

## CORPORATE SOCIAL RESPONSIBILITY VERSUS MARKETING – THEORETICAL AND PRACTICAL PERSPECTIVE

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### Abstract

The concept of Corporate Social Responsibility (CSR) has appeared as a reaction to negative effects of globalization processes and technological progress as well as unfair business practices, noticed especially within the field of marketing. In the light of CSR idea, marketing and practices of company's market operations met with sharp criticism of numerous groups, including primarily customer groups. In relation to the above, new solutions in the sphere of theory and practice started to appear. A reply to the allegations against marketing in the sphere of theory is the concepts of social marketing and Marketing 3.0. This article presents assumptions of those concepts, including a new paradigm related to the relationship between the customer and the company as well as a review of practical activities of CSR in the area of marketing which are called "good practices".

CSR solutions which are being implemented in many companies in the field of marketing are separate, occasional actions aimed only at improving the image of a company. However, effective application of CSR principles requires planning of those activities on the level of corporate strategy integrating three areas: Marketing, Public Relations and Human Resources, and the expenditure on these purposes should be considered in terms of long-term investments and not costs.

**Key words:** social corporate responsibility, marketing, social marketing, human resources, corporate values.

**Classification JEL:** M12 – Personnel Management; M14 – Corporate Culture, Social Responsibility; M31 – Marketing.

### 1. Introduction

Contemporary company is functioning in a very turbulent, rapidly changing and unpredictable environment. Being an open system, at the entrance it receives all important signals and supplies which influence its decisions and actions at the exit. Emerging trends and socio-cultural phenomena, technological progress as well as a pressure of global competition are the sources of constant challenges. One of them is an idea of CSR (Corporate Social Responsibility) which appeared as a reaction of numerous groups of interest to environmental pollution, unfair business practices, especially in transnational corporations as well as other global social problems such as famine or civilization diseases.

Development and spread of new ideas are influenced by achievements of technological and technical progress in the current era of information. Information technology of the recent decade is called a technology of a new wave or the computerization of the fifth wave<sup>3</sup>, which includes three elements: computers, mobile phones and open software (*Copeland, 2005*). This technology, allowing for fast, interactive communication between individuals and groups, initiates a new era – the era of participation, in which people are not only passive recipients of information, idea, concept but they are also their creators. C. K. Prahalad and V. Ramaswamy indicate a new paradigm of co-creation of value by both a company and a customer as a condition for future competition (*Prahalad, Ramaswamy, 2005, p. 14*). Its base constitutes a changing role of a customer in the information age: from an unconscious one to a well-informed one, from an isolated one to a deeply grounded in the network, from a passive into

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<sup>3</sup> This concept refers to Wave Theory of Alvin Toffler [A. Toffler. 1997. *Trzecia fala*. (The Third Wave). Warszawa: PIW]

an active one. A new role of a customer in the chain of value creation is determined by such phenomena and factors as (*Prahalad, Ramaswamy, 2002, pp. 50-61*):

- Access to unlimited amount of information due to the Internet.
- Global point of view due to the possibility to compare information and customers' opinions all over the world.
- Building a network of customers within which it is possible to quickly exchange ideas and unite for common business, needs and interests due to global communication and functioning of social network.
- Experimenting with products especially digital ones, via the Internet but also within the area of customers' network.
- Activation of market activities – due to interactivity of communication channels customers can, on their own initiative, at a low cost provide feedback to the companies and to each other.

These phenomena and trends also affect a change of a role and function of a contemporary company in economy and society.

The main purpose of the article is to indicate the conditions and character of influence of corporate social responsibility conception on marketing, both in the area of theory as well as area of practice. The analysis of CSR's influence on marketing in a theoretical approach was based on critical analysis of literature concerning CSR, management and marketing presenting the conceptions and attitudes of American and European authors (Carroll, Drucker, Porter, Prahalad, Kotler and others). In relation with practical perspective, there was a method of case study used along with the analysis of poll survey conducted among the consumers and entrepreneurs by various research centers in Poland and other countries, cited in literature.

The following issues were presented in the subsequent points:

- the essence of CSR conception with indication of development of company's function in the light of the conception,
- the conception of social marketing and Marketing 3.0 as an answer of marketing theoreticians to the objections towards marketing from a perspective of CSR idea,
- the pro-social marketing practice as an answer of practitioners to the challenges set by corporate social responsibility.

## **2. Company functions in the context of CSR**

There are a lot of definitions and terms of CSR which were developed by different authors (*see: Bartkowiak, 2011, pp. 22-24; Lacny, 2012, chapter II*). Generally speaking, Corporate Social Responsibility can be defined as an idea of taking into consideration social interests and environmental protection as well as relationships with various groups of interest by the company in the course of its business operations. This approach is based on the principles of social dialogue and search for solutions which would be beneficial for both, the company and all groups of stakeholders: employees, consumers, business partners, public institutions, non-governmental organizations and local communities. In practice, it means voluntary taking up of different actions to improve the lives of stakeholders and society as a whole, which results from growing awareness of the existence of relationship between responsible behavior and stable development of a company.

Corporate social responsibility ideas are propagated by numerous international organizations including in particular the European Union. The first important action announced in 1973 was Manifesto of Davos, which emphasized the fact that the task of management is not only to gain profit but also to realize the goals of other groups such as society, customers, suppliers etc. The document which synthesizes the concept of corporate

social responsibility at the European level is Green paper from the year 2001. An example of a different initiative is “European Campaign for Responsible Business 2005” which propagated the idea of corporate social responsibility in business environment, promoted good examples of implementation of responsible practices, educated leaders (*Paliwoda-Matiolańska, 2009, pp. 27-29*).

Obviously, the fundamental purpose and function of the company as a business entity is to make profit – an economic objective deciding about its duration and development. However, the company is also an organization that means a whole made up of people connected by common goals therefore it should also fulfill social functions related to human relations both inside and outside the company. In his characterization of an organization (company) of the future, P. Drucker states that it is something much more important and complex than a mechanism described by Fayola. It is also something more than an economic organism strictly defined by the results obtained on the market. An organization is primarily social in nature (*Drucker, W kierunku..., 1998, p. 20*). In his flagship work “*Praktyka Zarządzania (Management Practice)*” he criticizes approach of economists to basic objective of a company which, according to classical economics, is to maximize profit. He states that this objective lies outside company, in the society itself since the company is a social organ. His definition of business objective is: create customers (*Drucker, Praktyka..., 1998, pp. 51-52*). Therefore, it is difficult to agree with a view that a company is responsible only for realization of individual economic objectives of the owners, as classical authors of economics claim (the Stockholders Theory based on M. Friedman’s Concepts). The company is responsible not only to owners or partners but also to other groups of stakeholders and, in particular to customers (according to the Stakeholders Theory). These issues are discussed in greater details in works of, inter alia, M. Žemigala and M. Lačný (*Žemigala, 2012; Lačný, 2012, chapter II*).

A. Caroll in his model of corporate social responsibility indicates four different types of corporate responsibility:

- a) economic – to gain profits,
- b) legal – to abide by the law,
- c) ethical – to act rightly, justly, honestly,
- d) philanthropic – to be a good citizen (*Caroll, 1991, p. 39*).

Marasová and Vallušová mention, after Estay and Tchankam, two kinds of responsibility within corporate social responsibility: legal and moral (*Marasová, Vallušová, 2010, pp. 3-4*). Legal responsibility refers to binding legal regulations which if not upheld lead to certain sanctions and penalties. Moral responsibility goes beyond legal frameworks because it is based on unwritten rules and regulations of behavior, developed in specific communities. Upholding these rules is voluntary. From corporate social responsibility point of view moral responsibility of a company has much more value and importance. It includes the following elements:

1. Economical – defined as a good use of available resources.
2. Environmental – means activities in the field of natural environment protection, revitalization and improvement of its state in order to ensure a better quality of life.
3. Social – refers to respect for man, therefore, it means fair treatment of employees, respecting their rights including the principle that it is the economics that is supposed to serve a man and not vice versa.
4. Ethical – means application of ethical and moral principles in all fields of business activities, especially in the area of human resources management, investment and marketing activities.

5. Civil – refers to orientation of the company for the needs of local communities, development of a region in which the company operates, supporting various initiatives and charities, propagating common values.

On the basis of an analysis of these two models a synthetic model of CSR has been proposed (Figure 1). Pyramids layout suggests the importance and direction of development of particular types of responsibility. Thus, the basis constitutes responsibilities such as: economic and legal which are indispensable but not sufficient for ensuring a long-term development of a company in a rapidly changing environment. On the top, there are the following responsibilities: ethical and philanthropic referring to all groups of stakeholders who should be treated fairly, with respect to human rights and laws of nature.

An idea of corporate social responsibility refers especially to almost every sphere of company's activities, including also or maybe most of all, marketing. It results from the fact that the concept of CSR is related to broadly understood relationships between the company and the environment, and marketing activity is focused on creating strong and long-term relations with the customers. In consequence, application of corporate social responsibility principles has a crucial influence on creating value for the customers especially those who appreciate ethical values and value social commitment of a supplier (*Piercy, Lane, 2009, pp. 335-360*).

Meanwhile, over the years marketing has bad reputation as regards ethical and social issues. Social criticism is expressed by different groups including in particular the following three groups of stakeholders: consumers, society at large and other business entities (*Kotler and others, 2002, pp. 76-88*).



*Figure 1: Proposal of corporate social responsibility model (source: own work on the basis of Žemigala, M. 2012. Controversies over Corporate Social Responsibility. Human Resources Management & Ergonomics, VI(1), p. 120; Marasová, J., Vallušová, A. 2010. Position of Corporate Social Responsibility in Human Resources Management, Human Resources Management & Ergonomics, IV(2), pp. 3-4)*

Consumers' allegations include such unfair practices as:

- Setting exorbitant prices, which include too high costs of distribution, advertisement and other promotional activities as well as excessive margin.

- Aggressive sales made by touts, tedious phone offers, a flood of offers on the Internet.
- Planned ageing of a product which means shortening of a product's life cycle by frequent changes of fashion, styles, lack of spare parts for older models of this product, too expensive service.
- Unfair activities in the field of price setting (e.g. prices falsely defined as "retail price" or "wholesale price", artificial reductions below inflated catalogue prices), promotions (empty promises in adverts, excessive description of the product advantages, seemingly profitable contests or lotteries), packaging method (too big packaging suggesting more content, cans or bottles which are not completely filled, lower weight than the one stated on the label, illegible expiry dates).
- Discrimination of low income customers – they receive worse service or even are ignored in shops.

Accusations made by the society at large are focused mainly on negative, undesirable effect of an advertisement. Firstly, it creates and stimulates false needs as well as it promotes fashions and styles which are socially harmful, especially among the youngest group of customers (e.g. too thin silhouettes, violent computer games). Secondly, it is believed that advertisement fans greedy aspirations and promotes excessive materialism which means the philosophy of rather "have" than "be" (in well developed countries for example in the USA, people are assessed according to what they have rather than who they are and what they think). Thirdly, advertisement pollutes cultural environment, is omnipresent, too pushy, annoying and rarely promotes desirable universal values.

And finally, some marketing practices can harm other companies and limit fair competition. It refers first of all to harmful fusions and mergers, leading to a quasi-monopoly, blocking the entries of new entities into new markets by creation of artificial barriers (for example, less "clean" lobbying), application of aggressive pricing strategies such as dumping.

In order to prevent these activities which are unfavorable for an individual and the whole society, different organizations and consumers' moves appear, offices of Fair Trading are established, governmental authorities introduce relevant laws and regulations (e.g. such as the Law on the Protection of Competition, customer, natural environment, laws regulating the content and form of advertisement etc.).

Allegations and doubts as regards applied marketing strategies and the marketing concept itself caused reaction of different scientific and research groups. They are expressed by new concepts and paradigms being formulated, among which the best-known are the concepts of social marketing and Marketing 3.0.

### **3. The concept of social marketing and Marketing 3.0**

Doubts referring to ethical side of marketing were perceived and discussed for the first time in 70s and 80s of the last century (*see: Feldman, 1971; Houston, 1986*). Suggestions for various concepts appeared, e.g. "The Human Concept", "Intelligent Consumption", "Responsible Consumption", "Ecological Imperative", "Involved Marketing" (*Kotler, 1994, p. 26*). A synthesis of these proposals – the so-called social marketing- was formulated by Ph. Kotler at the end of 80s (*Kotler, Roberto, 1989*). The most recent concept was developed collectively in the middle of the first decade of the twenty first century and it is called Marketing 3.0. (*Kotler, Kartajaya, Setiawan, 2010*).

This concept of social marketing includes balancing the three aspects of marketing strategy creation: company profits, needs and desires of the customers as well as the interests of society seen as a whole (Figure 2).

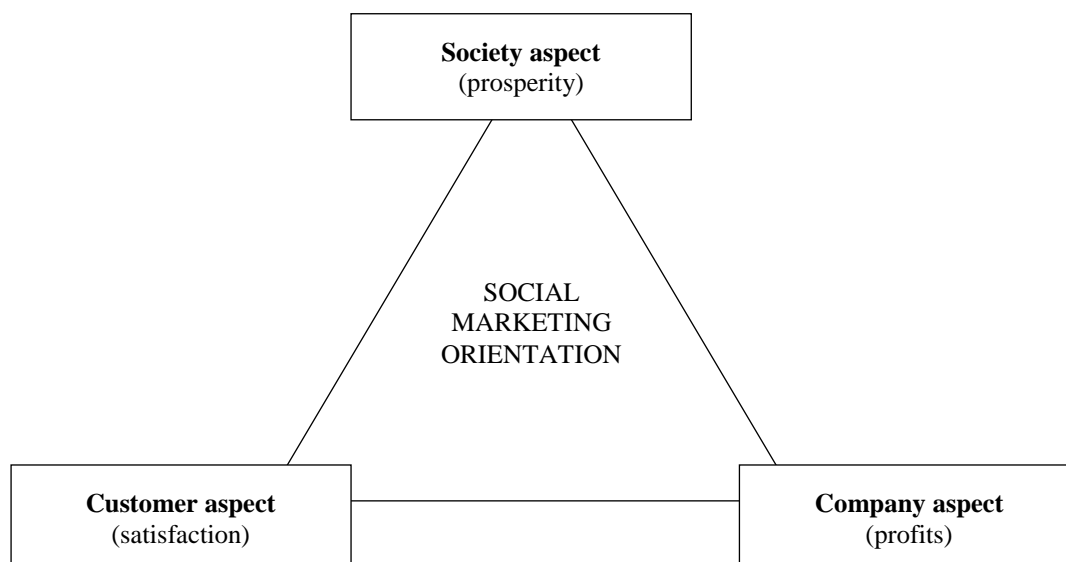


Figure 2: Three aspects in social marketing (Kotler, P., Armstrong, G., Saunders, J., Wong, V. 2002. *Marketing. Podręcznik europejski*. Warszawa. PWE. p. 54)

Companies which include in their strategies and operational plans not only aspiration for maximizing customers' satisfaction and generation higher profits on this account, but also interests of different social groups such as: employees, state and local authorities, local community non-profit organizations, social associations or ecologists can help to achieve market success. This expresses an opinion of Siebel Systems chief executive officer who claims that company's success depends on the following conditions: focusing on satisfying its customers, holding the leading position in the market, gaining an opinion of a company which fulfills its civil duty and is a good place of work – everything else is only its consequence (Kotler, 2004, p. 42). However, it is not an easy task because the interests of the above mentioned groups are often contradictory. For instance, in order to satisfy customers' desires, hotels provide twenty-four-hour air conditioning which, in turn, negatively influences ozone layer of the atmosphere; tobacco companies make profit on products which are harmful to health and pollute the air; international consortiums use cheap labor from less developed countries, often encroaching fundamental rights of employees, in order to offer lower prices which is consistent with the interests of both the company itself and the customers.

The concept of Marketing 3.0 was developed in years 2005 – 2007 as an effect of cooperation between Ph. Kotler and the employees of MarkPlus Corp. – a marketing company operating in Southeast Asia. The creators of this concept indicate three trends which shape a contemporary customer and are the basis for an idea of a new marketing. These are tendencies which have been mentioned in the introduction: co-participation, globalization and creative society; new wave technology is its driving force (Kotler, Kartajaya, Setiawan, 2010, pp. 19-20). Marketing 3.0 is a result of marketing evolution which embraces three stages called by the authors Marketing 1.0, 2.0 and 3.0 (Table 1). A lot of companies are still at the stage of Marketing 1.0, the others are practicing the principles of version 2.0 while some are implementing Marketing 3.0. Marketing 1.0 is the era of the concentration/focus on the product, in which the main objective of a company is to maximize the sales of a standard product (a good example here would be a model of Ford T) on the mass market. In Marketing 2.0 attention is focused on a customer and its needs. Customer is treated more individually because the aim is to establish lasting relationships with them and to build their loyalty. Marketing 3.0, in turn, offers a new approach to the customer who is seen not only as

a purchaser of goods and services, but also as a man and a citizen, conscious of his rights, educated, noticing social problems on a global and local scale. Because he is no longer a passive recipient of products and information, it is important to offer him possibility to participate in the process of offer creation and encourage him to take up initiatives which aim to make the world better. Modern economy is a network of connections and interdependencies that is the reason why not only customers but also stakeholders (shareholders, investors, business partners, employees, social organizations etc.) have to take part in cooperation. Therefore, common values are factors enabling effective cooperation.

Majority of modern companies aspires to build a base of loyal customers not even realizing that true loyalty and commitment can only be achieved on the basis of common values. Professor of philosophy, J. Royce, indicated three levels of loyalty: the lowest – related to single units, the next – related to a group, and the highest – to a set of values and principles. It is clear, therefore, that it is commitment to principles and values which informs us when and whether it is the time to stop being loyal to a given individual or a group (*Reichheld, Teal, 2007, p. 60*). If we start considering why we are loyal towards a particular person (or group), then we will get to conclusion that the reason for it is not appearance, age, position, economic or social status, but these are values and approach towards life that really count and matter. Thus, the customers are not in fact loyal to the company or even its managers or employees, but they are loyal to values which they represent, appreciate and believe in and which they use when running a business. Therefore, these are values which underlie loyalty.

*Table 1: Comparison of Marketing 1.0, 2.0 and 3.0 (source: own work on the basis of Kotler, P., Kartajaya, H., Setiawan, I. 2010. Marketing 3.0: Dobry produkt? Zadowolony klient? Spelniony człowiek! Warszawa. MT Biznes Sp. z o.o. p. 21)*

	<b>Marketing 1.0 - transactional</b>	<b>Marketing 2.0 - relational</b>	<b>Marketing 3.0 - value</b>
<b>Orientation</b>	On a product	On a customer	On values
<b>Purpose</b>	Maximizing sales	Recruiting and keeping customers	Making the World better
<b>Perception of a recipient</b>	Mass buyer with average needs	Demanding customer driven by his mind and heart	Man socially conscious, driven by his mind, heart and soul
<b>Offered benefits</b>	Functional features of a product	Functional features of a product and emotional of a brand	Functional features of a product, emotional of a brand and spiritual of an organization
<b>Interaction with a customer</b>	Transaction: One-to-many	Relationship: One-to-one	Cooperation: Many-to-many

Almost every company declares in its mission leading values which are intended to become its flagship and distinguishing element, e.g. credibility, safety, respect for environment, punctuality, reliability. Unfortunately, very often they remain only empty words and empty declarations. A spectacular example here may be Enron – a company which collapsed because of financial frauds and creative accountancy in 2001, whereas in its assumptions it had declared respect and honesty as the most important values (*see: Najgorsze..., 2008, pp. 27-36*). Values are the backbone of organizational culture of a company. In Marketing 3.0 companies have to convince both customers and employees to their values. In order to do that the employees should at first get to know these values,

secondly –they need to accept them and identify with them, and thirdly and most importantly – they have to apply them in practice. P. Lencioni distinguished four types of corporate values (Lencioni, 2002, p.6):

- a) Core values – are the deeply ingrained principles that guide all of company`s actions; they serve as its cultural cornerstones.
- b) Aspirational values – are those which a company needs to succeed in the future (for example to support a new strategy) but currently lacks.
- c) Permission-to-play values – simply reflect the minimum behavioral and social standards required of any employee, for example honesty and professionalism.
- d) Accidental values – are those which are a result of a set of personality characteristics of all employees; they cannot be defined as fundamental ones because it could eliminate potential candidates with different personalities.

Companies should distinguish between these values, among which the most important are core values, established by the top management, communicated and taught to all employees. These values should be sacred and inviolable. They can never be compromised, either for convenience or a short-term economic gain.

Inclusion of CRS concept in marketing is reflected in the process of evolution of its official definitions, formulated by American Marketing Association (AMA). The first official definition in 1935 described marketing as: a manifestation of a business activity directing a stream of products and services from producers to customers. Such approach reflects a way in which marketing was perceived in the first stage of its development at the beginning of the 20<sup>th</sup> century – it was understood as a tool to improve the sales of products on the market. The second definition appeared after 50 years, in 1985. Marketing was then defined as a process of planning and realization of an idea, price, promotion and distribution of services in order to bring about an exchange which would satisfy aims of individuals and organizations. This approach emphasized broader context of marketing which was perceived as an exchange process leading to realization of interests of both sides of this exchange: a supplier and a purchaser. The next change of attitude took place in 2004 in relation to the development of relational marketing. Marketing was then defined as a function of an organization and a set of creation processes, communication and delivering the values to the customers as well as the management of relationships with the customers in a way which would bring profits to both, organization and shareholders. This definition was an object of a widespread criticism. In consequence, a new definition, being in force since 2007, was developed. It says that marketing is the activity, set of institutions and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners and society at large (Kamiński, 2009, p. 8). As it is visible, these definitions correspond to the evolution of the concept of marketing in Kotler's approach: Marketing 1.0, 2.0, 3.0.

Application of corporate social responsibility principles in the field of marketing should be done at both strategic and tactic level. Development and implementation of CSR strategy needs to be connected to marketing strategy. Therefore, **corporate social responsibility strategy** should be incorporated in marketing strategy in three areas:

1. Development and delivery of values to the customer – this is an area of traditional external marketing.
2. Internal communication addresses to employees – this is an area of internal or personal marketing.
3. External communication addressed to entities in company's environment – this is an area of relational marketing.

An effective strategy requires therefore an approach which integrates all these areas and groups of stakeholders. Hildebrand, Sen and Bhattacharya propose a corporate marketing



perspective to understand the strategic role of CSR inside and outside the corporation. They suggest that corporate social responsibility has both direct and indirect effects on corporate reputation and organizational identity (*Hildebrand, Sen, Bhattacharya, 2011, p. 1358*). It is clear, therefore, that responsibility for CSR cannot rest only on one sector or cell, e.g. PR or marketing. Corporate social responsibility management should be integrated into the entire fabric of the company, aligning all areas of the organization from Human Resources through Public Relations to Marketing (Figure 3).

At tactical level a company should primarily use PR tools and advertisement in order to build positive relationships and not only its own image. Main tactics used within social marketing and marketing 3.0 is a social campaign. This is a set of carefully chosen and planned operations, addressed to a defined target group, in order to improve knowledge, change the way of thinking or behavior in relation to specific social problem. In social campaigns various forms of communications are used:

- Advertisement which fulfills informative, persuasive and encouraging function.
- PR operations (meetings, workshops, conferences, seminars, publications) to deepen the subject and build relationships.

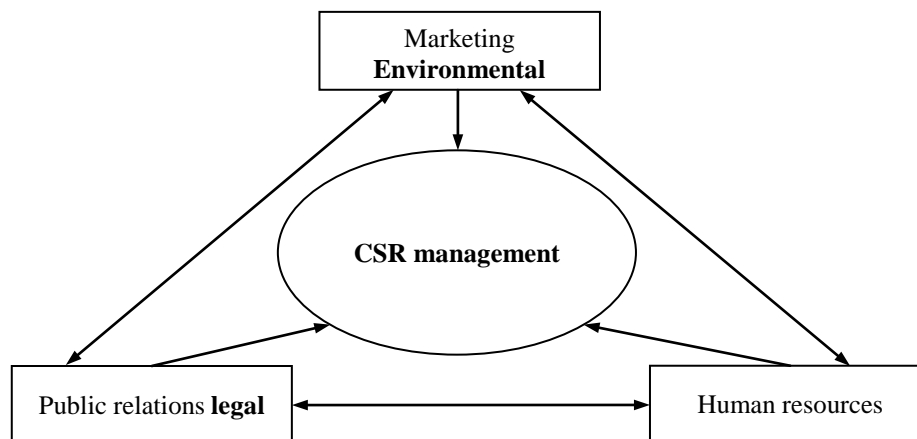


Figure 3: Integrated model of CSR management (source: own study)

Those campaigns combine economic objectives of the company with social objectives within a given project, realized mostly in cooperation with a social organization. Economic objective is to increase sales and profits by means of improvement of brand image and corporate reputation which have a positive influence on customer loyalty. Social objective is to include purchasers in socially useful activities by giving them an opportunity to be good for others or society at large when they buy a given product or service.

#### 4. Socially oriented marketing practices

Activities of international institutions, including UE, as well as activities of a customer, ecological, human rights and other organizations cause that there is a growing awareness of CSR among not only customers but also managers. More and more purchasers begin to perceive and appreciate pro-social initiatives of a company and reward them by buying their products. For instance, consumers are likely to buy or pay a higher price for products from a socially responsible company (*Trudel, Cotte, 2009*). Also other groups of stakeholders, namely employees and investors, begin to notice social commitment of a company. Recent research in the USA has suggested that CSR action can give to a company an inimitable upper hand in the war for talent (*Bhattacharya, Sen, Korschun, 2008*). Results of other research

show that using corporate social responsibility principles can lead to the so-called moral capital, what secures company's share value (Luo, Bhattacharya, 2009). All these benefits can lead to strengthening of a competitive position of a company. Therefore, corporate social responsibility in a strategic perspective can become the source of a long-term competitive advantage (Porter, Kramer, 2006).

Companies are recognizing these benefits, that is why they more and more often take up different pro-social initiatives and take into consideration corporate social responsibility principles in their marketing activities. It is possible to indicate specific solutions within such areas as: product, packaging, price, promotion and distribution (Table 2).

Table 2: Examples of good marketing practices in the selected areas (source: own study)

Area	Good practices
<b>Product</b>	Use of environmentally friendly technologies Use of recycled and biodegradable raw materials Control of suppliers in terms of sustainable sourcing of raw materials Decent treatment of employees Production of more durable, long-lasting products Use of crowdsourcing
<b>Packaging</b>	Use of packaging which are biodegradable and easy to sort Minimizing packaging – no boxes, bags, foils etc. Adjusting the shape of a packaging to transport and storage conditions Use of return able packaging Full information about the ingredients of a product and packaging as well as about the method of utilization and influence on environment
<b>Price</b>	No hidden costs policy Abandon the practice of price fixing and dumping Correct value for money No over-priced margin Avoid pseudo promotions
<b>Promotion</b>	Full and true information in advertising materials (on the packaging, in catalogues, on leaflets, on the Internet) Internal ethical codes and the so-called code of conduct referring to advertisement including this directed to children Social reporting – keeping the promises Supporting charity and social campaigns Initiating social campaigns
<b>Distribution</b>	Transportation of raw materials and finished products in accordance with environmental standards Meeting the terms of business contracts Avoidance of empty runs or incomplete rolling stock Use of means of transport and fuels which are less harmful to the environment

In the areas of product and packaging, the companies aim to improve production processes, by looking for technologies which would do less harm to the natural environment and could effectively use recycled resources. P. Kotler gives an example of a cosmetic company called “The Body Shop”, whose founder and owner is Anita Roddick which for over 30 years has been producing and selling cosmetics made on the basis of natural ingredients, in simple, easily disposable containers. Raw materials are often imported from developing countries in order to support their economic development. None of the products is tested on animals. Every year the company devotes some percentage of its profit to organizations which help homeless people, those which fight for animal rights, Amnesty International, organizations which protect rainforests and many others (Kotler, 1994, p. 26). An interesting

example here is the so-called outsourcing which relies on using innovative ideas submitted by customers and other bodies via the Internet. It is used by such companies as: BMW, Procter&Gamble or GE.

In the area of price different solution are used in order to reduce costs mainly through the use of cheaper materials and recycled raw materials and elements of product. A lot of companies organize a collection of used equipment, its parts, batteries. For instance Dell and Black Point attach free postage-paid envelopes to each purchase in order to return used containers and cartridges for recycling. Another useful practice is a production of good-quality products with low final costs for the poorest social group. The most spectacular example of such initiatives on Polish market can be “Mleczny start” – full value dairy product supporting normal growth and development of a child, which is aimed for the families with the lowest income. It is an outcome of a partnership between business and scientific institutions, namely: a manufacturer – “Lubella”, a coordinator – “Danone” company, a distributor – supermarket chain “Biedronka” and, finally, the Institute of Mother and Child (Jędrzejewska, 2012, p. 50).

In the area of promotion the most popular are those initiatives which support various charities as well as organizing different campaigns and developing social programs. For instance, Avon, a company which has a very long tradition of charity (since 1955), organized such campaigns as: „Domestic violence”, „Avon against breast cancer”, “Say hello to green tomorrow” (Klepacki, 2007, pp. 28-29). Examples of educational initiatives are programs referring to health and social aspects of alcohol drinking, activated on the websites of such companies as SABMiller ([www.talkingalcohol.com](http://www.talkingalcohol.com)) or Kompania Piwowarska S.A. ([www.abccalkoholu.pl](http://www.abccalkoholu.pl)). Another type of promotion practices is formulation of internal code of ethics referring mainly to advertisement. A good example here may be “Kodeks Dobrych Praktyk Marketingowych Przemysłu Farmaceutycznego” (translation: Code Of Good Marketing Practices of Pharmaceutical Industry), formulated by an Association of Employers of Innovative Pharmaceutical Companies INFARMA in 2011. The main purpose of this code is to provide a mechanism of voluntary control of advertisement of medical products which are prescribed by doctors as well as to support and promote fair competition, reliable and lawful advertising of medical products, fair and clear cooperation of healthcare professionals and patients’ organizations and also conducting non-interventional research or phase IV clinical trials according to the highest ethical standards ([www.infarma.pl / index.php? Id= 17](http://www.infarma.pl/index.php?Id=17)).

And finally, in the field of distribution the companies may seek to use less polluting means of transport and kinds of fuels, may try to limit the number of transports of raw materials and/or finished products by abandoning, at least partially, Just-in-Time solutions, and they should also follow ethical principles when dealing with intermediaries and contractors.

As regards awareness and application of CSR principles in strategic activities, the most advanced in this area are companies in well-developed countries. In Poland intensive development of CSR occurred only after 2002, in terms of both theory and practice. The companies take certain activities in this field, however these activities are rather random and inconsistent – CSR is treated as a simple tool used for temporary improvement of a company image. The survey conducted among companies functioning on the Polish market in 2007 shows that:

- a) 40% of companies (mainly Polish) belongs to the group of beginners – lack of CSR strategy.
- b) 45% of companies (mainly international corporations and big Polish companies) belongs to the group of observers – they conduct uncoordinated actions in the field of CSR.

- c) 15% of companies (most often international corporations) belongs to the group of leaders – CSR strategies embedded in company's strategy (*CSR in small and medium companies, 2008, p. 62*).

In recent years there has been a growth of the popularity of corporate social responsibility in economic and social environment which is reflected in taking various initiatives and projects. Among which it is possible to mention an activity of a non-governmental agency Responsible Business Forum operating since 2002, which is a spokesman for an idea of running a business in a socially responsible way. This organization takes numerous initiatives allowing exchange experience in this field among four groups of stakeholders: companies, representatives of public authorities, non-governmental agencies and academia. Since 2001 Forum has been issuing annual report entitled "Responsible business in Poland. Good practices" which is a part of initiatives entitled "Enterprise 2010" realized by corporate social responsibility Europe, which presents crucial events and activities of Polish CSR in a given year as well as good practices of the companies. Another example can be here a competition organized by Social Communication Foundation entitled "Social Campaign of the Year" being held since 2008. The Campaigns submitted by companies are assessed in seven categories among which one is the so-called „*socially engaged marketing (CRM)*”. Those campaigns are realizing social and charity purposes and form the point of view of a company – marketing ones. Prize-winner companies gain a positive image and also an increase of customer loyalty. Another manifestation of growing popularity of CSR in Poland is RESPECT Index – a project taken in 2009 by the Stock Exchange in Warsaw, which resulted in creation of the first index of socially responsible companies in the Central and Eastern Europe. The aim of this project is to identify companies which are managed in a responsible and sustainable way, and also to emphasize the attractiveness of investment companies which is characterized by, among others, the quality of reporting, level of investor relations and information governance.

It is possible to assume that activity of Polish companies in the field of corporate social responsibility, especially in the area of marketing will raise in the nearest future because an increase of social awareness among customers has been observed. A panel survey conducted among Polish consumers shows that the importance of social responsibility of a company when it comes to product choice is growing. Out of 1000 respondents 55.1% claimed that in case of two comparable products of the same kind – of a similar price and value – would choose a product of a company which they know that is socially responsible. Moreover, as many as 56.7% respondents declared to pay a higher price for a product of a socially active company (*Probosz, 2012, p. 153*).

It is clear, therefore, that the companies are trying in a lesser or bigger extent to apply the principles of corporate social responsibility into their business activities, including in particular the area of marketing activities. However, a question arises about the real motives of their behavior. Theoretically it can result from the following reasons:

1. True beliefs and desire to improve living conditions of the stakeholders and the society at large.
2. Treating CSR as a tool to improve market position and increase profit.
3. Following current fashion like many other fashions in marketing.
4. A desire to build positive image in order to be perceived in a more favorable way in the environment.

Wagner, Lutz and Weitz are wondering whether it is not a form of corporate hypocrisy because on the one hand the companies conduct and declare their pro-social activities, create internal ethical codes, but on the other, in various media (especially on the Internet and on

social networking sites) information about unfair practices and unethical behaviors appear (Wagner, Lutz, Weitz, 2009).

## 5. Conclusions

To sum up the considerations about the influence of corporate social responsibility conception on marketing in a theoretical aspect, it was stated that the effect of this influence is the development of social marketing conception and Marketing 3.0, the main initiator and propagator of which is P. Kotler as well as evolution of marketing definition formulated by AMA. In the aforementioned conceptions there is a change of paradigm suggested concerning relations of the company with customer who should be based on mutual values and value co-creation.

The influence of corporate social responsibility ideas and assumptions on marketing actions of companies manifests itself in the use of pro-social solutions and the ones consistent with the rules of ethics in the areas: product and packaging, price, promotion and distribution. The main stimulus of implementation of so-called good practice is a pressure of consumer environment and international organizations, mostly including EU. However, it turns out that many companies (especially in the countries after system transformation such as Poland) are treating corporate social responsibility as tentative measures to improve the image and gain new customers. Meanwhile, efficient use of CSR rules in the area of marketing requires planning these actions on the level of strategy integrating three functional areas: Marketing, Public Relations and Human Resources.

It seems that the main motive of using corporate social responsibility principles in corporate strategy should be a long-term perspective of benefits, resulting from consumer loyalty towards a company representing the values which are close to him, and also positive attitude of the stakeholders, whose interests are respected and realized. All of this contributes to building of a strong, positive reputation which, in consequence, translates into higher profits and higher corporate value. Therefore, the expenses on corporate social responsibility should be considered in terms of long-term investment and not only a current cost, whereas return on investment does not have to be only financial one. It should be, therefore, emphasized that the use of CSR by different companies should serve all groups of stakeholders, including entrepreneurs.

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