

List of contents

Preface.....	V
List of contents	VII
List of abbreviations	XI
List of figures	XIII
List of charts	XV
List of tables	XVII
List of regression tables	XIX
1 Introduction.....	1
1.1 Research field	1
1.2 Structure	2
1.3 Intended contributions	4
2 Theoretical foundation and concepts	7
2.1 Contingency theory.....	7
2.2 CSM and related theoretical frameworks.....	8
2.2.1 Corporate social responsibility.....	8
2.2.2 Corporate social performance (CSP)	9
2.2.3 Corporate sustainability	12
2.2.4 Discussion.....	13
2.3 Key concepts	16
2.3.1 Determinants of CSM	16
2.3.1.1 Issues – the principle of public responsibility	16
2.3.1.2 Stakeholders – the principle of legitimacy.....	18
2.3.1.3 Managers' attitudes – the principle of managerial discretion	19
2.3.1.4 Company-specific determinants – the principle of corporate discretion.....	20
2.3.2 CSM	21
2.3.3 Outcome of CSM	24
3 Review of empirical literature	25
3.1 Determinants of CSM	26
3.2 CSM	30
3.2.1 Strategic disposition.....	30
3.2.2 Economic rationale.....	31
3.2.3 Implementation	34
3.3 Outcomes.....	35

3.4	Summary and research gaps.....	36
4	Conceptual rationale and research questions	37
5	Method	43
5.1	Selection of suitable method	44
5.1.1	Contingency approach.....	44
5.1.2	Selection of instruments	46
5.2	Instruments	51
5.2.1	Data collection.....	51
5.2.1.1	Qualitative methods.....	51
5.2.1.2	Quantitative methods	54
5.2.2	Data analysis	57
5.2.2.1	Qualitative methods.....	57
5.2.2.2	Quantitative methods	58
5.2.2.2.1	Basic statistics.....	58
5.2.2.2.2	Advanced statistics	59
5.3	Synergistic fit of methods.....	68
5.4	Evaluation.....	70
6	Sector characteristics.....	75
6.1	Characteristics and activities of companies.....	75
6.2	Trends, drivers and competitive forces.....	77
6.3	Discussion.....	79
7	Data collected	81
7.1	Qualitative data	81
7.2	Quantitative data.....	82
8	Empirical evidence	87
8.1	Issues	90
8.1.1	Qualitative analysis and basic statistics	90
8.1.1.1	Social and ethical issues	92
8.1.1.2	Environmental issues.....	95
8.1.1.3	The relative importance of environmental and social issues.....	98
8.1.2	Advanced statistics	102
8.1.2.1	Correlations	102
8.1.2.2	Regressions.....	111
8.1.3	Discussion.....	112
8.2	External stakeholders, industry and partnerships	116
8.2.1	Governments and regulators	116
8.2.1.1	Qualitative analysis and basic statistics	116

8.2.1.2 Advanced statistics	118
8.2.2 Public pressure groups	121
8.2.2.1 Qualitative analysis and basic statistics	121
8.2.2.2 Advanced statistics	123
8.2.3 Customers.....	125
8.2.3.1 Qualitative analysis and basic statistics	125
8.2.3.2 Advanced statistics	127
8.2.4 Financial community	129
8.2.4.1 Qualitative analysis and basic statistics	129
8.2.4.2 Advanced statistics	131
8.2.5 Industry and partnerships	135
8.2.5.1 Qualitative analysis and basic statistics	135
8.2.5.2 Advanced statistics	137
8.2.6 Legitimacy and the relative importance of external stakeholders	142
8.2.6.1 The role of legitimacy	142
8.2.6.1.1 Qualitative analysis and basic statistics	142
8.2.6.1.2 Advanced statistics	145
8.2.6.1.2.1 Correlations	145
8.2.6.1.2.2 Regressions.....	152
8.2.6.2 The relative importance of external stakeholders	152
8.2.6.2.1 Qualitative analysis and basic statistics	152
8.2.6.2.2 Advanced statistics	157
8.2.6.2.2.1 Correlations	157
8.2.6.2.2.2 Regressions.....	159
8.2.7 Discussion.....	165
8.3 Managers	170
8.3.1 Qualitative analysis and basic statistics	170
8.3.2 Advanced statistics	175
8.3.2.1 Correlations	175
8.3.2.2 Regressions.....	180
8.3.3 Discussion.....	182
8.4 Companies.....	184
8.4.1 Company-specific determinants	185
8.4.1.1 Qualitative analysis and basic statistics	185
8.4.1.2 Advanced statistics	191
8.4.1.3 Discussion.....	194
8.4.2 Strategic disposition.....	198
8.4.2.1 Qualitative analysis and basic statistics	198
8.4.2.2 Advanced statistics	204

8.4.2.2.1 Correlations	204
8.4.2.2.2 Regressions.....	208
8.4.2.3 Discussion.....	211
8.4.3 Economic rationale.....	215
8.4.3.1 Importance and elements of the business case	216
8.4.3.2 Issue integration	219
8.4.3.3 Building and quantifying the business case	222
8.4.3.4 Discussion.....	225
8.4.4 Implementation	235
8.4.4.1 Management tools.....	236
8.4.4.1.1 Qualitative analysis and basic statistics.....	236
8.4.4.1.2 Advanced statistics	239
8.4.4.1.3 Discussion.....	241
8.4.4.2 Structures.....	243
8.4.4.2.1 Qualitative analysis and basic statistics	243
8.4.4.2.2 Advanced statistics	244
8.4.4.2.2.1 Correlations.....	244
8.4.4.2.2.2 Regressions.....	249
8.4.4.2.3 Discussion.....	250
8.4.4.3 Initiatives	251
8.4.4.3.1 Qualitative analysis and basic statistics	251
8.4.4.3.2 Advanced statistics	255
8.4.4.3.3 Discussion.....	256
8.4.5 Outcome.....	258
8.4.5.1 Qualitative analysis and basic statistics	258
8.4.5.2 Advanced statistics	259
8.4.5.2.1 Correlations.....	259
8.4.5.2.2 Regressions.....	261
8.4.5.3 Discussion.....	265
9 Synopsis	269
9.1 Findings	269
9.2 Significance of the study	278
9.2.1 Implications for theory	278
9.2.2 Implications for practice.....	279
9.3 Limitations and suggestions for further research.....	284
9.4 Conclusion.....	289
Appendices	291
Bibliography.....	333