The Impact of Public Relations on Corporate Social Responsibility In Large Thai Businesses

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Abstract

Public relations is important to organizations, and for Corporate Social Responsibility programs in particular. Corporate social responsibility is one of many management strategies that benefit society. This research explored organizations that employ CSR projects in their business strategies. Extensive interviews were conducted with 16 organizations in Thailand, involving CSR practitioners/public relations practitioners, who work and have experience in CSR projects.

The results indicate that public relations is important for CSR effectiveness, and leads to positive outcomes for an organization. Participants agreed on how public relations can help communicate to publics about different CSR projects in an organization, create awareness, positive image, and good understanding about the company. Public relations also helps to indirectly provide positive benefits to help support the business. Public relations strategies involving two-way communication can help CSR programs become more effective. The findings support the literature review that two-way communication helps organizations identify the right needs of society. Identifying these needs of society also helps the organizations create an effective CSR programs. The evaluation stage is another key factor that helps design successful CSR projects and create positive CSR outcomes.

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The Impact of Public Relations on Corporate Social Responsibility

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Chapter 1

Introduction

Many organizations use Corporate Social Responsibility (CSR) strategies in order to do social good. A key concept of CSR is that the corporation's actions benefit society at large. However, CSR in practice still has questionable effects, especially on the financial outcomes of an organization. Several studies show the similarity of the public relations process and CSR process. Public relations can help organizations use CSR to communicate effectively with their publics, and may positively affect corporate identity and purchase intention.

Today many companies have CSR strategies, with increases of media coverage of CSR programs to communicate their program to various stakeholders (Luo & Bhattacharya, 2006). The purpose of this study is to identify effective public relations strategies that affect CSR outcomes.

According to lab experiments, CSR can affect a consumer's attitude towards a product as shown through consumer responses (Brown 1998; Brown & Dacin, 1997). Bhattacharya and Sen (2004) found that social responsibility strategies of corporations are important to customer-related outcomes, and social responsibility strategies have a positive effect on customer-company identification, as well as customers' product attitude (Berens, Van Riel & Van Bruggen, 2005). However, there is still limited understanding of how CSR affects financial outcomes of organizations (Luo & Bhattacharya, 2006), because findings on the relationship between CSR and financial

performance are mixed (Margolis & Walsh, 2003). Luo and Bhattacharya (2006) said that it is important for a corporation to evaluate their CSR program to check the program's effect on market value. A corporation's financial return can indicate the success or failure of any strategic program and also lead to the survival of the company.

Chapter 2

Literature Review

Today, many companies perform positive activities for the society at large. Read any newspaper and you will find many companies have done charity and made donations to society (Luo & Bhattacharya, 2006). Some organizations help poor children who live in rural areas by donating money, clothes, computers, and books. Notice that there often are announcements about "Green" campaigns to help the environment by reusing and recycling products (Coombs & Holladay, 2010). After Japan's tsunami in March 2011, many organizations around the world helped Japan in a variety of ways. Major mobile telecom operation companies offered free calls to Japan in response to the tsunami. At Japanese restaurants in Bangkok, a portion of the customer's bill was donated to the Japanese relief effort. These efforts are examples of corporate social responsibility (CSR).

CSR

Definition of CSR

Angelidis and Ibrahim (1993) define CSR as "corporate social actions whose purpose is to satisfy social needs" (p. 8). In the broadest sense, the definition of CSR are the programs and activities of a corporation's social concern involvement over and beyond shareholders, for the benefit of the society at large (Enderle & Tavis, 1998; Coombs & Holladay, 2010).

The concept of CSR

Today CSR strategies are important to many companies (Luo & Bhattacharya, 2006). Social concerns are the core concept of corporate social responsibility. CSR helps

public relations practitioners manage the relationship between business and society (Coombs & Holladay, 2010). Corporations have responsibilities not only to their shareholders but also to other social concerns groups (Husted & Salazar, 2006; McWilliams, Siegel, & Wright, 2006; Coombs & Holladay, 2010). Coombs and Holladay (2010) noted that CSR is the management of actions designed to affect the operations of an organization that impact society. McWilliams, Siegel, and Wright, (2006), and Coombs and Holladay (2010) mentioned, "CSR becomes operationalized as the actions an organization takes to further the social good" (p. 262). Coombs and Holladay (2010) noted that social concern is what the public values and feels is important. CSR also could affect corporate performance. Smith (2003) said that a company that has the strategies of CSR is not merely doing the "right thing" but is also doing "the smart thing" (p. 52).

CSR: Process and Responsibility

Preston and Post (1975) established the idea of responsive strategies, as they found that business and society are interdependent. Preston and Post's (1975) ideas on the process of corporate social responsibility focus on the management of social issues by corporations. There is a four-step process for managers to follow, known as corporate social involvement: 1) awareness or recognition of an issue; 2) analysis and planning; 3) response in terms of policy development; and 4) implementation. Later, Wood (1991) developed the process of CSR to help organizations to take action regarding CSR, especially the final stage that refers to the outcome of corporate behavior on social impacts, programs, and policies (Wood, 1991). According to Wood (1991), the three principles used to describe CSR are legitimacy, public responsibility, and managerial discretion.

1. Legitimacy: the application of this principle defines society's expectations of businesses (Wood, 1991). Society "has the right to establish and enforce a balance of power" and grants power to businesses by choosing to buy their products or grant other stakeholder benefits. Without this support businesses are rejected and "die" (Wood 1991, p. 699).

2. Public responsibility: organizations are responsive to their stakeholders and for helping to resolve the problems and social issues related to organization's activities on the social, economic, political, economical, and environmental (Wood, 1991).

3. Managerial discretion: the concept that managers have responsibilities to society that are fulfilled when managers make the best possible decisions based on the social concern to act (Wood, 1991).

Wood (1991) described a process of corporate social responsibility that includes three components. (See Table 1)

Table 1
Process of Corporate Social Responsibility (Wood, 1991)

1. Environment assessment
2. Stakeholder management
3. Issues management

Three CSR Communication Strategies

Three CSR communication strategies are present in a dialogue-based stakeholder relationship (Morsing & Schultz, 2006). The three CSR communication strategies are based on the model of public relations that link to three types of stakeholder relations (Morsing & Schultz, 2006).

1. Stakeholder information strategy: one-way communication from an organization

to its stakeholders. Similar to the public information model of Grunig and Hunt (1984) that communication is telling, not listening. The purpose of the organization is to inform and disseminate information effectively to the public, which is similar to the sensegiving that companies give to audiences (Morsing & Schultz, 2006).

2. Stakeholder response strategy: based on the communication model, this strategy is a two-way asymmetric communication (Morsing & Schultz, 2006). The company's decision and action is based on market research or a public survey, but the company does not change. Corporations conduct the research with stakeholders to find out what stakeholders concerns are and what they will accept. The company can then improve its CSR efforts (Morsing & Schultz, 2006). Morsing and Schultz (2001) mentioned that corporate management gives sense as a "sensegiving" to its decisions and actions according to the survey result in which managers, "make sense."
3. Stakeholder involvement strategy: assumes a two-way dialogue (symmetric communication) and ongoing interaction between organization and stakeholders (Morsing & Schultz, 2006). Both influence each other, especially since a company can change, based on the influence of public expectation and concerns (Morsing & Schultz, 2006). It refers to the benefits in developing and maintaining relationships with stakeholders, as they share the same concern with the company (Morsing & Schultz, 2006). Stakeholders also identify positively with the company (Morsing & Schultz, 2006).

CSR outcomes

1. Reputation returns. CSR uses social concerns to connect an organization to important constituent concerns, that provide benefits to organizational reputation (Coombs & Holladay, 2010). CSR/social concerns can cause reputation returns, because the public and an organization share the same values (Coombs & Holladay, 2010). CSR also can create identification between the publics and organizations. When the public feels that they are one with the organization, it leads to having shared values (Coombs & Holladay, 2010). CSR/social concerns build the concept of shared values between organizations and the public, which is a way for an organization to connect with the public (Coombs & Holladay, 2010). Bronn and Vrioni (2001) said, " the most obvious link of CSR to overall corporate performance is through the reputation aspect" (p. 209). Freeman (1984) also noted, "reputations reflect firms' relative success in fulfilling the expectations of multiple stakeholders" (p. 209).

2. Financial returns. From the previous research, the results of financial returns have been mixed, with some organizations that do and some that do not make a profit off CSR (Husted & Salazar, 2006). Husted and Salazar (2006) noted that the timing of CSR and the organizations' strategy are the elements that go with the benefits of CSR. Similar to the stakeholder theory, this does not focus on immediate profit, but focuses on developing a long-term value creation (Andriof et al., 2002). The organizations that integrated CSR into their strategy (social investment) could see the increase of productivity and profit (Husted & Salazar, 2006). Husted and Salazar (2006) noted, "There are specific benefits that accrue from corporate social activity, which may

improve firm financial performance, either directly or indirectly" (p. 84).

Husted and Salazar (2006) used the social investment strategy to explain the corporate benefits of CSR programs. The increase in income from the benefits of CSR programs depends on each project; such as the beneficiaries of a scholarship program, or an environmental program to reduce pollution. Some projects may use ad hoc methods of measuring benefits (cost-benefit analysis). According to the figure of social investment by Husted and Salazar (2006), the corporate social benefit curve represents the benefit by CSR programs. Husted and Salazar (2006) noted that, "Social benefit is the private benefit to the firm for its production of social goods. These benefits might include increased sales, the ability to extract a price premium, or reduce production costs, all of which are due to the firm's CSR projects" (p.79). Wood (1991) and Pavan and Krausz (1996) mentioned the link between corporate social performance and financial performance by many scholars. Similar to Freeman's (1984) idea about how stakeholders related corporate strategic planning can lead to positive financial implication of better relationships with stakeholders. Boulstridge and Carrigan's (2000) study also found that the corporate behavior was not important to customers in making their purchasing decisions.

Public Relations

According to the literature on public relations, the value of public relations today is more than just a creation of a good image and reputation for an organization. Public relations is more than communicating messages to the public. Public relations also creates, develops, and maintains the relationships that can make an organization effective, with economic benefit. Grunig and Hunt (1984) described that public relations should

create a good image, reputation, relationship, and help the organization progress as a whole.

Public relations models. Grunig and Hunt (1984) provided four models of public relations in order to understand the purpose of public relations. The public relations models show that the purpose of public relations is different in each model. Grunig and Hunt's (1984) four models can be summarized as follows:

1. Press agentry model: one-way communication; the purpose is to get favorable publicity (promote products or service) for an organization by using mass media (Grunig & Hunt, 1984).

2. Public information model: one-way communication; similar to the press agentry model that describes public relations as the dissemination of accurate information to the public through mass media (Grunig & Hunt, 1984). However, this public information model was developed and is used by large organizations because these large organizations needed more than the propaganda of press agentry (Grunig & Hunt, 1984). These organizations have their own public relations practitioners who work as journalists to write valid and accurate information in order to explain their actions to the public through mass media and also control media, such as newsletters, brochures, and direct mail (Grunig & Hunt, 1984).

The first two models, press agentry and public information, are one-way communications with the public. Press agentry and public information models are forms of one-way communication that organizations communicate their policies to the public that are not based on research. The organization tries to create a good image and tries to

change public behavior. Both models try to make the organization look good and try to change public behavior (Grunig & Hunt, 1984).

3. Two-way asymmetrical model: two-way imbalanced communication; this model of public relations uses communication of information to the public and uses research on public attitude to develop and plan messages on what is likely to change the attitudes and behavior of the public (Grunig & Hunt, 1984). Grunig and Hunt (1984) believe that this two-way asymmetrical model is more effective than the first two models to make an organization look good, and also to persuade the public to behave as the organization hopes they will behave. In the third model, public relations practitioners communicate to create a good image and try to change public behavior for an organization's benefit by using research on public attitudes to identify messages to persuade publics (Grunig & Hunt, 1984). In this model, the outcome is more effective than the first two models.

4. Two-way symmetrical model: two-way dialogue is a communication exchange between an organization and its publics. Communication is based on research that informs two-way dialogue to manage problems, develop a better understanding, and create good relationships with the public (Grunig & Hunt, 1984). They also mention that both parties influence each other, and both parties can change each other's behavior. In this model, the public can influence an organization, and participate in the decisions of the organization concerning the problems they consider relevant in its mission (Grunig & Hunt, 1984).

In the fourth model, the two-way symmetrical model describes a model based on the two-way dialog of communication between an organization and the public in order to

increase mutual understanding (Grunig & Hunt, 1984). Grunig (1992) mentions that two-way symmetrical communication can help organizations toward better effectiveness, better relationships with publics, and higher profits.

Mixed-motive model. Murphy (1991) introduced the mixed-motive model of public relations, based on a concept from game theory. Murphy (1991) compared the symmetrical model with games of pure cooperation. An organization tries to adapt to what publics want and this can lead to an unsatisfactory result on both sides. In contrast, in a mixed-motive model an organization tries to satisfy their own interests and at the same time tries to satisfy the public's interests (Murphy, 1991).

Grunig (1992) described how in practice with the four models of public relations, the organizations use all the models in different situations and programs. Grunig (1992) believed that the two-way symmetrical model is likely to be the most effective model for organizations to deal with various situations. However, there are some situations that organizations can use other models to work. In a later study, Grunig (1992) and other researchers developed a theoretical public relations model that can create organizational effectiveness. They argued that organizations could use the two-way symmetrical model or a mixed-motive model that is a mix of two-way asymmetrical and two-way symmetrical models.

Moreover, Grunig (1992) compared mixed motive approach with conflict management and bargaining, stating, "bargaining incorporates, compliance gaining tactics with problem-solving and conflict management activities" (p. 311). Compliance-gaining is "a term to describe attempts to persuade" (Grunig, 1992, p. 311). Thus, Grunig (1992) explained that in practice professional public relations use the mixed motive

model, which is the combination of both compliance-gaining (asymmetrical) and problem-solving (symmetrical) tactics. Dozier, Grunig, and Grunig (1995) noted that an excellent communications department uses mixed-motive model. Grunig (1992) noted public relations in the real world uses a mixed-motive model, which is a combination of two-way asymmetrical and two-way symmetrical models. Grunig (1992) said, "mixed motive model does a better job of describing public relations practice in the real world than does a purely symmetrical model" (p. 312).

Public relations: Process and responsibilities. Based on Grunig and Hunt's (1984) description, the two-way symmetrical communication model of public relations is the two-way balanced communication and flow of information to bring mutual understanding between the organization and publics. Both the organization and the publics can change attitudes and behaviors because they influence each other (Grunig & Hunt, 1984). Practitioners applying two-way symmetrical communication in this public relations management process will see the values of the stakeholders and try to find the issue, mutually, to come out with the good plan before the organization communicates its policy regarding that issue (Grunig & Hunt, 1984). Thus, with two-way symmetrical communication company can change based on the value of public.

The two-way communication model was introduced to help describe the process of public relations. There are four stages in the public relations process: fact-finding and feedback, planning and programming, action and communication, and evaluation (Cutlip & Center, 1978). These stages were adopted or slightly altered and became the process of four steps public relations management by Cutlip, Center, and Broom (1994). As a result, a company's public relations department can help organizational management by

practicing communication with publics for organizational decision-making and action. This is the four-step public relations management process (Cutlip, Center, & Broom, 1994). (See Table 2).

Table 2
Public Relations Management Process (Cutlip, Center, & Broom, 1994)

1. Defining the problem (or opportunity)
2. Planning and programming
3. Taking action and communicating
4. Evaluating the program

This process of public relations is an essential key for corporations to solve an organizational or image problem (Clark, 2000). Today, many organizations use this process of the two-way communication between the company and its publics for better relationships and good reputation, as well as for decision making for policy and action. A symmetrical process can help the organization with greater effectiveness, stronger ethics, and higher profits (Grunig, 1992).

In businesses, public relations practitioners focus on a two-way communication system for reputation management. Other than managing reputation, public relations practitioners must maintain credibility and effectively manage issues. Clark (2000) mentioned that public relations practitioners also work as relationship managers by building and maintaining solid internal and external relationships between an organization and its publics, rather than changing public opinion.

Public relations and relational concept. Relationship management theory is managing organization-public relationships to generate benefit for both organizations and the public (Ledingham & Bruning, 2000). It is consistent with the two-way symmetrical model of Grunig and Hunt (1984), and also shifts the focus of public relations from communication to the role of relationships that communication plays in the quality of the

organization-public relationship (Dozier, 1995; Ledingham & Bruning, 1998). Moreover, Dozier (1995) said "communication becomes a strategic management function that helps manage relationships with key publics that affect organizational mission, goals and objectives" (p. 85). Similarly Grunig, Grunig, and Ehling (1992) mentioned that the value of public relationship comes from the relationships that organizations create, develop, and maintain with the public. They showed that the role of public relations goes beyond communicating messages to the public.

Ledingham (2001) mentioned that the perception of agreement between organizations and the public on key issues, impacts both parties' relationship quality to public behaviors. According to Broom, Casey, and Ritchey (2000), "relationships consist of the transactions that involve the exchange of resources between organizations…and lead to mutual benefit, as well as mutual achievement" (p. 91).

Public relations outcomes. According to the review of literature, reputation and relationships are two major outcomes of public relations. The relationship is most key and the central component of communication. The relationship is also the value of public relations practices that organizations develop and maintain with the public. Hon and Grunig (1999) identified successful relationships by focusing on the four relationships outcomes.

Relationships. The effective outcome of public relations is positive relationships with the public. Good relationships can contribute to an organization's business success, the well-being of an organization, including financial success (Ledingham & Bruning, 2000). Hon and Grunig (1999) identified four key qualities of effective relationship outcomes as follows:

1. Control mutuality: “the degree to which organizations and publics are satisfied with their ability to influence the other” (Hon & Grunig, 1999, p. 19). Even though this does not imply equal power to both parties, they have to be satisfied with the degree of control it has over the relationship (Hon & Grunig, 1999).

2. Trust: “each party’s willingness to open oneself into a relationship to the other party” (Hon & Grunig, 1999, p. 19). Trust is a complicated concept, which is based on three dimensions. First is integrity, the belief that organizations treat people fairly and justly (Hon & Grunig, 1999). The second is dependability, the belief that organization keeps their promises and will do what they say (Hon & Grunig, 1999). The last one is competence; an organization can do what it says it will do (Hon & Grunig, 1999).

3. Satisfaction: “ the extent to which one party feels favorably toward the other because positive expectations about the relationship are reinforced” (Hon & Grunig, 1999, p.20). Similarly, Bruning and Ledingham (1998) found that the relationship affects consumer satisfaction. Hon and Grunig (1999) argued the concept of satisfaction is based on the benefits and quality of a relationship that the public received from an organization, which seems relate to the costs. For example, people feel satisfied with this organization so they are happy to pay for what they receive.

4. Commitment: “the extent to which each party feels that the relationship is worth spending energy to maintain and promote” (Hon & Grunig, 1999, p. 20).

Reputation. Grunig and Hung (2002) defined reputation as brand, image, goodwill, and impressions. Public relations has not only greater long-term effects on relationships but also affects reputation (Grunig & Hung, 2002; Yang, 2005; Yang, 2007; Yang & Grunig, 2005). Moreover, reputation is most likely influenced by management

behavior and the quality of organization-public relationships (Grunig & Hung, 2002, Yang, 2005, Yang, 2007, Yang & Grunig, 2005). The studies mentioned that relationships will ultimately improve the reputation of an organization (Grunig & Hung, 2002; Yang, 2005; Yang, 2007; Yang & Grunig, 2005).

Loyalty. Ledingham and Bruning (1997) found that customers who ranked an organization high with regard to that organization's meeting public interests were more likely to use that organization's service. They also noted that, "to be effective and sustaining, relationships need to be seen as mutually beneficial, based on mutual interest between an organization and its significant public" (p. 27).

Accordingly, the public relations management process as explained by Cutlip, Center and Broom (1994) is an essential key for corporations to solve an organizational or image problem, create better relationships and good reputation, and will help the organization with greater effectiveness and higher profits (Grunig, 1992). Thus, public relations management develops around mutual interest by two-way balanced communication between both parties and shared solutions to common problems. The relationship state reflects perception of need and expectation fulfillment, to manage an effective relationships outcome. The outcome of effective public relationship management is mutual understanding, good relationships, and benefit to both parties, which can generate economic benefit (see Figure 1).

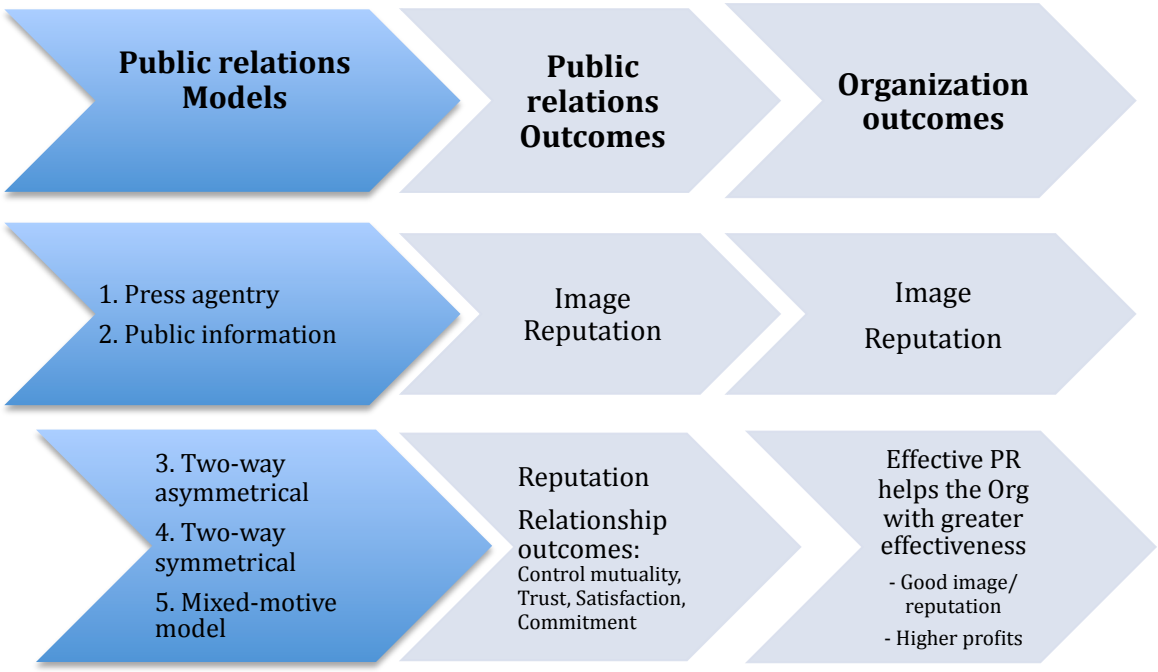

Figure 1. The public relations models and outcomes

Related Approaches

The communication-management approach. Clark (2000) introduced the communication-management approach model in order to explain the relationship of CSR and public relations ideas and how communication can help the management approach. The communication-management approach model has joined the knowledge of both CSR and public relations to identify stakeholders and a corporation's responsibility to stakeholders, with the ability to build up relationships through effective communication (Clark, 2000). There are three steps:

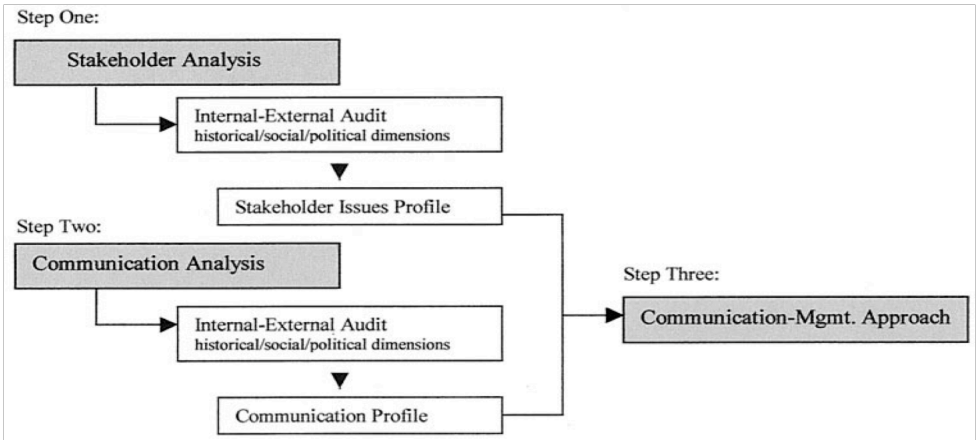

Figure 2. Communication-management approach model by Clark (2000)

1. Stakeholder analysis: Conducting a stakeholder analysis to understand and respond to the needs of multiple stakeholders. Stakeholders' concerns, attitudes, and previous actions should be analyzed. It is necessary for business managers and communication managers to analyze and understand the issue and expectation of stakeholders for selecting the right social concerns in need of attention and to make an effective communication plan to communicate with the public (Clark, 2000).
2. Communication analysis: analyze the communication methods both past and present between the organization and its stakeholders. At this step, analysis can define the quality of the relationship between stakeholders and the organization. This analysis of the communication also can determine public opinion and public perceptions for the organization's information and message (Clark, 2000).
3. Communication-management approach: both results from the stakeholders and communication research can be used for establishing and informing relationships; maintaining a good reputation, good image, and relationships with key stakeholders (Clark, 2000). Moreover, Grunig (1974) said, "communication plan

with latent and aware publics in a potential conflict situation then manager can mediate between organization and stakeholders; to facilitate understanding and accommodation" (p. 741).

Stakeholder theory. Freeman (1984) introduced stakeholder theory to management theory. Freeman (1984) defines stakeholder is "any group or individual who can affected by the achievement of the firm's objectives: (p. 25). Freeman (1984) framed stakeholders as elements of corporate strategic planning as he said, "a stakeholder's view of the firm instrumentally defines a stakeholder as any group or individual who can affect or is affected by the achievement of the firm's objective" (p. 25). Moreover, there is a need for " integrated approached for dealing with multiple stakeholders on multiple issues" (Freeman, 1984, p. 26). He also noted that stakeholders are significant to an organization for its mission and purpose. This refers to a good relationship with stakeholders that can make a financial surplus occur (Freeman, 1984). Post, Preston, and Sachs (2002) noted that " the organizational wealth can be created through a good relationship with stakeholders, therefore managing relationships with stakeholders for mutual benefit can make organizational success" (p. 1).

The stakeholder theory focuses on the long-term of value creation between corporations and stakeholders (Andriof et al., 2002). The stakeholder theory requires engaging with a variety of essential stakeholders, in order to make a profit and maintain economic survival (Andriof & Waddock, 2002). The interaction that companies have with their stakeholders affects the corporation's economic survival, and survival of other companies (Andriof & Waddock, 2002).

The work scope of companies in a stakeholder relationship is the link between

marketing managers and public relations. They must work on their skills for a strategic plan that relates to stakeholders (Morsing & Schultz, 2006). A stakeholder relationship is assumed to consist of companies that interact with stakeholders, which includes participation, dialogue with organization, and involvement with the stakeholder (Morsing & Schultz, 2006). Interaction of dialogue is a tool for a company to take further actions and solutions in the co-creation of sharing understanding between corporations and stakeholders (Johnson-Cramer et al., 2003).

Stakeholder expectations. For CSR, stakeholders included in the public have expectations for how organizations should perform and behave (Coombs & Holladay, 2010). Public expectations can become a problem for organizations when organizations' performance/behaviors do not meet what the public expects. This is called an expectation gap (Coombs & Holladay, 2010). There are two types of expectation gaps:

1. Perception gaps - occur when organizations do not communicate with stakeholders/publics about what the organization has changed to meet what the public expects.

2. Reality gaps - a real risk that can become a hindrance to an organization because the organizational policies do not meet what publics/stakeholders expect.

According to Wood, "The basic principle of corporate social responsibility is that business and society are interwoven rather than distinct entities; therefore, society has certain expectations for appropriate business behavior and outcomes" (1991, p. 695).

Finding expectation gaps through social concerns is very important for CSR, as expectation gaps can become a problem between organizations and the public (Coombs & Holladay, 2010). Thus, it is important for CSR managers to know public expectations.

Issues management is where public relations and CSR join together. Jones and Chase (1979) noted that the issues management process of being proactive is to search for the possible problems/potential expectation gaps, and also identify social trends that can develop into issues. CSR managers have to scan and identify the right social concerns or the expectations of the public. Public relations practitioners also need to communicate to publics/stakeholders to prevent an expectation gap about the organization's actions and what has been changed (Coombs & Holladay, 2010).

In addition, Morsing and Schultz (2006) mentioned that engaging in progressive iterations of the communication process between an organization and stakeholders "help support and contribute to corporate CSR efforts, as this enhances awareness of mutual expectations" (p. 324). In this way, the external stakeholders information are supportive and contribute to CSR efforts (Morsing & Schultz, 2006). Social concerns and values can be used as a foundation for business strategy that should produce financial income for organizations (Coombs & Holladay, 2010).

Theory of sense making and sense giving. This theory is a useful method to help increase the understanding of the communication process. Weick (1995) noted that sense making is inherently social. Sense making is when an individual/organization is trying to figure out what the others as stakeholders want, and ascribe meaning to it (Gioia & Chittipeddi, 1991). To apply this theory to CSR communication is how public relations people within an organization make sense of things and others, to influence the organization itself on how to act for a productive relationship (Gioia et al., 1994). Sense making is followed by the action of articulating and disseminating as sensegiving (Gioia & Chittipeddi, 1991). Sensegiving is the action by a corporate manager, who tries to

influence the way another party interprets information, to stakeholders (Gioia & Chittipeddi, 1991). Morsing and Schultz (2006) mentioned that engaging in progressive iterations of the sensemaking and sensegiveing process between an organization and stakeholders "help support and contribute to corporate CSR efforts, as this enhances awareness of mutual expectations" (p. 324). In this way, the external stakeholders information are supportive and contribute to CSR efforts (Morsing & Schultz, 2006).

An Integrated Approach

The evolution of public relations and CSR. Arthur W. Page noted an important concept for both public relations and corporate social responsibility practitioners: all businesses in a democratic society begin with public permission, and exist by public approval (Griswold, 1967). Public relations practitioners have long noted that social responsibility is good for public relations, and hence good for business (Golden, 1968).

It was during the 1950s that public relations theory started to focus on two-way communication models, audience feedback, and the evaluations of attitudes in order to be helpful for corporations' reputations (Clark, 2000). Public relations counseled corporations to gain the public's consent for their operations and to solve public policy problems (Heath, 1990). In the 1960s, the anti-business movement in the United States began to change the way corporations interacted with society, and how they communicated with society (Clark, 2000). Therefore, public relations professionals needed more skills, such as management skills, and a deeper understanding of human psychology. Then in the 1970s public relations practitioners considered themselves as insiders of corporations to determine "what information was revealed and what was concealed" (Clark, 2000, p. 365).

The idea of corporate social responsibility appeared around the beginning of the 20th century. Many businesses at that time made charities to respond to social needs (Post, Frederick, Lawrence, & Weber, 1996). Post et al. (1996) noted the two forms of corporate social responsibility. First, many corporation believed that CSR is a form of making paternalistic and charitable contributions (Post et al., 1996). For example, a successful businessman might give money to support the poor.

Another form of CSR is the stewardship principle. Post et al. (1996) cited that organizations become public trustees by using their resources to affect not only stockholders but also all people in society in fundamental ways. Post et al. (1996) mentioned that the stewardship principle links to stakeholder theory because corporate managers will find the need to interact meaningfully with all groups of people in the society who have a stake in the corporation's activities. For example, Fairtrade is an American business that advertises Starbucks's CSR program on fair prices with coffee growers. Every Starbucks café has brochures with the details about Fairtrade coffee information telling of their social contributions to all stakeholders included in the public (Coombs & Holladay, 2010).

Similarly, Wood (1991) said that in the 1970s academic research began to focus on business-related social problems, which showed that companies were commonly perceived as responsible for social problems, social needs, and social expectations. In the 1980s, research increased regarding a company's responsiveness to social issues, as well as a company's ethical behavior (Clark, 2000). Porter and Kramer (2006) explained the new CSR trend comes from a vision of perceiving societies' demands as a set of opportunities to develop a competitive advantage (Porter & Kramer, 2006) and to

positively impact its external environment.

The similarities of public relations and CSR. Clark (2000) showed the similarities of public relations and corporate social responsibility by looking at the disciplines and the processes of both CSR and public relations.

At the first stage of Cutlip's management process, public relations practitioners work on research and definitions of problems. They then monitor and analyze both internal and external environments of people, which is very similar to an environment assessment in the process of CSR by Wood (Clark, 2000). In an environment assessment, corporations consider social/public demand. Clark (2000) noted, "a company with the ability to assess its political and social environment would have the knowledge it needs to be more responsive to societal demands" (p. 370). However, Wood's environmental assessment stage lacks concern for the internal environment as well as effective communication to learn the needs of society in order to be responsive to the social demand.

Table 3

The First Stage

Public relations Defining the problem	Public relations practitioners work on research and definitions of problems. Research on both internal and external situations of people who are concerned with or affected by the organization's actions and policies.
CSR Environment Assessment	Organizations consider social concern /public demand.
Similarities	Both are considering the external environment, social concern and public demand.
Differences	CSR has lack of effective communication tools to know what social needs are in order to have an effective response to satisfy society.

The second stage of Cutlip's management process is similar to the CSR process by Wood because both identify stakeholder needs in order to manage relationships with the stakeholders (Clark, 2000). Porter and Kramer (2006) and Wang and Chaudhri (2009) also support the idea that developing relationships with stakeholder are growing importance of the CSR and publics' functions in the management of business. The second step of Cutlip's management process is planning and programming. After public relations practitioners define a problem/opportunity they will make the best possible plan for managing the problem, or find the best opportunity to work with specific groups of stakeholder needs and outcomes (Clark, 2000). The strategic planning in this stage of public relations management process involves making decisions about program goals, objectives, policies, and strategies for the specific outcomes (Clark, 2000). Similar to the stakeholder management stage in CSR processes, "corporations try to understand their stakeholder environments for managing the relations with their stakeholders, and to deal with the demands and expectations of the stakeholder" (Wood, 1991, p. 392). Both identify stakeholders for managing the relationship, however, CSR focuses on categorizing stakeholder management research stream. Public relations people identify stakeholders to help corporations come out with the best possible plan using effective communication strategies to communicate with their stakeholders for managing relationships (Clark, 2000).

Table 4

The Second Stage

Public relations Planning/ Programming	Plan and program with the best possible plan for the best opportunity to work with specific groups of stakeholder needs and outcomes.

CSR Stakeholder management	Corporations try to understand their stakeholder environments. This understanding helps them to deal with the demands and expectations of the stakeholder (Wood, 1991).
Similarities	Both identify stakeholder needs in order to manage relationships with the stakeholders (Clark, 2000).
Differences	----------

The third stage of the public relations management process is to take action, and communicate that action through effective planning and communication channels that are identified in the earlier stage according to specific situations and stakeholders. Clark (2000) argued that the issue management part of the CSR process is defined as policies and programs for managing social issues. Issue management of the CSR process is another area where public relations and CSR come together (Clark, 2000). Heath (1982) argued the need of both communication and management's activities to support strategy planning, monitoring, communicating, and achieving responsibility in the issue management stage. Basil and Basil (2008), and Podnar (2008) noted corporations present or communicate their policies and practices to the public and stakeholder as part of CSR efforts.

Table 5

The Third Stage

Public relations Taking action/ Communicating	Takes action and communicates based on effective planning and communication channels that are identified in their earlier stage; public relations helps corporations meet the goals of their specific situations and stakeholders (Clark, 2000).
CSR Issue Management	Issue management is defined as policies and programs for managing social issues (Wood, 1991). At this stage of CSR process is where public relations and CSR come together, because both function of communication and management is needed to support strategy planning, communicating, and achieving responsibility (Heath, 1982).
Similarities	Both require communicating to help and support of the programs.

Differences	The stakeholder management stage of CSR lacks planning for using effective communication strategies to communicate with stakeholders. Question: What are the effective communication strategies for CSR?

The final stage in the management process is evaluation. Effective public relations and communication programs have been evaluated at this stage (Clark, 2000). Evaluation of the communication activities' results show how well the program has achieved its goals (Clark, 2000). The goal of evaluation at this stage is that issues can be understood through communication research, and that they can improve understanding, values, and the relationship between stakeholders and organizations.

Table 6

The Fourth Stage

Public relations Evaluating the program	Evaluation looks at communication activities effects and results that achieves the program's goals (Clark, 2000).
CSR	**??????????**
Similarities	**----------**
Differences	**There is lack of literature review on the evaluating stage of CSR.**

Wood's third dimension of the CSR process is where the outcome can be observed and practitioner can evaluate the outcomes of corporate and human action (Clark, 2000). Clark (2000) noted that the outcome of human action to the corporation seems like publics react to the communication methods to express the CSR programs and policies. However, little research has been done focusing on the CSR evaluating stage. Moreover, previous studies showed that both the CSR and public relations fields use an organization's reputation to measure the outcomes and effective communication (Clark, 2000). Some researchers found a positive link between CSR and financial performance of

organizations (McGuire, Syndgren & Schneeweiss, 1988; Fombrun & Shanley, 1990) but not all of researchers found the positive financial performance link with CSR (Aupperle, Carroll & Hatfield, 1985).

CSR and public relations process. A review of literature indicated that the public relations helps management by using communication with the public for organizational policy and action. There are four stages of public relations management process by Cutlip, Center, and Broom (1994): defining the problem, planning and programming, taking action and communicating, and evaluating the program. The public relations management process is consistent with the two-way communication models and mixed motive model. It is the two-way balanced communication and flow of information to bring mutual understanding between the organization and its publics. (Grunig & Hunt, 1984). Both organizations and publics can change attitudes and behaviors because they influence each other (Grunig & Hunt, 1984). Public relations involves an ongoing interchange of demands and expectations. Thus, companies can change based on the values to the public.

The corporate social responsibility process is similar to public relations management process (Clark, 2000), as public relations helps organizations exercise CSR to communicate with the public (See Table 7). There are three stage of corporate social responsibility process by Wood (1991). Although the process of public relations management and the CSR process are very similar, they are not the same.

Table 7

The Similarity of Public Relations and CSR

Public relations Management Process		**CSR Process**
Defining the problem	←----------→	Environment assessment
Planning and programming	←----------→	Stakeholder management
Taking action and communicating	←----------→	Issue management
Evaluating the program	----------	**???**

Adapted from Clark (2000)

According to the literature, CSR affects reputation returns is similar to public relations outcome because the organization and public share the same values (Coombs & Holladay, 2010). CSR also can create the identification between the public and organization. When the public feels that they are one with the organization, it leads to having shared values (Coombs & Holladay, 2010). Freeman (1984) also noted, "reputations reflect firms' relative success in fulfilling the expectations of multiple stakeholders" (p. 209). However, the results of financial returns have been mixed, both from organizations that do and do not make a profit off CSR (Husted & Salazar, 2006). Boulstridge and Carrigan's (2000) mentioned that the corporate behavior was not important to customers in making their purchasing decisions.

Based on the literature review, CSR would be more effective if it used public relations to help organizations exercise CSR with effective communication strategies to the public. As public relations practitioners help organizations' effectiveness by using communication with the public for organizational policy and action (Clark, 2000).

Many studies in the literature review indicated the ability of public relations management process to meet an effective outcome by identifying stakeholders for

making the best solution using strategic planning, program goals, objectives, communication strategies with specific outcomes and being able to evaluate the outcomes. The literature reviewed lacks studies about the evaluation stage for CSR. The stage of evaluating the program may be necessary in the CSR process because it may help CSR more effectively identify the specific outcomes and be able to evaluate the program outcomes. This is another way that public relations can help CSR.

Linking public relations outcomes (satisfaction) with market value. From Luo and Bhattacharya's research (2006), they found that the relationship between CSR actions and a company's performance are influenced by customer satisfaction. According to Luo and Bhattacharya's study (2006), customer satisfaction is defined as "an overall evaluation based on the customer's total purchase and consumption experience with a good or service over time" (Anderson, Fornell, & Mazvancheryl, 2004; Fornell, 1992, p. 3).

According to the stakeholder theory (Maignan & Ferrell, 2005) and institutional theory (Scott, 1987), customers are likely to be more satisfied by products and services from corporations that have strategies of CSR. Bronn and Vrioni (2001) mentioned that consumers are demanding more value for their money so the study showed that most consumers favor socially responsible companies and products. CSR initiatives have an effect on the attitude of stakeholders toward companies, because it initiates an aspect of corporate identity that can induce customers to identify with the company (Bhattacharya & Sen, 2003, 2004). It most likely identified that stakeholders will be satisfied and support the company. CSR effects customer-company identification, which can create benefits for companies by increasing stakeholders' identification with companies, and

that can make stakeholders support the company (Lichtenstein, Drumwright, & Bridgette, 2004). Luo and Bhattacharya (2006) found that CSR affects customer satisfaction in their research.

Previous research showed the influence of customer satisfaction on firm market value. Luo and Bhattacharya (2006) noted that satisfied customers can increase a firm's market value. Bolton and Drew (1991) and Oliver (1980) argued that the companies with satisfied stakeholders seem to enjoy greater customer loyalty, positive word of mouth (Szymanski & Henard, 2001), and customers were willing to pay premium prices (Homburg, Koschate, & Hoyer 2005). Thus, the research showed that customer satisfaction had an immediate impact of CSR on the firm's market value. Luo and Bhattacharya (2006) noted, " CSR would increase a firm's long-term financial performance through the mediator of customer satisfaction" (p. 11).

The use of public relations for CSR

Positive. Public relations practitioners with a strong understanding of publics, which is a valuable resource for CSR when it is integrated into organizational policies and practices, can be very valuable to the organization as a whole (Coombs & Holladay, 2010). Grunig and Hunt wrote, "Public, or social, responsibility has become a major reason for an organization to have a public relations function," and two-way symmetrical communication is the best means by which to evaluate social responsibility (Grunig & Hunt, 1984, p. 48).

Public relations can help CSR to communicate effectively with public/stakeholder about the organization's actions and what has been changed (Coombs & Holladay, 2010). Similar to what Clark (2000) noted in the model of the communication –management

approach, public relations can help CSR to plan an effective communication programs to inform the public about responsible corporate acts.

Public relations also helps CSR to prevent an expectation gap. According to issues management by Wood (1991), public relations and CSR come together to search the possible problems/potential in expectation gaps (Clark, 2000). Public relations becomes a key communication factor to stakeholders, which includes employees, community members and activists (Heath & Coombs, 2006; Coombs & Holladay, 2010). Public relations people can help communicate CSR efforts to employees about its policies, so they will have a better understanding of what is going on. Public relations people can make valuable contributions to strategic CSR not only by providing information to employees, but also in focusing efforts to garner media coverage about CSR programs (Coombs & Holladay, 2010).

Finally, public relations function has value to help an organization become more effective by building relationships with publics that affect the organizations or are affected by the organization's activities (Grunig, 1992). Relationships help the organization manage its interdependence with publics as a means of contributing to the success of an organization.

Negative. Coombs and Holladay (2010) argued that CSR communication should focus on action more than communication. Similar to Morsing and Schultz, (2006) they found that CSR information is a double-edged sword. According to the research based on three CSR communication strategies, it showed mixed results of the public's perception towards corporations communication, and their social responsibility (Morsing & Schultz, 2006). Morsing and Schultz (2006) said, "The general public has different perceptions of

whether companies should communicate their CSR initiatives in corporate advertising and corporate releases or in minimal releases, such as annual reports and websites" (p. 331). Morsing and Schultz (2006) also noted too much sense giving of CSR efforts may be counter-productive" (p. 332). This suggests that some corporations do not find it necessary to communicate their CSR efforts loudly, as the community already perceives them as legitimate.

The value of public relations for CSR. Public relations practitioners with an understanding of the publics offer a valuable resource for CSR when it is integrated into organizational policies and practices (Coombs & Holladay, 2010).

Public relations helps organizations practice CSR to communicate effectively with the public and stakeholder about the organization's actions (Coombs & Holladay, 2010). Public relations also helps CSR to prevent an expectation gap (Coombs & Holladay, 2010).

Relational outcomes such as satisfaction with the CSR program can link to the CSR outcomes in market value. Luo and Bhattacharya (2006) found the relationship between CSR actions and a company's performance are influenced by customer satisfaction. According to Luo and Bhattacharya's study (2006), customer satisfaction is defined as "an overall evaluation based on the customer's total purchase and consumption experience with a good or service over time" (Anderson, Fornell, & Mazvancheryl, 2004; Fornell, 1992, p. 3). Maignan & Ferrell (2005) and Scott (1987) noted that customers are likely to be more satisfied by products and services from corporations that have strategies of CSR.

Recent literature review on CSR shows the involvement of the expectation concept and theory of sense making and sense giving, the value of the sense making and sense giving to help organizations understand the public expectations. These concepts help organizations create the policy and action to meet the social needs that can lead to satisfy social needs (Morsing & Schultz, 2006). Based on literature review, sense making and sense giving process is similar to public relations models, which follow the two-way communications process. Sense making and sense giving improve understanding of the communication process, which helps an organization create a productive relationship (Gioia et al., 1994; see Figure 3).

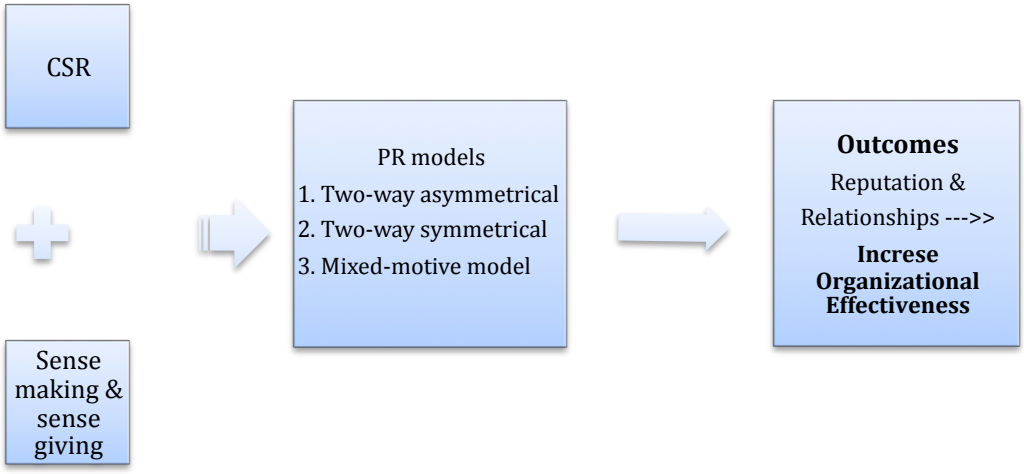

Figure 3. Similarity of sense making, sense giving and the communication process.

CSR and communication strategies. The function of public relations and the value of social concern can be used to achieve mutual understanding that should conduct good reputation and relationship, and benefit for an organization. The four CSR communication strategies are present in a dialogue based on the model of public relations

that links to three types of stakeholder relations, adapted from Morsing and Schultz (2006; see Table 8).

1. Stakeholder information strategy: one-way communication from an organization to its stakeholders.

2. Stakeholder response strategy: two-way imbalance, this strategy communicates with stakeholders to identify what stakeholders' concerns are and what they will accept. The company's decision and action is based on public survey, but the company does not change.

3. Stakeholder involvement strategy: two-way dialogue and ongoing interaction. Both parties influence each other, and the company can change based on the influence of public expectation and concerns. This strategy refers to the benefits in developing and maintaining relationships with stakeholders, and also identifies positively with the company.

4. Stakeholder response & involvement strategy: assumes a combination of two-way imbalance and two-way dialogue of communication (mixed-motive), based on how an organization tries to satisfy their own interests and the public's interests.

Table 8

CSR and Communication Strategies

CSR and communication strategies		**PR models**
Stakeholder information strategy	One-way communication ←----------→	Press agentry & Public information
Stakeholder response strategy	Two-way imbalance ←----------→	Two-way asymmetric communication
Stakeholder involvement strategy	Two-way dialogue ←----------→	Two-way symmetric communication
Stakeholder response & involvement strategy		Mixed-motive

Adapted from Morsing and Schultz (2006).

The ideal outcome of public relationship management is mutual understanding with benefit to both parties. Public relations communication models/process is believed to provide the good reputation and four key relationship outcomes that lead to satisfaction between the organization and public. Luo and Bhattacharya's research (2006) supports a positive link between relationships outcomes/satisfaction and the market value (see Figure 4).

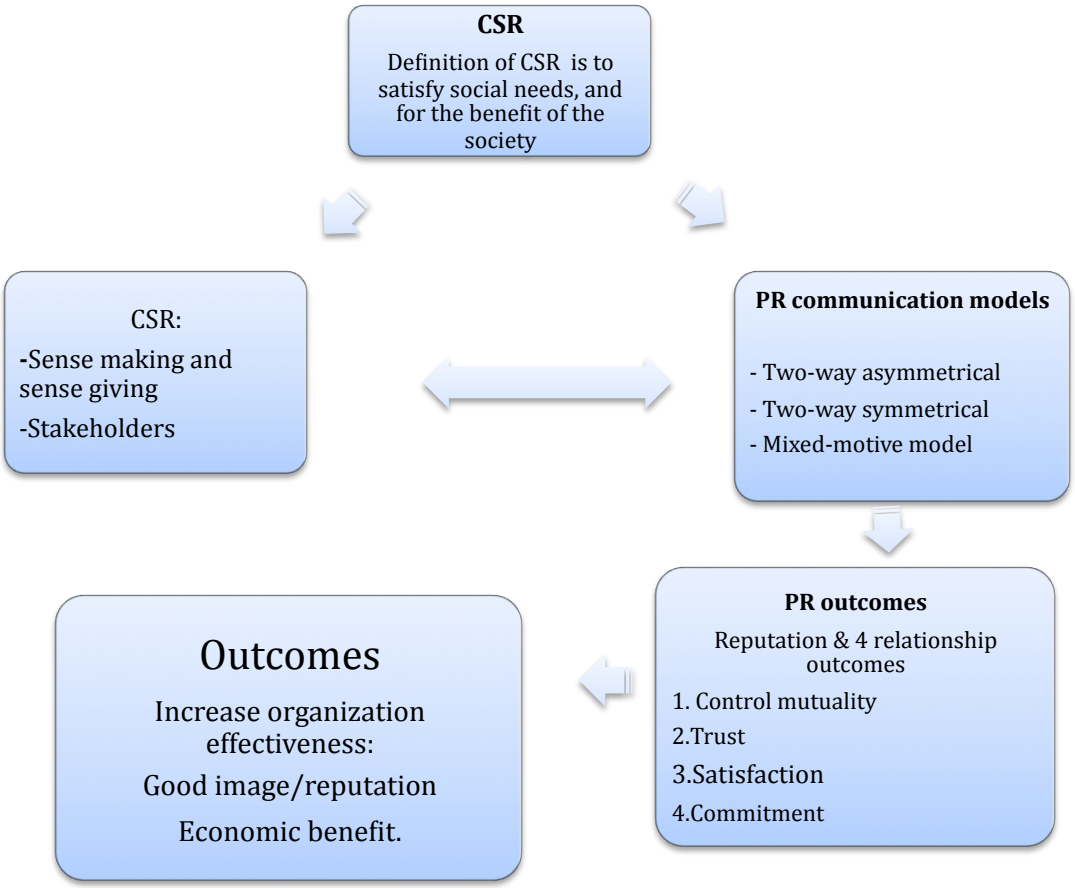

Figure 4. The value of public relations for CSR.

The summary points show that the public relations process is an essential key for corporations to create relationships and good reputation with the public that will help the organization become more effective and gain higher profits (Grunig, 1992). The relationship outcomes (control mutuality, trust, satisfaction, and commitment) lead to the customer loyalty, which is the value of public relations to organization effectiveness, as a means of contributing to financial success of an organization. Post, Preston, and Sachs (2002) also mentioned that "organizational wealth can be created by managing a good relationship with stakeholders for mutual benefit" (p. 1).

The CSR process is similar to the PR process and both show value of reputation. Public relations helps CSR to communicate to stakeholders about their actions and to prevent an expectation gap. Moreover, Luo and Bhattacharya (2006) showed that satisfaction, which is one of the PR outcomes, has impact on CSR on the firm's economic benefit. However, CSR financial returns showed failure in some companies. This study is designed is to explore the link between public relations strategies and CSR outcomes. Development of the CSR evaluation stage may be necessary in the CSR process because it may help CSR work more effectively and result in successful outcomes.

Summary

Organizations implement corporate social responsibility programs to satisfy social needs (Angelidis & Ibrahim, 1993) by doing good things and benefiting the society at large (Enderle & Tavis, 1998). As social concerns are the primary concept of CSR, public relations practitioners can help organizations practice CSR by communicating and managing the relationship between organizations and society.

Researchers approached the study of CSR process in organizations and found it is

similar to the PR process. The similarity that researchers found relied on communication of public relations model that uses two-way communication to develop a better understanding and create positive relationships with publics. This helps the organization make effective policy decisions resulting in higher profits.

Researchers have not only applied public relations theory but also began to apply broader theories such as sense making and sense giving theory, stakeholder theory, and relationships outcomes to help explain the value of public relations for CSR. However, there were still questions remain about how CSR in practice affects financial outcomes.

Chapter 3

Objectives

This study was designed to identify effective communication strategies that can help CSR programs lead to positive outcomes, especially those that result in economic benefit for an organization. Interviews conducted with managers or employees who work within the corporate social responsibility model. Interviews also conducted with public relations practitioners to evaluate the effectiveness of CSR strategies. Research on specific CSR strategies, influenced by public relations, will be useful for managers and organizations in the future. This information can be used to better understand how CSR and communication strategies affect an organization's success.

Many organizations take action based on social concerns and public issues. These organizations help people and society without any direct compensation. This can be a challenge for the organization's survival. Companies need to consider whether CSR offers an efficient return on their investment and whether it will make economic profit.

According to the literature review, studying communication strategies can explain how public relations helps CSR outcomes. Thus, the purpose of this research is to determine the effective communication strategies that can impact the CSR outcomes for an organization's success. The effective key strategies of CSR outcomes are important to know and understand in order to help managers develop an effective CSR plan for the best possible outcomes.

This study used the sample of large Thai businesses which have CSR programs. The research was interviews with CSR project managers and/or public relations

communication managers in organizations in Bangkok, Thailand. These interviewees had experience that was relevant to the research questions.

Research Questions

RQ 1. Which communication strategies are implemented in CSR programs among this sample of large Thai businesses?

A: Public information/stakeholder information

B: Two-way asymmetric/stakeholder response

C: Two-way symmetrical/stakeholder involvement

D: Mixed-motive models

RQ 2. What are the perceived outcomes of CSR in this sample of large Thai businesses?

RQ 3. How do CSR project practitioners/PR practitioners in large Thai businesses evaluate the CSR outcomes? (Any efforts to evaluate the outcome or evidence; e.g. increase revenue)

RQ 4: How do CSR project practitioners/PR practitioners connect public relations strategies and CSR outcomes?

Chapter 4

Method

Research Design

This section introduces the interviews research method used to find out the link between PR (strategies, models/processes work, and outcomes) and CSR (outcomes). The qualitative interviews method looks for patterns of interrelationship between categories (McCracken, 1988). The purpose of this interview methodology is to expand the understanding of the relationship between public relations and CSR, in practice, through the real experiences of PR/CSR communication practitioners. The interviews research explored and described how public relations strategies influence an organization's practice of CSR, to achieve a more effective outcome. The following sections describe the interviews, participants, assessment instruments, procedure, and data analysis.

Interviews

The method that was used in the study was interviews with CSR project managers/workers, and/or public relations communication managers/practitioners in Bangkok, Thailand organizations, who work on CSR programs. Informant interviews and long interviews were utilized in this research. The informant interview is an interview type used in communication research as described by Lindlof and Taylor (2002). Interviews are conducted with specific people who have valuable experience in certain settings for achieving their research objectives. This informant interview generally takes time to ask prepared questions for specific topics that can go deeply into the person’s experiences and information. Additionally, long interviews by McCracken (1988), similar

to depth interviews, reveal the interviewees' experiences and information in more detailed fashion (Baxter & Babbie, 2004). Interviewees participating in the interviews were able to talk freely and more in depth about the CSR projects through their own experiences.

McCracken (1988) mentioned that an interview, "is one of the most powerful methods in the qualitative research" (p. 9). In this research, the interview with the participants was the primary method for collecting data. The interviews were used to help understand CSR strategies, and evaluate CSR outcomes for the chosen organizations. The objective of the interviews were to identify which PR strategies and/or communication strategies influence effective CSR outcomes. In addition, interviews with specific people who have experience in CSR projects such as CSR project managers, CSR practitioners, or communication managers, revealed strategies, models, and perceived outcomes.

All interviews were conducted in the Thai language. Interviewees were given consent forms to describe the purpose of the study, and were asked for permission to record the conversation during the interviews. Each interview ranged from 30 minutes to 2 hours, and all of them were conducted in Bangkok, Thailand, in locations selected by the interviewees, mostly in their offices. Interviewees were asked open-ended questions. The interview questions were designed to help for effective analysis, and keeping the interviews on topic. Audiotape records were reviewed, transcribed for analysis, and only the excerpts quoted were translated into English for this research. Moreover, field notes (paper and pencil) were used to take written notes for some cases where interviewees declined to be recorded.

Sampling

The sampling strategy is used to guide the choices of whom to interview in the qualitative research (Lindlof & Taylor, 2002). Lindlof and Taylor (2002) noted that most sampling decisions in the qualitative research method are not of random probability, because qualitative research, "does not produce data that can be subjected to statistical procedures that allow generalization to a population and…focus on the social practices and meaning of people in specific context" (p. 122). In this study, the research method used non-probability sampling to select participants, because specific participants were needed for this research. Lindlof and Taylor (2002) noted that, "the value of persons as a sampling is most usefulness in interview-based research" (p. 121), as they have experience and knowledge that are important to the research questions. Purposive sampling is a type of non-probability sampling procedure in which, " the units are selected on the basis of the purpose of the study" (Babbie, 2010, p. 193). Organizations using CSR programs were included in this study. This technique is necessary to select participants who work in organizations with CSR programs.

Interviewees were selected after the researcher found organizations with CSR projects on their web sites. Then, the researcher contacted the appropriate staff in the organization to identify the person who works on their CSR projects. The researcher contacted all participants via telephone, then followed up by email with attached forms of consent, and the open-ended questions list (see Appendix B).

Snowball sampling is recommended by Lindlof and Taylor (2002). Snowball sampling is used in interview studies where it is difficult to reach people. In this study, snowball sampling was used because the total number of organizations having CSR

programs in Bangkok, Thailand is small. In order to reach as many participants as possible, the snowball sampling was used after conducting and collecting data on a few interviews, and then asking those interviewees to suggest other possible organizations that had CSR programs. Baxter and Babbie (2004) noted that the snowball sampling is useful when the members of a population are difficult to find.

Participants

Interviews with the managers (e.g., vice president, director, manager, etc.) and communication professionals from organizations working with CSR programs were included, because they had experience that was important to the research questions. The researcher conducted interviews with 17 participants of 16 businesses in Thailand, and at least one person from each organization was interviewed (see Table 9). All participants were chosen based on their willingness to be interviewed. Almost all participants agreed to being audiotaped except for one participant. McCracken (1988) noted, "For many research projects, eight respondents will be perfectly sufficient" (p. 17). Participants were over the age of 18.

Table 9

Details of Organization/participant

NO.	Organization	Industry Group	Work Position	Gender	Working period
1	Organization A	Information & communication technology	Division Head of Corporate Responsibility Office (Vice President CSR)	Male	25 years in this field, 4 years in this position
2	Organization B	Information & communication technology	Public Relations Specialist	Male	12 years
3	Organization C	Information & communication technology	Assistant Director Corporate	Male	6 years

			Communications & Marketing PR-True Group		
3.1			Specialist Communications & Marketing PR1	Female	
4	Organization D	Resource	Senior Administrative officer Brand communications Corporate Communications & Social responsibility	Female	3 years
5	Organization E	Resource	Manager, Sustainability Organization Development	Male	3 months
6	Organization F	Construction material	Vice President, Group Communication (Vice president of CSR Club)	Male	3 years
7	Organization G	Retail	Assistant Vice President-Corporate Communication	Male	More than 30 years
8	Organization H	Retail	Senior Chief Marketing Officer	Male	21 years
9	Organization I	Retail	Senior vice-President Corporate Image	Female	8 years
10	Organization J	Retail	Public Relations Manager	Female	1.5 years
11	Organization K	Food	Assistant Manager	Male	27 days
12	Organization L	Food	Director	Female	5 years
13	Organization M	Food	Marketing officer		1.5 years
14	Organization N	Consumer Products	Communications Support Manager	Female	7 years
15	Organization O (Product & Branding)	Consumer product	Project manager	Female	5 years
16	Organization P	Insurance	Assistant Manager-Marketing Management	Female	2 years

			(Corporate Affairs-CSR)		

Procedure

This project began by contacting all participants via phone and email to arrange interviews according to participant availability. The participants were given consent forms that informed them of the purpose of the study. Then the participants were interviewed. The interview was to last no longer than two hours. The interview questions were asked in the same format from the interview list (see Appendix B). In some cases, participant's responses required clarification. The researcher asked additional questions in order to clarify the answers. With permission (consent form), interviews were recorded and transcribed for data analysis.

Data Analysis

The method of analysis for this study is qualitative data analysis. After finishing all interviews, all audiotapes of the interviews were entered into computer files, which were prepared for future transcribing and data analysis. Qualitative data analysis involves a sort of content analysis strategy to analyze the data for themes or major ideas in a document (Babbie, 2010). Lindlof and Taylor (2002) said, "categorization and coding are essential to making sense of qualitative data" (p. 214). Lindlof and Taylor (2002) described, "analysis is the process of labeling and breaking down raw data (decontextualizating) and constituting them into patterns, themes, and concepts" (p. 210). This research analyzed the data through interview transcriptions and field notes.

The research classified the data into categories in relation to the research questions. Analysis of data from the interviews consisted of categorizing various strategies and identifying outcomes. The qualitative data analysis also required coding,

which helps classify or categorize data according to some conceptual framework and for describing the implications and details of these categories (Babbie, 2010; Baxter & Babbie, 2004). The purpose of the coding is to link the data/text and the conceptual categories (Lindlof & Taylor, 2002). This research coded the latent content of the communication. It is the researcher's judgment to decide and identify what are the important concepts after reading the interview transcript (Babbie, 2010). This method is also effective for tapping the underlying meaning of communication (Babbie, 2010).

Findings were described according to each strategy, including any consistency or inconsistency, with the models presented in the literature review. Conclusions were drawn about common strategies used to create CSR outcomes and the assessment of those outcomes.

Chapter 5

Results

Findings

The general purpose of this study was to explore the effective strategies that influence an organization's practice of CSR to achieve outcomes through the ideas and real experiences of practitioners. It also was designed to expand understanding of the relationship between public relations and CSR in practice, as applied by each practitioner interviewed. The data from the interviews explains the positive relationships of public relations strategies and CSR outcomes.

Before going through the findings along with the research questions, this study found that most of the participants were working on CSR programs by public relations and communication practitioners. This research found one participant with both positions in communication and CSR. The researcher also found that there was only one organization that had a specific CSR department, with specific CSR professionals, to run CSR programs and activities. Additionally, this study found some participants who have worked on CSR programs with a position in marketing. The participants' official titles showed the relationship between their position and the CSR program. (See Table 10)

Table 10

CSR Jobs by OfficialTitle

Work position	CSR	Comm/PR	CSR& Comm/PR	Comm& PR+Mkt	Marketing	Mkt&CSR	ETC
1	Org. A	Org. B	Org. D	Org. C	Org. H	Org. P	Org. E
2		Org. G			Org. M		Org. L
3		Org. I					Org. K
4		Org. J					
5		Org. N					
6		Org. F					

RQ 1. Which Communication Strategies are Implemented in CSR Programs Among this Sample of Large Thai Businesses?

According to the interviews, the researcher found that there are many areas of social concerns in general, such as environment, education, community, and employees for the organizations to choose and focus on. This allows researchers to understand the CSR project in practice. The researcher began each interview by asking the interviewee to select one CSR project to discuss. This question allowed each participant to talk about the CSR activities and the processes that he/she has worked on, and later discuss the strategies implemented in detail.

Social concern. All participants talked about how their CSR programs for doing social good are based on social concerns. One participant at organization I (retail industry) said, "Our CSR program is based on social need." Another participant at organization G (retail industry) said, " knowing stakeholders/social need and serve what stakeholders/social need." A participant at organization G said, "According to the survey, Thai society in every target group needs education, it is the primary need of Thais because there is a big gap in education….Thai society needs this so they expect us to do it." A participant from organization A (information & communication technology industry) said, "Sixty percent of Thais are farmers, and they need new knowledge and education."

Almost all participants discussed CSR projects as helping the society via education and knowledge areas. However, there are some other areas such as environment, or helping the public following natural disasters and crisis. For example,

organization K (food industry) donated food products to people in southern Thailand who had no food and electricity following a flood.

CSR programs relate business and brand. From the interviews, the researcher found interesting points that several organizations made, not only about CSR programs on social concerns, but also related to business/brands. There were five participants who mentioned having CSR projects linked with business. The interviewee from organization A (information and communication technology industry) whose position is the Division Head of Corporate Responsibility Office (Vice President CSR) said, “Having an effective corporate responsibility is to do it based on what we are good at, and relate to the need of society…[organization A] is a mobile telecom operation organization, so we can give new knowledge and education through technology on mobile phones.”

Organization C is similar to organization A, because both businesses are in the industry of information and communication technology. The participant from organization C’s work position was the Assistant Director of Corporate Communications and Marketing PR. Organization C's group supported the points of CSR relating to their business. The participant from organization C said, “For our organization, CSR projects that support society is based on what can we do best and what we know best that benefits the society as a whole and makes a difference…so the company places emphasis on using modern telecommunications technology to promote educational activities through our website, a digital content portal, improving, teaching, and learning resources nationwide. Supplying and installing digital educational media and equipment in some schools nationwide...this is what we can do best to help Thai society.”

A participant at organization H's work position was Senior Chief Marketing Officer. He supported the idea of having CSR linked to business with an additional interesting point. The interviewee from organization H (retail industry) said, "We call it fusion CSR. CSR programs for our organization have the same idea of doing business, which is to continue and sustain our standard of CSR projects. These are based on social concerns linked to business, and we can measure it in the sense of return. Our business is retail, so our strategies are to have CSR linked to corporate, category, and event marketing. CSR is one part of marketing that we have to balance everything for best action."

Participants from organizations N and O (consumer product industry) agreed with the idea of doing CSR related business. They both spoke about how their CSR project is based on social concerns that are linked to brand positioning. For example, the interviewee from organization O (consumer product industry) said, "We use CSR projects on education related to detergent products." The participant from organization O (consumer product industry) also described one example of a CSR activity on education, based on the brand positioning of, "Dirt is good." They then came up with the CSR project called, "Learning by playing." The CSR project built a playground for children to learn from playing, and also get experience from outdoors, not just from the classroom.

CSR with the concept of sustainability development. In the interviews, the researcher also found that 12 out of 16 participants reported CSR programs based on the concept of sustainability development. Most of the participants said that CSR is to help, support, and develop society and environment to better society as a whole.

The participant from organization H (retail industry) said, “The idea of doing CSR projects is the same idea as doing business, which is to have sustainability.” The participant at organization G (retail industry) said, “The concept of sharing and sustainability helps support society, and can grow a better society, a better society so that business can survive…. good CSR programs with sustainable growth brings optimal benefit to all stakeholders.” Similarly, the participant from organization A (information & communication technology industry) said, “CSR is helping satisfy society with sustainable development….when society is doing well, it means we are doing well also.”

The interviewee from organization C (information & communication technology) also mentioned and supported the idea of sustainability development. The participant from organization C said, “Our CSR projects have emphasis on education, which helps the development of young and underprivileged children in Thai society. The company operates its business while adopting the sufficiency economy philosophy, and taking into consideration environmental and social matters. These focus on promoting a knowledge-based society as a path to sustainable development for Thailand.” Similar to the interviewee from organization B (information & communication technology) said, “our CSR programs of continuous activities will promote happiness to the society - good living quality, and be able to move Thai society to sustainable growth.”

Another participant from organization E (resource industry) said, “CSR with the concept of sustainability development is looking for the balance of the economics of organization, environment, and society.” The interviewee at organization F (construction material industry) agreed, “ organization F is determined to create a sustainable future for the Thai society….we are committed to playing a major role in the promotion of

education for our children, the alleviation of global warming and the preservation of our limited resources."

Stakeholder information strategy (public information). According to the interviews, the researcher found that all of the CSR programs are based on social concerns and the demand of the public in Thailand. The researcher found that the stakeholder information strategy (public information), was used in CSR projects by all of the 16 organizations.

The participant from organization B (information & communication technology), who worked as the Public Relations Specialist said, "We use public relations and all media to communicate about CSR projects and activities."

This research showed that all organizations used their own web site to communicate about their CSR programs to the public. Most of the participants practiced the idea of using public relations to help them communicate their CSR programs to stakeholders, which let them know their intentions for society, and what the organization was focusing on in their projects.

Stakeholder response strategy (two-way asymmetric). There were 9 out of 16 organizations that mentioned their CSR programs evolved from researching, surveying, and identifying stakeholders before starting work on CSR programs. The interviewee from organization G (retail industry) who worked as Assistant Vice President of Corporate Communication said, "We did attitude surveys on target stakeholders to know what they need… and according to surveys, Thai society in every target group needed education, it is the primary need of Thais because there is a big gap in education; Thai society needs this so they expect us to do so." The interviewee from organization G

(retail industry) also said, “We use public relations and all communication media because the main key of CSR is to communicate before and during the action with target groups. We need to communicate all the time and do it constantly, also doing the evaluation for adjustment planning for the next year. If CSR is without public relations and communication, then it fails.” The response from the participant at organization G (retail industry) showed that they do more than just public information, by doing evaluations every year.

In fact, public relations was an important function to many of the companies interviewed in this study. The participant from organization H (retail industry) said, “we use public relations as the main part of helping our CSR project work, and sometimes we use media for some CSR projects.” The interviewee from organization O (consumer product industry) said, “We use public relations, press conferences, print ads, and web sites.” The participant at organization P (insurance industry) agreed, “We use public relations, and we have press conferences and web sites for communicating about our CSR projects.”

The interviewee from organization A (information & communication technology industry) who worked as Division Head of Corporate Responsibility Office (Vice President CSR) said, “We use public relations to communicate for good understanding…we do not use it for propaganda or persuasion.” The participant at organization A (information & communication technology) also supported the point of knowing and understanding the public need: “Sixty percent of Thais are farmers so they need new knowledge and education and doing research in order to serve the need of society with the right action.” This idea was also reflected by the participant at

organization D (resource industry) who served as Senior Administrative Officer, Brand Communications Corporate Communications and Social Responsibility: "We use public relations to communicate and advertise the CSR activities for good understanding and to better our image to stakeholders."

The participant from organization F (construction material industry) agreed, "We have a team who, as a partner, helps them to do research for the need of the community." Another interviewee from organization C (information & communication technology industry) also said, "We study and research CSR trends and the need of Thai society. Education is one main concern for Thais, because Thailand is a developing country where there is a lot of underprivileged schools that need support of teaching, learning lessons, and equipment. Then we look back at our business and see what we can do best for the society, so our CSR project is supporting the community and school based education programs and narrowing Thailand's digital divide. "

These participants' response showed the organizations identify their CSR programs based on research or survey of stakeholders. By knowing the stakeholders' attitudes and needs, organizations are able to create effective CSR projects.

Stakeholder involvement strategy (two-way symmetric). Researcher found that 4 out of 16 organizations showed strong strategy on two-way dialog with ongoing interaction between organizations and stakeholders. The participant at organization D (resource industry) said:

> "There are stakeholder engagements in the CSR program so you cannot just do whatever you want to do in CSR activities…you have to communicate with stakeholders to know the needs of the people, exchange ideas, and negotiate with

the community for planning, and then you can take action. For example, stakeholders need digital media for education, which is a high cost for the organization. There are negotiations with the stakeholder by offering education through satellite."

The participant from organization D (personal communication, June 14, 2011) presented the system of their CSR managing process, which showed the two-way symmetric (dialogue) with stakeholders. Organization D's CSR management process is shown below (see Figure 5).

Figure 5. CSR management process model by organization D (adapted).

Similarly, the interviewee from organization E (resource industry) said, "Our CSR programs have stakeholder engagements which are dependant on the need of each

community where a factory is located. We have to listen to the needs from our employees and people in the community." These two organizations are both from resource industries.

Another interviewee from organization F (construction material industry) said, "We communicate and have conversations (dialogues) with stakeholders about what they need and what we can do for the community." The participant at organization F presented documents that showed stakeholder engagements and community involvement in their CSR programs.

Another participant from organization I (retail industry) mentioned conversations with their stakeholders as well. These four organizations showed the stakeholder response strategy (two-way asymmetric) and stakeholder involvement strategies (two-way symmetric)(see table 11).

Table 11

Strategies Reported

ORG		CSR strategies			Communication strategies			
NO.	Organization	Social concern	Business Brand	Sustainability development	Public info/ Stakeholder information	Two-way asymmetric/ Stakeholder response	Two-way sysmmetrical /stakeholder involvement	Mixed motive models
1	A	x	x	x	x	x		
2	B	x		x	x	x		
3	C	x	x	x	x	x		
4	D	x		x	x	x	x	x
5	E	x		x	x	x	x	x
6	F	x		x	x	x	x	x
7	G	x		x	x	x		
8	H	x	x	x	x			
9	I	x		x	x	x	x	x
10	J	x			x			
11	K	x			x			
12	L	x			x			
13	M	x			x			
14	N	x	x	x	x			
15	O	x	x	x	x			
16	P	x		x	x	x		

In this section of strategies involvement, research found that all organizations used public information /stakeholder information to inform the CSR projects and activities to the public and stakeholders. The researcher found that several organizations did not use two-way communication with stakeholders, because they used general social concern to start the CSR projects. A few organizations knew the customer's general social concern, and they applied this general concern to their business strategy to develop CSR projects and activities.

Most of the organizations used two-way asymmetric in order to better know the stakeholders' need. This data supports the literature review on two-way communication process (sense making and sense giving) to enhance awareness of mutual expectation. The findings convey that most organizations used "sense making" to try to understand stakeholders' needs, and then used the "sense giving" of CSR programs based on information from stakeholders. According to the literature review, it noted that identifying the right social concern helps an organization create a productive relationship (Gioia & Chittipeddi, 1991). There are four organizations that used two-way dialogues of communication to develop a better understanding and know exactly what stakeholders need. They always adjusted and adapted their plan for better actions. This helped CSR programs serve the right need to stakeholders, which can create a good image and relationship.

RQ 2. What are the Perceived Outcomes of CSR in this Sample of Large Thai Businesses?

In this is section, all participants were asked, “What are the goals and benefits for CSR?” All of the participants reflected the theme that they are doing CSR programs because they want to help support society and the environment. Some of the participants also added that the organization does social good with intentions to give back something to the society. Interestingly enough, the research found one participant from organization D (resource industry) who said, “Our goal is beyond image, which is trust.” Another participant in organization P (insurance industry) said, “More than helping society we also want CSR for branding.”

Later, all participants were asked, "What are the benefits for CSR?", which can relate to the outcomes of CSR. All of the interviewees responded that they want a good corporate image and brand awareness. The participant from organization G (retail industry) said, “Have a good image and all stakeholders support us.” The participant form organization B (information & communication technology industry) agreed, “CSR creates a good feeling and emotion towards our organization. We hope people will choose us, CSR is kind of like indirect marketing.” Another participant of organization P (insurance industry) who works as the Assistant Manager-Marketing Management, talked about indirect profit. The interviewee from organization P said, “Image and indirect CSR may help sales increase.” The finding showed that work positioning was related to the participant’s view on CSR outcomes. The finding also showed that previous questions indicated the CSR outcomes. Participants from organization B and organization P did not mention indirect marketing and sales increase when asked about CSR outcomes.

However, their answer referenced the indirect outcomes of CSR. Next, the researcher asked questions on what the company thought of the outcomes of CSR. An almost unanimous response was that, “Society is better.”

Reputation returns. Not only is society “better”, though. The research also revealed that participants perceived improved company reputation. In this research, the concept of reputation refers to awareness, brand, image, goodwill, impressions, and good reputation of an organization (Grunig & Hung, 2002). All of the participants perceived that a good reputation, image, and awareness of the organization of CSR programs were the outcomes of CSR. In the interviews, all interviewees were asked, “What does your company think are the outcomes of CSR?” For example, a participant from organization D, resource industry (personal communication, June 14, 2011) showed the evidence of CSR outcomes on factors such as: reputation return, good image, and awareness of the organization from stakeholders, which included employees, the community, investor shareholders, and customers. (See Figure 6).

Figure 6. Awareness of organization's social performance management by organization D.

Support business/financial returns. On this theme, the researcher found that most of the participants did not talk about financial return at all. However, 7 out of 16 organizations talked about CSR outcomes in the indirect relation to financial returns of the organization. A few participants did not speak directly about the financial return, but they did state the reasoning of the indirect outcome of CSR.

The participant from organization G, retail industry said:

> When we do social good for the society, that alone is not enough. We also need to share and communicate to the public and target stakeholders, with hopes of making the public admire us. Then all stakeholders will support us; the community isn't against our business, employees want to work with us, customers want to buy our product, and small businesses

> want to do work with us, the media supports us as well. Our CSR goals are for sharing and helping to make a better society. When society is better, that means we are doing well too. The stronger party acts as a support and to strengthen the weaker ones. As a result, both big and small can grow side by side in a more harmonious and sustainable way, bringing sustainable growth and optimal benefit to all.

The interview with the participant at organization G (retail industry) did not speak at all about financial return, but a conversation with the interviewee provided the sense of supporting their business. Moreover, with his position as the Assistant Vice President-Corporate Communication, the research found that his answer pointed at communication helping to get positive outcomes.

This is similar to the participant at organization C (information & communication technology industry), who was the Assistant Director of Corporate Communications and Marketing PR. The interviewee from organization C said, "The outcome is a better society, and when society is better, everything else is better, which results in better business. It is a circle." The participant from organization I (retail industry) also had the same idea that a better Thai society means that business is better as well, because they are both part of Thai society. These three organizations did not mention the financial benefits, but their ideas were similar on how CSR supports business.

The participant from organization A (information & communication technology industry) also supported the idea of a better society equating to better business. Organization A's CSR project used mobile phone technology to provide knowledge to stakeholders who use their network. The interviewee from organization A said, "The

outcome is a sustainable development for Thai people and our customers. This directly benefits both the customer and our company. It also indirectly increases the public's understanding of our company and our contribution to society."

Another interesting point was stated by a participant from organization H (retail industry) who worked as the Senior Chief Marketing Officer:

> "About goals, profit should be one part (indirect), the other should be satisfaction for the customers and community; namely image, relationship with suppliers, and positioning ourselves to be a part of the community. The outcomes are image, satisfaction from customers, relationships, and what I just said. There is indirect profit in CSR projects as a strategy of total marketing. For example, CSR projects on "white charity"[1] people is interesting because money that they spend helps society. This makes sales and profits increase. CSR indirectly makes profit, for us this is a total marketing which also has public relations helping on CSR projects."

Additionally, the findings showed that there are two participants from organization N and O (consumer product industry) who mentioned that CSR outcomes are a long term benefit in the sense of financial performance.

Interesting Findings in CSR Programs Supporting Businesses

Sustainability development. According to the interviews, researchers found that all seven organizations mentioned above spoke about indirect financial return as a benefit from CSR projects. These organizations have the same concept of sustainability development, and helping society towards a better future. The support from the previous sections, indicate the broad concept of sustainability development, and balance of economic organization, social concerns, and environment.

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[1] In organization H white refers to charity.

Work position and CSR related business. The finding also showed that participants who work in marketing see the outcomes of CSR to support business. Most of the participants did not express thoughts about the profit of CSR, but rather the profit (indirect) of CSR outcome. Research found that work positions relate to positive outcomes in terms of financial return. The participants working for the marketing fields have to be concerned about effective strategies to getting a positive outcome for the business, such as image and indirect profit for the business.

Communication strategies. Findings from the previous sections on communication strategies showed that six out of nine organizations used two-way asymmetric stakeholder responses. These six organizations showed CSR outcomes supporting businesses by means of producing financial income. The finding supports the literature review on sense-making and sense-giving (two-way asymmetric). This helps an organization identify the right social concerns, or the expectation of stakeholders, and produce a positive outcome (Coombs & Holladay, 2010).

Research found only one organization that used two-way symmetrical (stakeholder involvement). However, this finding has limitations to support the positive outcomes of CSR on financial return. This topic is sensitive because the main concept of the CSR program is to help society with the intention of benefitting the society as a whole. With the concept of CSR, the research found that most of the participants did not want to talk about financial return, so some organizations did not mention this topic at all (see Table 12).

Table 12

Work Position and Strategies Support CSR Positive Outcomes to Support Business

			CSR strategies		Communication Strategies			Outcome
NO.	ORG.	Work Position	Business Brand	Sustainability development	Two-way asymmetric stakeholder response	Two-way sysmmetrical/ Stakeholder involvement	Mixed motive models	Support Business
1	A	Division Head of CR Office (Vice President Corporate Social Responsibility)	x	x	x			x
2	B	Public Relations Specialist		x	x			x
3	C	Assistant Director Corporate Communications& Marketing PR-True Group	x	x	x			x
7	G	Assistant Vice President-Corporate Communication		x	x			x
8	H	Senior Chief Marketing Officer	x	x				x
9	I	Senior vice-President Corporate Image		x	x	x	x	x
14	N	Communications Support Manager	x	x				x
15	O	Project manager (Breeze)	x	x				x
16	P	Assistant Manager-Marketing Management (Corporate Affairs-CSR)		x	x			x

License to operate. In addition, there are three organizations who mentioned one of their CSR goals is having a license to operate. These three organizations are from a similar business industry, which is resource and construction material. The interviewee from organization F (construction material industry) said, “There are several outcomes, and one of them is the license to operate. We also have CSR projects supporting educational developments and helping the community, which is not related to business at all; we do it for the benefit of the community.” According to the interviews, a license to operate is the public’s consent for an organization to do business.

The findings from previous sections showed that these three participants used two-way dialogue communication and perceived the same outcomes of CSR, which is "the license to operate".

Relationships. Research found three participants who mentioned satisfaction in CSR outcomes. The participant from organization H (retail industry) who worked as the Senior Chief Marketing Officer said, "The outcomes are image, satisfaction from customers, relationships with the supplier and the community." The participant from organization E (resource industry) also said, "Outcomes are happiness and satisfaction from the community - live together with happiness."

There were four organizations that mentioned how CSR projects make society better and happier. A sense of happiness can create a good atmosphere to the organization. The participant at organization A (information & communication technology industry) said, "CSR is there to help better society. It helps the population become aware of our presence in the economy. We're an international company, so CSR has an effect on everyone, and not just our customers." There were two out of four organizations that talked about this clearly. Participant from organization B (information & communication technology industry) said, "CSR creates a positive feeling of emotion toward our organization." Another interviewee from organization G (retail industry) said, "We hope that when we do social good to the society, it will make the public admire us."

This finding showed the relationship outcomes, including satisfaction and acceptance from stakeholders, use both two-way asymmetrical and two-way sysmmetrical strategies, which refer to the mixed-motive model. There were three out of four organizations that used the two-way sysmmetrical strategy and the mixed-motive

model showed that the CRS outcomes affect relationships. Most of these organizations had strategies of stakeholder engagement, which can create good relationships between organizations and stakeholders. However, these three organizations mentioned that their CSR projects with two-way dialogue create good relationships between stakeholders and licenses to operate, but did not mention indirect profit. The data supports the previous literature on two-way balanced communication and flow of information to bring mutual understanding, and create good relationships between the organization and the public (Grunig & Hunt, 1984).

Research also found that four organizations used two-way asymmetric strategy with their stakeholders for customer satisfaction, which means CSR projects can make stakeholders happy and create a positive feeling for the organization. This finding supports the literature review on identifying the right social concern to help an organization work for a productive relationship (Gioia & Chittipeddi, 1991).

Research found one organization participant that worked in the marketing position. The participant from organization H (retail industry) talked about CSR projects and activities related to business with the total marketing strategy. This included public relations strategy of public information, CRM (customer relationship management), and CEM (customer experience management). The finding of this study showed that five out of these seven organizations that talked about relationships outcomes also mentioned indirect profit/CSR support business (see Table 13).

Table 13

Strategies and Outcomes

		CSR		Comm Strategies				Outcomes			
NO.	ORG.	Relate Business	Sustainability development	Public info Stakeholder information	Two-way asymmetric Stakeholder response	Two-way sysmmetrical Stakeholder involvement	Mixed motive models	Image	Support business	License to operate	Relationship
1	A	x	x	x	x			x	x		Satisfaction
2	B		x	x	x			x	Indirect marketing		Satisfaction
3	C	x	x	x	x			x	x		
4	D		x	x	x	x	x	x		x	Satisfaction
5	E		x	x	x	x	x	x		x	Satisfaction
6	F		x	x	x	x	x	x		x	
7	G		x	x	x			x	x		Satisfaction
8	H	x	x	x				x	Indirect profit		Satisfaction Relationship
9	I		x	x	x	x	x	x	x		
10	J			x				x			
11	K			x				x			
12	L			x				x			
13	M			x				x			
14	N	x	x	x				x	Long term benefit		
15	O	x	x	x				x	Long term benefit		
16	P		x	x	x			x	Indirect profit		Satisfaction

RQ 3. How do CSR Project Practitioners/PR Practitioners in Large Thai Businesses Evaluate the CSR Outcomes?

In the interviews, participants were asked: How do you evaluate or measure the outcomes of CSR? More than half of the participants answered, “We did not do an evaluation.”

The researcher found seven out of 16 participants evaluated CSR outcomes. One out of 16 organizations had not done the evaluation yet, but was planning to evaluate the CSR project. The interviewee from organization I (retail industry) said, “We will analyze CSR outcomes within the next four years and determine its effect on our business.”

All seven of the participants showed they evaluated the CSR outcomes on image or brand awareness of the organization’s CSR projects. A participant from organization B

(information & communication technology industry) working as the Public Relations Specialist said, “We have annual evaluation on brand awareness of our organization’s CSR.” Moreover, the participant from organization C, the same industry as organization B said, “We have terms to evaluate by doing surveys and interviews with stakeholders about the effectiveness of CSR programs.”

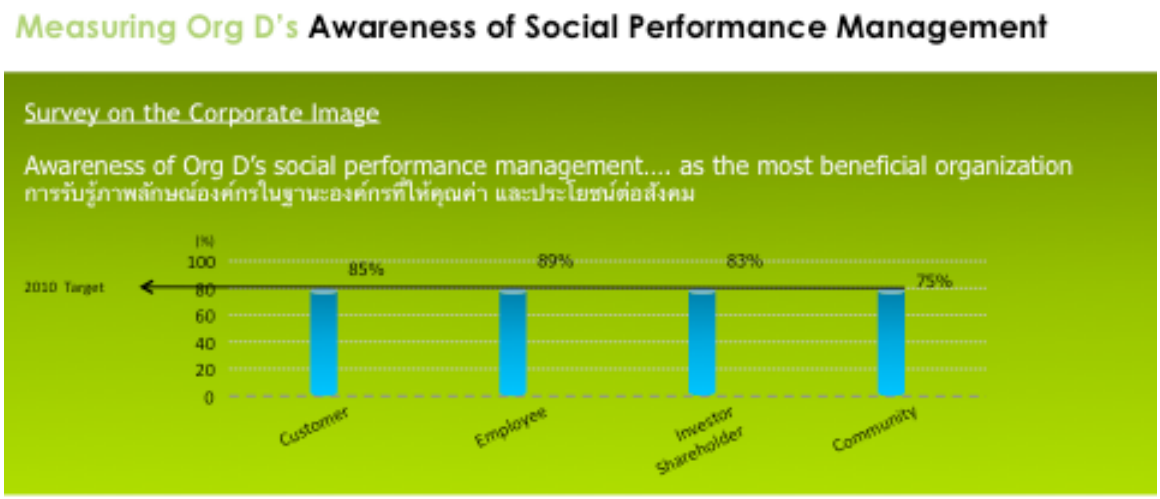
The participant from organization G (retail industry) explained the company’s evaluation practice, saying, “We have annual evaluation in every target group. At the end of year, we do the attitude survey with stakeholders in several aspects, such as awareness and good image of organization, acceptance from society, what they like and do not like; in order to adjust and develop the plan for next year.” The participant from organization E (resource industry) agreed with the point of evaluation for adjusting CSR projects. He/she stated, “We do evaluation every year on corporate image and evaluate our status with stakeholders every three years to adjust and develop for future planning. We also had evaluations on public awareness of the organization of CSR programs, and the percent of which to buy products or support business.” This is similar to the participant from organization F (construction material industry) who said, “We do evaluation in order to develop activity and to have continuous activities.”

Additionally, the participant at organization A (information & communication technology industry) said, “There are different activities in each CSR project, so there are differences in measurement on each CSR program as well. There are many CSR projects for things such as: helping deduct cost, increase benefits, gain more people in the program, and help children to get higher education, so the evaluation is dependent on each project. For organization A, we have evaluations, and its evaluation depends on the

CSR project. We can make evaluations from people who come to join us in the network, and also from members of programs. We also have a call center that can evaluate the efficiency of CSR…. Our CSR is an ongoing program, so we have to evaluate it in each stage during the project for developing programs."

The participant from organization D (personal communication, June 14, 2011) was the only person who showed documents and statistical evidence of evaluation on CSR outcomes (see Figure 7). The participant from organization D said:

> We evaluate CSR projects all the time. We run evaluations every few months about CSR projects and activities, and on what we have done and what we have to adjust. Moreover, we have surveys on corporate image with customers, employees, investors and the community. We not only evaluate on brand awareness, but we also evaluate on what stakeholders receive from our CSR program, and the benefits of our CSR programs to stakeholders.



Stakeholders	2009 Result	2010 Target
Customer		80%
Employee		80%
Investor / Shareholder		80%
Community	84.11 %*	80%

* จากงานเปิดบ้านพบชุมชน

Figure 7. Measuring organization's awareness of social performance management by organization D.

According to the previous literature review, there is a lack of information on CSR evaluation. Even the CSR process in the literature review has not shown the stages of evaluation. In this section, the findings from the interviews showed that evaluation helps CSR programs work as an ongoing process for future programs and activities. The participant from organization F (construction material industry) said, "CSR programs need to be evaluated for further activities to continue." Evaluation helps CSR get the feedback they need to know concerning their weakness and strengths. The result and feedback of evaluation helps adjust the CSR planning to make better projects with better action to serve the needs of stakeholders. This finding shows that the evaluation stage of CSR is significant for the CSR program. Evaluation of CSR programs show how

effective the program is, and also how to make a better CSR plan for the future. Without evaluation, participants do not know how well the CSR program is working, and what they can do to improve it.

According to the findings of previous sections on CSR outcomes, the researcher noticed that five out of seven organizations that did evaluation stages created positive relationship outcomes. There were four out of seven organizations that showed CSR outcomes supporting business. Three out of seven organizations showed licenses to operate. The findings showed the relationship between evaluation and positive CSR outcomes (see Table 14).

RQ 4. How do CSR Project Practitioners/PR Practitioners Connect Public Relations Strategies and CSR Outcomes?

This study has explored how public relations strategies connect to CSR outcomes. In this study, we asked the participants: What do you think is the connection between the PR strategies and CSR outcomes? All of the participants expressed that public relations help communicate to stakeholders and publics about CSR projects, which lets publics know more about the organization's activities. Public relations is an important factor to help the public create awareness of the organization's CSR programs and create a strong corporate image. The participant at organization A (information & communication technology industry) said, "Public relations strategy is connected to CSR, but it's the means for a better understanding. We used public relations to communicate a better understanding with stakeholders about the fact and activities of CSR projects, not for propaganda or persuasion."

A few participants expressed their idea of public relations helping CSR on relationship outcomes. The participant at organization D (resource industry) said, “Public relations help CSR outcomes, because public relations communicate about our actions and activities to stakeholders, which support our corporate image. We used public relations for advertorial and advertising with the public. Moreover, public relations communication with sincerity can help us to build trust.” The participant at organization F (construction material industry) agreed, “Public relations help CSR create a good image and also builds acceptance from the public.”

The data showed that all participants answered the questions concerning public relations and how it is really helpful for CSR outcomes on good image, but no one talked about specific financial returns. However, the research found that five participants pointed out public relations help CSR outcomes on image and indirect support for the business.

The participant from organization G (retail industry) answered, “Even though CSR focuses on action, it also needs to share information with stakeholders. Public relations are a key factor in doing CSR projects, because we need to communicate with stakeholders all the time. We are doing business with stakeholders, which includes the public, and we want the public to know that our organization is doing things to better the society. Without public relations, CSR may fail. If there are no public relations, the public and stakeholders may get the wrong information and misunderstand our organization, and can create a bad image/reputation of our organization. Moreover, CSR projects need evaluation to adjust planning and develop our future.”

The participant from organization B (information & communication technology industry) said, “Public relations helps CSR a lot, Public relations is an important tool for CSR to create a good image and an indirect form of loyalty from current customers to other organizations that the customer may know. Moreover, public relations can help indirect marketing if customers are satisfied with organization activities, which could make customers choose us.” The participant at organization P (insurance industry) said, “Public relations will help the public know more about our CSR activities, which creates a positive image. We also hope that the public will see this and support us.” Similar to the participant at organization C (information & communication technology) said, “Our public relations strategies are directly linked to CSR outcomes. Public relations create awareness of our corporate image. Public relations also indirectly create values for brands and products, which could make the public support us.”

Additionally, the participant from organization H (retail industry) said, “Public relations are important to CSR outcomes because both are related to each other. If there are no public relations, it is difficult to make CSR successful. Some people may think public relations are not important because they may use media. We think it is a waste of money to buy media, but in a few CSR projects we used public relations, and sometime may apply a little media. For us, public relations are the most important channel to communicate with stakeholders.”

According to the findings, public relations strategies are connected and helpful to CSR outcomes. The data shows that all participants used public relations strategies in their CSR projects. They all answered that public relations strategies help CSR outcomes to create awareness on organization CSR projects, positive image and brand image. The

findings showed all participants applying one-way communication in their programs, leading to CSR outcomes on positive reputation. This data supports the literature review on press agentry and public information models that make an organization look good (Grunig & Hunt, 1984).

Moreover, the findings showed two participants mention public relations strategies they used to help create a good relationship with stakeholders. Two participants used two-way communication, including dialogue in their CSR projects that made relationships between organization and stakeholders. Furthermore, there were several participants who mentioned their public relations strategies not only help CSR outcomes improve reputation, but also support business, and indirect financial return (see Table 14).

Table 14

Public Relations and CSR Outcomes

Org	CSR strategies		Communication strategies implemented				Process	CSR outcome			
name.	Business Brand	Sustainability Development	Public Info Stakeholder information	Two-way asymmetric Stakeholder response	Two-way sysmmetrical Stakeholder involvement	Mix motive model	Evaluation	Image	Support Business (Financial return)	License to operate	Relationship
A	x	x	x	x			x	x	x		x
B		x	x	x			x	x	x		x
C	x	x	x	x			x	x	x		
D		x	x	x	x	x	x	x		x	x
E		x	x	x	x	x	x	x		x	x
F		x	x	x	x	x	x	x		x	
G		x	x	x			x	x	x		x
H	x	x	x					x	x		x
I		x	x	x	x	x		x	x		
J			x					x			
K			x					x			
L			x					x			
M			x					x			
N	x	x	x					x	x		
O	x	x	x					x	x		
P		x	x	x				x	x		x

From the findings, CSR project practitioners used public relations strategies to create a positive image. Several of the participants used both public information and two-way asymmetric strategies to create a good image and happiness (satisfaction). The data supports the literature on the two-way asymmetric (sense making and sense giving) scale, and helped organizations identify the right social concerns (Morsing & Schultz, 2006). Their public relations strategies not only helped CSR outcomes enhance reputation, but also supported business and indirect financial returns. Furthermore, the data shows that CSR project practitioners who use more than one public relations strategy perceive more effectiveness on CSR outcomes.

Chapter 6

Discussion

All of the participants in this research used some form of public relations strategy and integrated it into their CSR programs. Most of the organizations' CSR programs focused on education, because it is the biggest public concern. The Findings section showed the impact of public relations on CSR outcomes. The participants perceived public relations to be important for CSR effectiveness. All of the participants applied public information strategies (one-way communication) to inform stakeholders of their CSR programs. The participants see public relations as a communication strategy to create a positive reputation and create a good image of the organization. Like Grunig and Hunt's (1984) first two models, press agentry and public information, are one-way communications with the public that an organization uses to try and create a good image.

Participants applied two-way communication to help understand and know the needs of society. These participants indicated the advantages of identifying the right social concerns to create an effective CSR program in order to serve the needs of society. They perceive two-way communication as a way for creating meaningful behavior and a positive relationships with the public. However, they also see two-way communication as a form of indirectly supporting businesses. In the earlier literature review, Coombs and Holladay (2010) explained that identifying the right social concern can be used as a foundation for business strategy, and should produce financial income. Luo and Bhattacharya (2006) also noted that customer satisfaction of organizational actions could increase a firm's market value.

These participants appeared to be adopting the evaluation stage on public attitude toward CSR programs. They find evaluation stages important to have for improving their CSR programs, and for continuing effective CSR activities (see Table 10). Besides the key identification factors mentioned in the literature review, the evaluation stage seems to be more important for ~~a~~ CSR programs' effectiveness. All participants who did the evaluation spoke of public attitude and the image of an organization. However, there is only one organization that showed specific evaluation documents. Other organizations did not seem to have the documents with them at the time. Most of the participants who evaluate their CSR programs used two-way communication, dialogue, and the exchange of ideas with the public.

According to the literature review, the final stage in the public relations management process is evaluation. Effective public relations and communication programs have been evaluated at this stage (Clark, 2000). The literature showed that good public relations can help in the CSR process, because public relations have a capacity of evaluation. This research revealed that most of the participants mentioned that they do evaluation on corporate image and public attitude towards their organization.

This study also found other factors that impacted CSR outcomes (see Table 10). Participants mentioned how their CSR management strategies had the concept of sustainability development. They were looking for a balance of economics, organization, society, and environment. These participants perceived that helping society as a whole would also benefit their business. They saw that CSR programs with sustainable growth can bring optimal benefits between organizations and the public. These participants saw the indirect outcome of CSR in supporting their business. These participants appeared to

be using two-way communication with the public.

Some participants explained their CSR programs related to business/brand. These participants were not only concerned about the need of society, but also considered what they can do best for the society linked to their business. These organizations perceived their business for society in creating strong brand positioning, brand awareness, and support for the business performance. Moreover, CSR jobs and activities related to work positioning, especially participants in marketing positions. These participants also likely wanted to see the publics' support for their business. They see CSR management strategies related to business/brand as the future that could produce profits for their organization.

In any case, all of the participants responded to the research with the same idea that public relations are a major factor in CSR outcomes for an organization. Most of the participants who used CSR management strategies reported a process of evaluation and sustainability development. The CSR programs related to business/brand used both public information, two-way communication, and dialogue with the public. This study found that public relations is essential for CSR in practice and its outcomes.

Chapter 7

Limitations and Conclusions

Limitations

In this research, all organization participants have CSR programs in their management strategies. However, it should also be noted that there is a limitation on the sample/sampling. McCracken (1988) noted, "For many research projects, eight respondents will be perfectly sufficient" (p. 17). However, the size of sampling in this study had a limited number of interviews. In this study, the sample that the researcher used included the participants of organizations in Bangkok, Thailand that had CSR programs; the extent of which the findings apply to the general population of Thai public relations people in large organization is uncertain.

In addition, the findings of this study were based on interviews that had a limited amount of interviewees for each strategy. Another limitation was the inability to verify the information mentioned by several organizations regarding their CSR programs. Moreover, the findings of this study also did not account for cultural differences when comparing organizations and industries in Thailand and America. Therefore, it may be difficult to determine the actual outcomes. A final limitation is the fact that most of the literature reviews in this study was based on American literature, not Thai.

Conclusions

In conclusion, this research presented the impact of public relations on CSR. This study tries to focus on effective public relations strategies that help create positive CSR outcomes, particularly on financial outcomes. This study found that participants who applied two-way communication in their CSR programs understand the need of the

stakeholders, which is useful for planning their CSR programs. The findings section supports the importance of two-way communication in helping effective CSR programs and their outcomes. The findings of this study support the explanation of Grunig (1992) that the process of the two-way communication between organizations and stakeholders can help the organization with greater effectiveness. The study also found some other factors, such as CSR strategies related to business, and CSR programs on the concept of sustainability development, which helps the effectiveness of CSR programs and their outcomes.

The researcher saw evidence of how evaluation of CSR makes it more effective. This study showed how the evaluation stage helped CSR practitioners understand more about their stakeholders, which can increase a mutual understanding between the organization and the public. The evaluation of CSR helps CSR practitioners develop, adjust, and improve CSR projects to be more effective in its programs. This can lead to positive outcomes for the organization, both the corporate image, and corporate performance. The findings give support to CSR process (Wood, 1991), but the literatures need to include more about the evaluation stage. These findings also support the public relations management process, which finds that the evaluation stage can help organizations and the public to develop a better reputation, decision making for policies, and action (Clark, 2000). The findings showed the value of the evaluation stage in helping an organization's performance become more effective, so this stage should be considered in the CSR process.

Future Study

Future research with a larger sample size should aid in expanding this work. Since this study did not account for cultural differences, a study about culture would be helpful in providing more understanding of CSR strategies and processes. The interviewees should include candid studies about strategies to broaden the understanding of the decisions to adopt, or not adopt, the use of factors such as evaluation and two-way communication.

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Appendix A

Consent Form

Agreement to Participate in
Corporate Social Responsibility Study

Primary Investigator: Opaporn Pasvekin

This study is being conducted as a part of the researcher's thesis for master's degree at University of Hawaii at Manoa. The purpose of this study is to identify effective strategies that influence an organization's Corporate Social Responsibility (CSR) positive outcomes by communication professionals. You are being asked to participate because you are a communication professional who works with a CSR program.

Participation in the project will consist of an interview with the investigator. Interview questions will focus on your experience with CSR. All the data from the interview will be summarized into various categories including strategies and outcomes in order to interpretive conclusions about public relations and communication strategies used to create effective CSR programs. There is no personal identifying information included with the research results. Each interview will last no longer than one hour. About 10 organizations will be approached, and one person from each organization will participate in the study. Interviews will be audio recorded for the purpose of transcription. Field notes may be used in some cases if interviewees decline to be recorded, and additional information is needed.

The investigator believes there is no risk to participating in this research project. Participating in this study may be of no direct benefit to you. However, the investigator believes that the results from this project will be useful for managers and organizations in the future, as data from the interviews can be used to better understand how CSR affects an organization's success.

All the research information and data will be confidential to the extent allowed by law. Agencies with research oversight, such as the UH Committee on Human Studies, have the authority to review research data. All data and information will be anonymous and confidential. All research records will be stored in a locked file in the primary investigator's office for the duration of the research project. Audio tapes will be destroyed immediately following transcription. All other research records will be destroyed after the project complete.

Participation in this research project is completely voluntary. You are free to withdraw from participation at any time during the duration of this research project with no penalty or loss of benefits to which you would otherwise be entitled.

If you have any questions regarding this research project, please do not hesitate to contact the researcher, Opaporn Pasvekin at (808)393-1387, or opaporn@hawaii.edu
If you have any questions regarding your rights as a research participant, please contact the UH Committee on Human Studies at (808)956-5007, or uhirb@hawaii.edu

*Please keep this page for your reference.

Agreement to Participate in
Corporate Social Responsibility Study

Participant:

_____ I agree to be recorded by audio recording.
_____ I refuse to be recorded by audio recording, but allow to use field notes.

I have read and understand the above information, and agree to participate in this research project.

_____
Name (printed)

_____ _____
Signature Date

Appendix B

Open-ended Interview Questions

The interview questions are:

1. Background questions (Name and gender)
2. What is your official title? and How long have you worked in this position?
3. What is the CSR program that you have worked on before, select one to discuss?
4. What CSR strategies does your company implement?
5. How did you choose to use these strategies?
6. How did you choose to use your specific CSR program for the organization?
7. What is the goal/goals for your CSR program?
8. What are the benefits for CSR?
9. Do any communication strategies you have implemented involve CSR?
10. What does your company think are the outcomes of CSR?
11. How do you evaluate or measure the outcomes?
12. What do you think is the connection between the PR strategies and CSR outcomes?