found that 60 percent believe corporate social responsibility has increased its importance over the past year and more than two-thirds of organisation focus on CSR as part of an integrated business strategy to grow new revenue streams and control costs. The survey also reveals that sharing relevant information to educate and inform stakeholders was a primary objective. 87 percent of business leaders surveyed say they have focused their CSR efforts to create new efficiencies. The study concluded by saying that organisations can succeed by taking into consideration such actions (i) Collecting and analysing informational needs from stakeholders in a timely manner (ii) aligning objectives with those of stakeholders , then prioritize and communicating to them. (iii) Access leading practices and benchmarks for CSR activities.

Lee Burke and Jeanne M. Logsdon, 1996, approach the issue of linking corporate social responsibility (CSR) to the economic interests of the firm from a different perspective. Rather than focusing only on direct correlations between CSR programmes and short-term profits, they have examined the ways in which CSR programmes can create strategic benefits for the organization even when they are not readily measurable as separable contributions to the bottom line. They have identified five dimensions of corporate strategy which are both critical to the success of the firm and useful in relating CSR policies, programmes and processes to value

creation by the firm. The five dimensions of strategic CSR are: centrality, specificity, proactivity, voluntarism and visibility. They have tried to access the probable contributions of CSR activities to value creation with the help of these five dimensions. The Ministry for Corporate Affairs, Government of India, in 2011 launched the National Voluntary Guidelines for Social, Environmental and Economic Responsibilities of Business (NVGs in short). The NVGs consist of nine principles that constitute what is meant by responsible business and one of these – Principle 8 – reads as "Business should support inclusive growth and equitable development". In the present paper, an attempt has been made as to understand how information insight form key stakeholders can help in leveraging corporate social responsibility in a strategic manner which will help in increasing efficiency leading towards sustainability.

SECTION III: RESEARCH METHODOLOGY

Exhaustive literature survey regarding the topic and related concepts have been done. Secondary data inclusive of quantitative and qualitative data as well collected from various sources including books, research papers, newspapers, magazines, and websites is used for the purpose of study. We have analysed three global companies in perspective of their CSR activities and their approach towards sustainability. The three companies for the study are—(i) Nestle (ii) Hindustan Unilever Ltd (iii) Tata Group Of Companies. The methodology we applied is their content analysis for the same.

SECTION IV: INTERPRETATION AND RESULTS

THE NEW INFORMATION ERA—CREATING LEADING PRACTICES AND STANDARDS

The volume and complexity of information are growing exponentially. New types of informational requirements are emerging to solve problems that earlier had little impact. For example, Mobile Metrix, is gathering data on job skills, health conditions, education levels and more on the one billion plus individuals in developing countries with virtually no official records. New tools and services are also fast emerging in this twenty-first century world to collect and analyse information. Digitized sensors can gather and transmit information about

real-world conditions instantaneously. Pachube, for example, lets organizations freely share and monitor realtime environmental data across a global network of shared sensors. Other services, such as Efficiency 2.0, combine energy audit software and social networking tools to help corporations access and act on granular data about energy usage down to the level of individual employees. Business must identify leading practises and standards to inform and educate the stakeholders in a broad way. Standards are a requisite for effectively implementing a CSR strategy in the long term. By collaborating and utilizing latest information and standards, organizations can improve sustainability and also increase operational efficiency and performance. Active industry participation is one way to help business to develop new practices and standards which makes it easier to operate a sustainable business. Further, industry coalitions are one of the best ways to access and share a wider pool of sustainability information. These groups help organisations to share and learn from each other as well as communicate progress to stakeholders. For example, like carbon emissions, water scarcity is also a major problem in many of the developing countries. Some of the well known brands have understood that where government stewardship is inadequate, local communities have to come forward to stand in its place. To address this issue, twelve companies including Coca-Cola, Diageo, Nestlé, Anheuser-Busch InBev and PepsiCo, have formed the Beverage Industry Environmental Roundtable to collect and share data and leading practices relating to water conservation and resource protection. Together, they established a common framework to exchange information on water reduction, reuse and stewardship, as well as drought preparedness ("Water: A Global Innovation Outlook Report." IBM 2009). Many such roundtable conferences and summits are also held at local and international level because information and experiences can be shared to discuss various issues which lead to effective solution.

INFORMATION INSIGHT REGARDING OPERATIONS, SUPPLY CHAIN AND CUSTOMER CONCERNS

It is a high priority for business leaders for sharing of information and open communication with the stakeholders and business partners. They need to collect vast information from their suppliers and customers to support their CSR objectives. In this regard, we need to understand that

business can collect a lot of information from suppliers regarding product composition, water and waste management, carbon emissions, energy usage, labour standards etc so that information can be analysed to meet strategic sustainability objectives. Companies can most objectively set their CSR programs and prioritise on which social issues to focus on based on such information that will create maximum shared benefits to the business and society. Business can also use this information for annual CSR reporting and such data and analytics if used properly, can make operations sustainable. There is a growing need that business leaders understand their customers CSR concerns. Understanding customers CSR expectations will enable a company to strategically leverage its CSR efforts in the form of better product offerings and service. This approach to information and action is that businesses will identify which information is needed and then analyse it for their strategic corporate social responsibility so that it contributes to efficiency and meeting sustainability objectives. We believe that peer pressure and persistence also moves a company to follow CSR standards and the more business is associated with its stakeholders and business partners, the timelier and frequently it collects information from them.

STRATEGIC CORPORATE SOCIAL RESPONSIBILITY AND SHARED VALUE CONCEPT

We believe that business and society are very much interrelated to each other and business must pursue such policies that is mutually beneficial to both, that is reinforcing both business and society. Kellie McElhaney in her words has described strategic corporate social responsibility as—

A business strategy that is integrated with core business objectives and core competencies of the firm, and from the outset is designed to create business value and positive social change, and is embedded in day-to-day business culture and operations.

Ansoff articulated the need for firms to develop societal strategies. As a result, environmental scanning and monitoring systems gained importance as elements of an effective information gathering system for strategy formulation (J. C. Camillus and D. K. Datta, 1991) (R. T. Lenz and J. L. Engledow, 1986). Attempts to integrate the concepts of CSR and corporate strategy have included the stakeholder model of strategic management and the inclusion of social demands as strategic issues (A. Carroll, F. Hoy and J. Hall, 1987). (R. Freeman, 1984).The integration of

corporate social policy within the traditional strategy model was also furthered by the recognition that social response policies should be "strategically related to the economic interests of the firm" (Caroll and Hoy ,p55). The concept of strategic CSR is built by how closely a social issue is tied to the firm's activities, and greater the relatedness greater is the leverage to create opportunities and benefit society. For example General Electric Company launched its Ecomagination program in 2006 with the belief that GE products are economically as well as environmentally advantageous. Ecomagination helped GE build its business by increasing awareness of how the company is using renewable energy and reducing carbon emissions and create value-based strategy for the firm. Like, when a firm is engaged in environmental related social activities such as health, safety and pollution control then these CSR efforts will lead to strategic benefits such as new green products, innovative processes, positive relations with regulators, and will also lead to public relations and marketing advantage. Similarly, we can establish clear links between a firm's socially responsible behaviour and the strategic benefits that occur to the business. For example, Toyota's response to concerns over automobile emissions is a leading example where a company's competitiveness and value chain can bring benefit to the society. Toyota's Prius, the hybrid/electric gasoline vehicle is a first in a series of innovative car models that have produced competitive advantage and environmental benefits. Also the CSR approach sometimes makes the business to anticipate the impact of their activities and future related costs on society. This is the proactively engagement of business with society. For example, 3M Company developed the Pollution Prevention Pays (3P) programme in 1975 and had reduced pollutants by over 575000 tons by the early 1990s. The 3P plus programme was recently introduced to provide an even more holistic approach to pollution prevention. (R. P. Bringer and D. M. Benforado, 1994).

Organisations must shift from a fragmented, disconnected approach of CSR to an integrated and affirmative course of action, moving towards substance than on image building. Leaders of business and civil society should focus on points of mutual connection than being in a friction. Because business with its potential and expertise, can bring positive changes in a society by creating jobs, wealth, improving living standards of people and social conditions overtime. Similarly, business also requires a healthy society and a conducive environment to build business. That is choices must be such that benefits both the sides. The basic principle of

strategic CSR is not to decide whether a cause is worthy or not but whether it presents an opportunity to shared value- that is it should be meaningful to the society as well as to the business. In other words, businesses should create social dimension to the strategy. For example, Nestlé's approach of working with small farmers, consumers and the community exemplifies the integration of company practice and social progress. The concept of 'Creating shared value' is a great step forward in this direction about Nestlé's commitment towards their shareholders and all the stakeholders to create superior, long term value for all. Infact some of the largest multinationals such as Unilever with its marketing penetration strategy have tried to reach to the poorest of populations with its unique new products, packaging and distribution networks, believe that great business opportunities lies in integrating business and society. Tata group of companies with its inclusive policy and expertise, have reaped great benefits and secured trust in the mind of its customers by doing good business and best practices in whatever sector they are involved in and balancing their economic, social and environmental performance. Tata's with their trusts, institutions of excellence in the field of education, research, arts and sports, healthcare, community development, communications and IT, chemicals and engineering, iron and steel, consumer products and many societies have dedicated their activities towards nation building. If we take the whole Tata Empire, we can say that each of the group companies is contributing towards philanthropy and various CSR activities with values-driven practices. The company has also set up a core group 'The **Tata Sustainability Group (TSG)'** is a group level resource meant to serve Tata companies across the globe in the area of sustainability. Nevertheless, in relation to our present study, we would try to focus on some of the Tata Companies which have integrated business with society through their competencies and strategic formulation. Given below is a table that have listed the three companies naming Nestle, Unilever Ltd and Tata Group of Companies with their perspective on CSR as strategy and sustainability and some of the highlights/achievements.
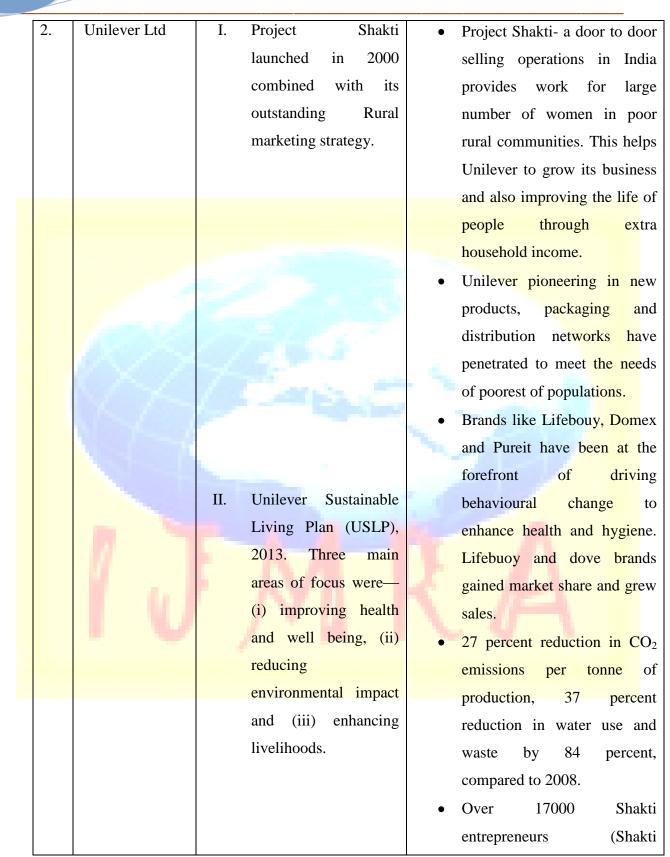
Findings of the study

S.R No	Company Name	CSR program/strategy	Some achievements/Highlights of CSR strategy
1.	Nestle	Creating Shared Value or 'Saanjhapan' as its call in India is the approach of business as a whole launched in 2007. Three main areas of focus were—nutrition, water and rural development, all of them is intrinsic to the long-term success of Nestle. They are the core of business strategy and operations.	• In March 2013, Nestle was ranked one of the top 3 global food and beverage manufacturers in the Access to Nutrition Index. • Scored the top rank in Oxfam's Behind the Brands scorecard, in 2013. The survey scored 10 food and beverage companies on their efforts to improve food security. • Achieved No 1 in the Dow Jones Sustainability Index 2013, and achieved the maximum score in the CDP Climate Performance Leadership Index. • Reduced 66 594 tonnes of packaging material, saving CHF 158 million. • Trained 3,00,000 farmers through capacity building programmes.

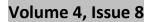| 2. | Unilever Ltd | I. | Project Shakti launched in 2000 combined with its outstanding Rural marketing strategy. | • Project Shakti- a door to door selling operations in India provides work for large number of women in poor rural communities. This helps Unilever to grow its business and also improving the life of people through extra household income.

• Unilever pioneering in new products, packaging and distribution networks have penetrated to meet the needs of poorest of populations.

• Brands like Lifebouy, Domex and Pureit have been at the forefront of driving behavioural change to enhance health and hygiene. Lifebuoy and dove brands gained market share and grew sales. |
| | | II. | Unilever Sustainable Living Plan (USLP), 2013. Three main areas of focus were—(i) improving health and well being, (ii) reducing environmental impact and (iii) enhancing livelihoods. | • 27 percent reduction in CO_2 emissions per tonne of production, 37 percent reduction in water use and waste by 84 percent, compared to 2008.

• Over 17000 Shakti entrepreneurs (Shakti |

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

International Journal of Management, IT and Engineering
http://www.ijmra.us

192

			Ammas) added to Shakti network taking the total to over 65000 Shakti entrepreneurs in 2013 complemented by 50000 Shaktimans. • Inclusive business: Unilever's supplier and distribution networks across the world involve millions of smallholder farmers, small-scale distributors and retailers.
3.	(a) Tata Motors	Company's annual expenditure on R&D is approximately 2% of turnover to deliver environment friendly and innovative products. Dual approach of reduction of environmental pollution and restoring ecological balance.	• First Indian Company to introduce vehicles with Euro norms well ahead of the mandated dates. • Tata Motors has directed all its suppliers to package their products in alternate material instead of wood. • Introduced Light Weight Vehicles including 'Tata Ace' (Chota haathi) in 2005 and other Mini Trucks which have revolutionised the Cargo vehicle (CV) industry especially designed for the rural roads under versatile conditions requiring low

	(b) Tata Steel	Tata Steel has a focused approach through the creation of a brand called Pragati, which encompasses all the CSR activities of Tata Steel.	maintenance and meeting safety norms. By 2012, there were over 10lac Ace on the road. • Tata Steel's CSR activities in India encompass the Company's Steel Works, Iron ore mines and collieries, reaching out to the city of Jamshedpur, its peri-urban areas and over 800 villages in the states of Jharkhand, Orissa and Chhattisgarh. • Community involvement is a characteristic of all Tata Steel Group companies around the world. • The innovative processes and superior quality of output is reflected in 42 filed and 36 granted patents during the past year 2011. • Tata Swach has received an overwhelming response from consumers and several awards, including the IDSA design award and the ICIS award for product innovation. This innovation aims to reduce the incidence of water
	(c) Tata Chemicals Ltd	Developed 'Tata Swach' in 2009, a low-cost water purifier using Nanotechnology with no	

		boiling water and electricity required developed for low-income households and rural areas.	borne diseases in the country.

SECTION V: RESEARCH LIMITATIONS AND IMPLICATIONS

The work is conceptual in nature and additional research needs to be undertaken to study how far organisations are able to access data from their key stakeholders and how do they analyse informational needs to implement CSR strategy. Further research needs to be studied the empirical relationship between information insight, corporate social responsibility and sustainability. Sustainability – is about recognising that its future lies in performing well not just (traditional) financially, but also how good its social and environmental bottom lines are. Or simply put, sustainability is balancing a company's financial, social and environmental performance (i.e. people, planet and profits).The implications of the study is that organisations should develop new levels of information from their key stakeholders and business partners relating to CSR data on operations, supply chain and understanding customer's CSR expectations. This will enable a company to better understand growth and sustainability and will help in leveraging corporate social responsibility that best fits a company's corporate strategy which is beneficial to the company and equally valuable to the society. We also believe that proactive engagement with the stakeholders will help in better understanding their needs and expectations and business can reap many benefits out of such collaborations and coalitions, i.e. (synergy effect). It is very important for business leaders and managers to view CSR from a strategic perspective because the Companies Act, 2013 has mandated CSR in contributing 2 percent of the profits towards CSR activities.

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gage as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

International Journal of Management, IT and Engineering
http://www.ijmra.us

195

REFERENCES

➢ H. I. Ansoff, Societal strategy for the business firm, In *Advances in Strategic Management,* Vol. 1, pp. 3-29, JAI Press, Greenwich, CT (1983).

➢ J. C. Camillus and D. K. Datta, Managing strategic issues in a turbulent environment, *Long Range Planning* 24(2), 67-74 (1991).

➢ R. T. Lenz and J. L. Engledow, Environmental analysis: the applicability of current theory, *Strategic Management Journal* 7(4), 329-346 (1986).

➢ A. Carroll, F. Hoy and J. Hall, The integration of corporate social policy into strategic management, In S. P. Sethi and C. M. Falbe (eds), *Business and Society: Dimensions* of *Conflict and Cooperation,* pp. 449-470, Lexington Books, Lexington, MA (1987).

➢ R. Freeman, *Strategic Management:* a *Stakeholder Approach,* Pitman, Boston, MA (1984).

➢ B. Carroll and F. Hoy, Integrating corporate social policy into strategic management, *Journal* of *Business Strategy* 4(3)' 48-57 (1984).

➢ R. P. Bringer and D. M. Benforado, Pollution prevention and total quality environmental management, In R. V. Kolluru (ed.), *Environmental Strategies Handbook,* pp. 165- 197, McGraw-Hili, New York (1994).

➢ Werther, W.B. and Chandler, D. (2005), "Strategic corporate social responsibility as a global brand insurance", Business Horizons, Vol. 48, pp. 317-24.

➢ Bluementhal, D. and Bergstorm, A.J. (2003), "Brand councils that care: towards the convergence of branding and corporate responsibility", Journal of Brand Management, Vol. 10 Nos 4/5, p. 327.

➢ Kong, N., Salzmann, O., Steger, U. and Ionescu-Somers, A. (2002) Moving Business/Industry Towards Sustainable Consumption: The Role of NGOs. European Management Journal 20(2), 109–127.

➢ Kellie McElhaney, A strategic approach to corporate social responsibility, Spring, 2009.

➢ Vogel, D.J. (2005). Is there a market for virtue? The business case for corporate social responsibility. *California Management Review*, **47**, pp. 19–45.

➢ Dawkins, D. and Lewis, S. (2003), "CSR in stakeholder expectations: and their implication for company strategy", Journal of Business Ethics, Vol. 44 Nos 2/3, pp. 185-93.

➢ Azzone, G., and Noci, G. 1998. "Seeing ecology and 'green innovations' as a source of change." *Journal of Organizational Change management* 11:94–111.

➢ Carroll, A. B. 1991. "The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders." *Business Horizons* 34:39–48.

➢ Miles, M. P., and Covin, J. G. 2000. "Environmental marketing: A source of reputational, competitive, and financial advantage." *Journal of Business Ethics* 23:299–311.

➢ Van Marrewijk, M. 2003. "Concepts and definitions of CSR and corporate sustainability: Between agency and communion." *Journal of Business Ethics* 44:95–105.

➢ Karna, J., Hansen, E., and Heikki J. 2003. "Social responsibility in environmental marketing planning." *European Journal of Marketing* 37:848–71.

➢ Johnson, H.J. (2003), "Does it pay to be good? Social responsibility and financial performance",Business Horizons, Vol. 6, pp. 34-40.

➢ Knox, S. and Maklan, S. (2004), "Corporate social responsibility: moving beyond investment towards measuring outcomes", European Management Journal, Vol. 22 No. 5, pp. 508-16.

➢ Maio, E. (2003), "Managing brands in the new stakeholder environment", Journal of Business Ethics, Vol. 44 Nos 2/3, pp. 235-46.

➢ Montillaud-Joyel, S. and Otto, M. "Why should companies care about environment and social responsibility? The answer is simple: more and more consumers are asking for it", Mori.

➢ Miles, M. and Covin, J.G. (2000), "Environmental marketing: a source of reputational competitive and financial advantage", Journal of Business Ethics, Vol. 23, pp. 299-311.

➢ Porter, M.E. and Kramer, M.R. (2002), "The competitive advantage of corporate philanthropy", Harvard Business Review, Vol. 80 No. 12.

➢ Sirgy, M.J. (2002), "Measuring corporate performance by building on the stakeholders' model of business ethics", Journal of Business Ethics, Vol. 35 No. 3, pp. 143-62.

➢ Kurucz, E., Colbert, B. and Wheeler, D. (2008). The business case for corporate social responsibility. In Crane, A., McWilliams, A., Matten, D., Moon, J. and Siegel, D. (eds), *The Oxford Handbook of Corporate Social Responsibility*. Oxford: Oxford University Press, pp. 83–112.

➢ Porter, M.E. and Kramer, M.R. (2006). Strategy & society: the link between competitive advantage and corporate social responsibility. *Harvard Business Review*,

➢ Schwartz, M. and Carroll, A.B. (2008). Integrating and unifying competing and complimentary frameworks: the search for a common core in the business and society field. Business and Society, **47**, pp. 148–186.

➢ Michael Jay Polonsky & Colin Jevons (2006), Understanding issue complexity when building a socially responsible brand, European Business Review Vol. 18 No. 5, 2006 pp. 340-349.

➢ Lee Burke and Jeanne M. Logsdo,1996, How corporate social responsibility pays off, Long Range Planning, Vol. 29, No.4, pp. 495 to 502.

➢ Mobile metrix Web site. http://www.mobilemetrix.org/

➢ Pachube Web site. http://www.pachube.com/

➢ "Efficiency2.0:   About."   Efficiency2.0.   http://efficiency20.com/about.html; "Efficiency2.0: Companies." Efficiency2.0. http://efficiency20.com/companies.html; "Efficiency2.0: Personal Energy Advisor." Efficiency2.0. http://efficiency20.com/ software/energy_advisor.html

➢ "Water: A Global Innovation Outlook Report." IBM 2009

➢ IBM Corporation 2009 IBM Global Services Route 100 Somers, NY 10589, U.S.A.

➢ www.tata.co.in.

➢ www.tatachemicals.com

➢ www.tatasteel.com

➢ www.tatamotors.com

➢ www.nestle.in , Nestle in Society 2013.

➢ www.unilever.com Unilever Sustainable Living Plan (USLP) Report, 2014