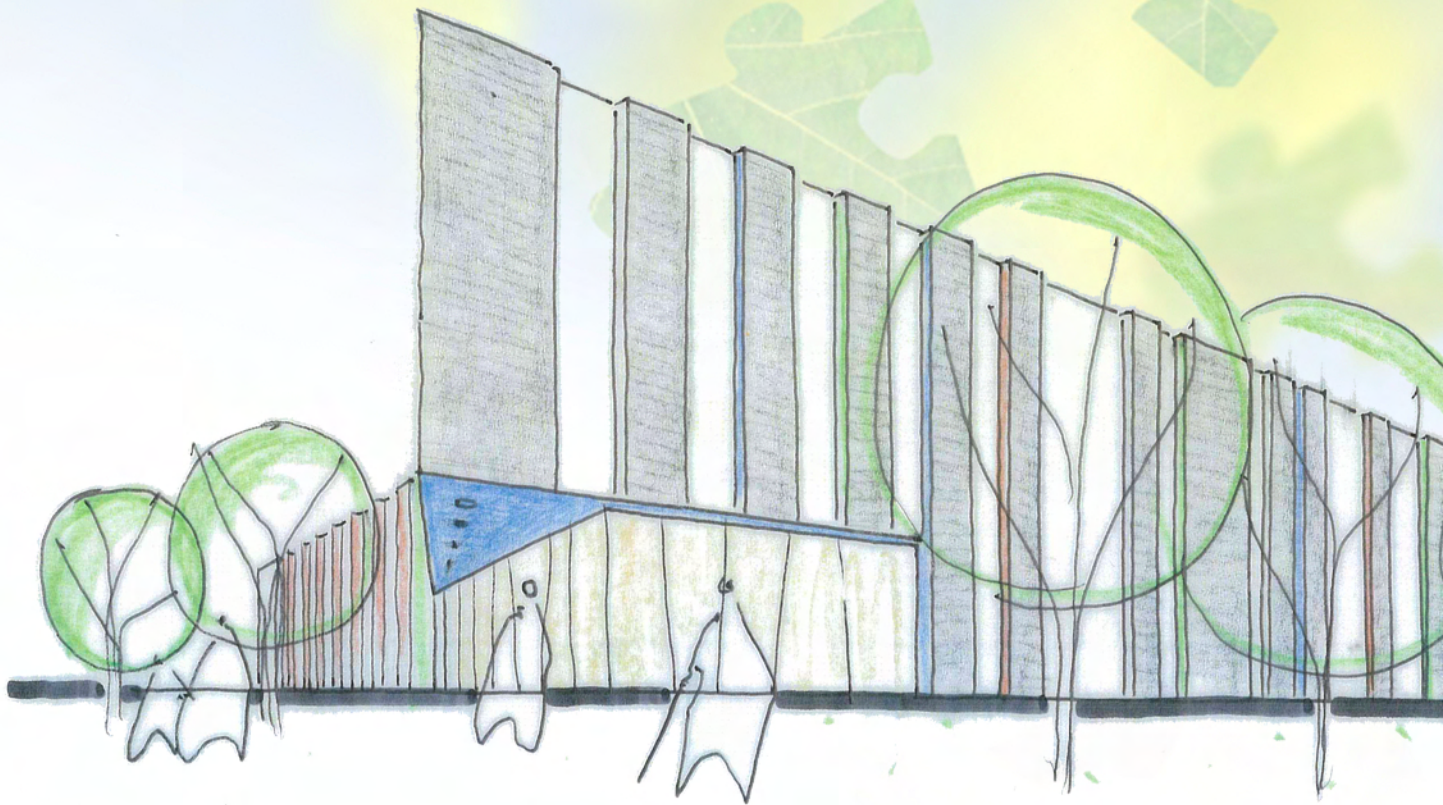


# CSR in the architectural branch

An explorative research on how architectural enterprises  
can organize and communicate about CSR

Anke Heerze



**bct architecten**  
ingenieurs en adviseurs

UNIVERSITY OF TWENTE.





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## Preface

This thesis is written to complete my Master in Business Administration with a specialization in Innovation and Entrepreneurship at the University of Twente. Due to my previous study, Communication Science at the Radboud University in Nijmegen, I've always had special interest in communication. The combination of innovation and communication has led to the topic of this research: Corporate Social Responsibility.

Aligned with my interest, I was given the opportunity to conduct research for **bct** architecten, ingenieurs en adviseurs bv. The objective of this architectural enterprise is to generate knowledge on how architectural enterprises can organize and communicate CSR. I hope that my research will contribute to the knowledge of **bct** and the architectural branch in general. Furthermore, I hope the organization looks back on my internship the same way as I do: an interesting year with many enjoyable moments and good laughs. Therefore, I would like to thank my colleagues, with special thanks to Ir. Cees de Boer for his feedback and patience. I'm very glad he understood the idea of writing a thesis is a process.

The objective of this thesis was to investigate how architectural enterprises can organize and communicate about CSR. Four forerunners in this branch were therefore involved in this research. I would like to thank these organizations for their cooperation and interesting views.

During my research I received valuable input and feedback from my supervisors. At first, I would like to thank Dr. Ir. Klaasjan Visscher for his guidance and feedback during this investigation. I would also like to thank my second supervisor Prof. Dr. Ir. Olaf Fisscher for his views and involvement, and most of all for his confidence in the match between **bct** and me.

I enjoyed writing my thesis and appreciated the comments of fellow graduates and PhD students. Finally, I would like to thank my family, Martijn and friends for all the pleasant moments that had nothing to do with my thesis.

Anke Heerze

Enschede, March 2010



## Summary

CSR becomes more important in business in general and certainly plays a relevant role in the construction sector, since this sector has an enormous social impact (Nijhof, Karssing, Wirtz & de Bruijn, 2008). Although there is a growing interest in CSR, it doesn't make the subject clearer. Many definitions exist, people use terms in different ways and the meaning of terminology varies (Votaw in Garriga & Mele, 2004). CSR is in literature approached as a management concept, with general and vague use of language, that results in a multi-interpretable concept (Karsten & van Veen, 1998). This vagueness about CSR forms a starting point for this investigation. This thesis is written for **bct** architecten, ingenieurs en adviseurs, an architectural enterprise that feels the demand of the market to act upon and communicate about CSR. Due to the scope of this study, which is a master thesis, and the interests of **bct**, the focus of this research is on CSR communication within the architectural branch. To receive insights on how architectural enterprises can incorporate CSR in their organization and communicate internally and externally about CSR, the aim of the research is to answer the following central research question:

*“How can architectural enterprises organize CSR and communicate internally and externally about CSR?”*

To explore this subject, case study research was performed on four architectural enterprises that explicitly communicate about CSR or are known for their CSR efforts. The data was gathered by semi-structured interviews and when available documents with CSR communication. The respondents were given the opportunity to provide feedback on the case study reports. The findings retrieved from the case studies provide interesting insights into what CSR means for architectural enterprises, how they can organize CSR within their enterprise and how they can communicate internally and externally about CSR.

For architectural enterprises, CSR means both the internal as external way of doing business. The organizations realize their impact on society and environment, and believe they should take responsibility and design in a sustainable way. Sustainability is mainly interpreted as being respectful for this planet, where the fit between building and end-user is determined. When the needs of the end-users are fulfilled, a building is well designed and stands for a long term period. Architectural enterprises don't just focus on their external designs, and also act upon CSR within the organization. Internal business aspects of CSR are a good employee policy with sufficient educational budget available, traineeships for students, separating garbage and a long term view on profit. The architectural enterprises contribute to social interests by e.g. contacting educational organizations in order to match the content of education with practice.

Architectural enterprises can organize CSR in different ways: a distinction exists between smaller organizations that have an informal way of dealing with CSR and larger organizations that approach CSR in a more formalized and arranged way. An example of an informal way of organizing CSR is the start of plenary sessions and workgroups, where knowledge is shared and employees of the architectural enterprise discuss their view on CSR. Employees are also taken good care of, by e.g. offering enough opportunities for development and growth. More formal ways of organizing CSR, are rewriting the ISO 9001 handbook with sustainable designing checks intertwined, setting up a female





leadership program and integrating ISO 14001 to map the environmental business effects. The combination of an emergent and strategic approach is optimal for the embedment of CSR. Strategy, structure and culture should all 'carry' CSR for architectural enterprises to approach CSR in an optimal way. Measuring and monitoring CSR efforts isn't realized that often by architectural enterprises and need to be paid more attention to in this branch. Since the designs of architectural enterprises stand in the middle of the society, an open system approach fits the organizations best. Architectural enterprises have an interactive relationship with the society. An example is being in contact with educational institutes in order to match the content of education about the construction sector with practice. Another way to fulfill CSR is to make the designs as sustainable as possible, and therefore keeping up with the latest sustainable developments by participating in educational networks or architectural sustainable networks as the Dutch Green Building Council.

The main conclusion regarding CSR communication is that architectural enterprises should communicate their CSR efforts. Clients and market want to know what architectural enterprises do within the field of CSR. Plenary presentations, workgroups and Intranet are common ways to communicate internally about CSR. Websites, newsletters and sponsorships are common channels for external CSR communication. Personnel communication is an important way to stand close to society: participation in sustainable networks, initiatives for social interests and community projects. The involvement and communication with stakeholders need to become more structured, in order to professionalize and optimize CSR efforts.

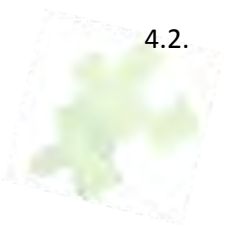
Managerial recommendations will be made for architectural enterprises. CSR should imply both the external designs as the internal way of doing business for architectural enterprises. Internal support need to be created, by making CSR relevant for all employees in the architectural enterprise; from architect to drawer and from project manager to the supervisors at the construction location. After it is known what CSR means for the organization, CSR needs to be organized within the architectural enterprise. The best way of organizing CSR, is when CSR is embedded in both strategy and the organizational culture. Use CSR in protocols and designing checklists, and ensure that CSR stays alive within the organizational culture by presentations and workgroups. Be proud of realized CSR efforts and communicate them internally. Architectural enterprises need to take responsibility in the chain of construction by only cooperating with partners that also act upon CSR. Building partners and suppliers should therefore extensively been questioned how they act upon CSR. Communicate CSR efforts externally: be good and tell it! Since employees are one of the most reliable communication channels, it is recommended that employees participate in social interests networks or community projects.

Limitations of this research which provide possibilities for future research, are the variety in organizational characteristics of the involved architectural enterprises, and the results conducted at mainly managerial level. Research at the operational level of the architectural enterprises and among different external stakeholders should be performed, in order to investigate how they experience and value CSR .



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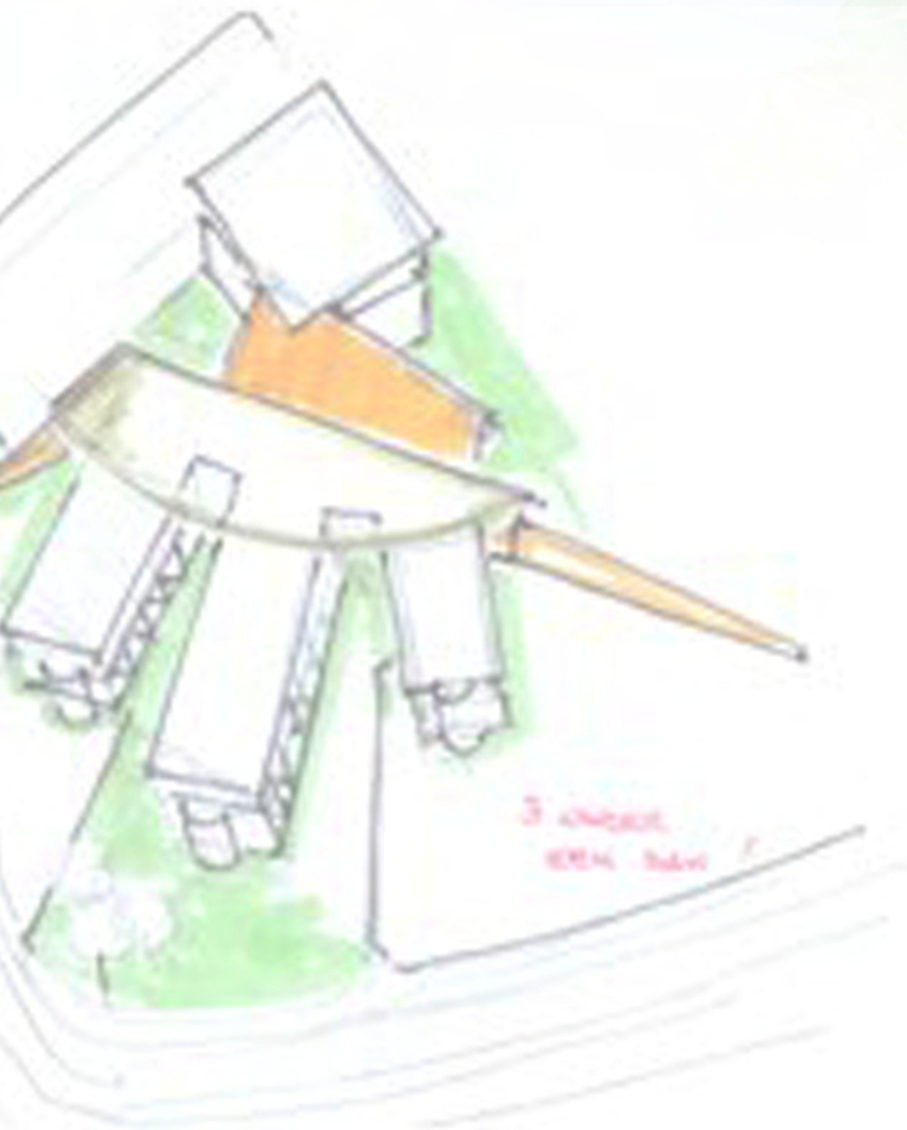
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# Chapter 1: Introduction



## 1. Introduction

The first chapter will provide an explanation on the general purpose of this thesis, which is focused on how architectural enterprises can communicate about Corporate Social Responsibility (hereafter CSR). The thesis is written for **bct** architecten, ingenieurs en adviseurs bv (hereafter **bct**): a Dutch company with architecture as core business, and advisory on construction management and maintenance as additional services. The aim of **bct** is to generate knowledge about CSR communication at architectural enterprises.

### 1.1. Initial Background Information

It's generally known that organizations have to act upon economic and legal responsibilities. These responsibilities are clearly mentioned by businessman Friedman (1970), who states that a firm is only responsible for making money and increasing profit, as long as it *'engages in open and free competition without deception or fraud'*. The last couple of decades more responsibilities are addressed towards organizations: ethical and philanthropic responsibilities are nowadays also seen as important business aspects (Carroll, 1991). According to multiple authors (Moratis & van der Veen, 2006; Tulder & van der Zwart, 2003) companies are being confronted with critical parties in society, have to deal with more social issues than ever before and are expected to do business in a social responsible way. The majority of citizens want organizations to do more than only making profit, paying taxes, providing jobs and obeying the law. They expect companies to contribute to broader social goals, to act upon Corporate Social Responsibility (Moratis & van der Veen, 2006). CSR implies environmental and socio-economic issues (Hopwood, Mellor & O'Brien, 2005). This relationship is reflected in the Triple-P approach of Elkington (1999), who defines CSR as a balance between the three dimensions of People, Planet and Profit.

CSR is not a new concept, but lately more attention is paid to it. According to Roome and Jonker (2006) and Mathis (2008) globalization is an important reason for the increasing attention on the concept of CSR. Roome and Jonker (2006) link CSR and globalization by describing the development of globalization along three axes, namely (1) the awareness of ecological and societal matters in the western developed society versus the underdeveloped third world, (2) the financial and economic consequences of a global economy and international open trade and (3) the cultural outcomes of people travelling and working around the world. Due to these combined globalization aspects, the position of the public and private sector blurs and an increasing link, with regard to common issues, arises between the two sectors. Through the attribution of these common issues to both government and business, themes originate that, from a business point of view, can be marked as the motion of CSR (Roome & Jonker, 2006). In addition to globalization, Moratis and van der Veen (2006) mention fraud and other business scandals as reasons for the increasing interest in CSR. As soon fraud comes to light, it causes commotion in the society. Apparently, our values, beliefs and standards don't accept fraud and we expect different behavior of companies: a social responsible way of doing business.

Besides external factors as fraud and globalization, organizations can also act upon CSR since they want to; internal motivation. SER (2000) distinguishes three forces, both external and internal, that can influence the role of the organization towards CSR. An organization can act upon CSR since it *has*





to (law and expectations from society), because it believes it *should do* (personal conviction) or *finds it profitable to do so* (e.g. improving reputation).

CSR becomes more important in business in general and certainly plays a relevant role in the construction sector, since this sector has an enormous social impact. Looking at the use of energy for example, the built environment is responsible for more than 40% of the exploited energy in Europe (Nijhof, Karssing, Wirtz & de Bruijn, 2008). In the Netherlands, the construction sector includes about 85.000 firms with an overall turnover of €80 billion (Laan, 2008). Another reason for the great social impact of the construction sector is the fact designed buildings stand literally in the middle of the society. Looking at the chain of construction, architectural enterprises are one of the first players, and therefore have great influence on the construction process and the appearance of the environment. Not only can architectural enterprises influence the appearance, they also influence the ecological impact buildings have. By designing in a sustainable way, architectures can make sure the 'footprint' on the environment is as little as possible or even nil. Economical advantages can be realized by architectural enterprises as well, due to the fact energy can be saved and different kind of materials can be chosen. Architectural enterprises and their products are visible throughout society and allow for important social functions, e.g. school buildings where education is being offered, non-residential buildings for doing business and of course houses for citizen to live in. Summarized, environmental, social and economic functions are ascribed to architectural enterprises and their outcomes.

Although there is a growing interest in CSR, it doesn't make the subject clearer. Many definitions exist, people use terms in different ways and the meanings of the terminology may vary. However, this problem is not a new one: as Votaw wrote in 1972: *"corporate social responsibility means something, but not always the same thing to everybody"* (Votaw in Garriga & Melé, 2004, p. 51-52). CSR is multi-interpretable and applied as a management concept: management concepts mostly use abstract, general and vague language. An advantage of this vagueness is that it makes the concept applicable for multiple organizations (Karsten & van Veen, 1998). This is reflected in the way SER (2000) approaches CSR; there is room for companies to fulfill CSR in their own way. A second advantage is that managers are being forced to seek for a clear view on the specific problem and organization by, among others, starting a dialogue with involved people in- and outside the organization (Karsten & van Veen, 1998).

In the search for information on CSR, it becomes clear that literature and even practical handbooks are written in the same kind of language as management concepts: general, abstract, vague and multi-interpretable. Moratis and Van der Veen (2006) acknowledge this by calling CSR a 'container concept' (translated from p. 13).

The generalness, vagueness and multi-interpretability of CSR form a starting point for this investigation. Companies encounter CSR, but literature lacks providing concrete answers on the question how they can deal with CSR. According to key informers from MVO Nederland, Bouwend Nederland and BNA, CSR is still in an infant stage in the architectural branch. Not many architectural enterprises actively take care of CSR. Combining these facts, research on how architectural enterprises can manage CSR at a concrete level, is a welcome contribution to literature and practice.

Due to the scope of this study, which is a master thesis, and the interests of **bct**, the focus of this research will be on CSR communication within the architectural branch. As mentioned before, similar



to business in general, also in the architectural branch, CSR is increasingly demanded by customers, government and consumers. Logically, **bct** wants to adjust to the market and create competitive advantage. The architectural enterprise understands the need to organize CSR within their organization and looks for opportunities to profile itself as a social responsible architectural enterprise. Therefore the organization needs to know how it can communicate internally and externally about CSR. Many theories about CSR mention stakeholder dialogue and internal support for CSR as prerequisites of CSR (Carroll, 1991; Freeman, 1984; Moratis & van der Veen, 2006; van Tulder & van der Zwart, 2003; Broekhof, Sijtsma & Nijboer, 2002). Communication plays in both aspects a critical role.

Stakeholder dialogue can enrich the current state of business with new concepts and ideas, and provides knowledge about how the society sees the organization (Freeman, 1984). The reputation of organizations is among others determined by whether and how an organization is socially responsible (Moratis & van der Veen). Open dialogue can increase the trust of stakeholders in firms, mutual understanding, and adjustment of organizations on societal issues (van Tulder & van der Zwart, 2003). Obviously, the only way a company can be in dialogue with stakeholders, is through communication. According to Broekhof, Sijtsma and Nijboer (2002) it is crucial that stakeholder-relations keep being improved by communication and interaction between the companies and their stakeholders. This certainly is a challenge for organizations operating in the construction sector, since this sector is dynamic and a contractual, project driven one, which means stakeholders operate in frequently changing relationship settings (Hoezen, Reymen & Dewulf, 2006).

Within the organization, communication plays a crucial role for the following reason: CSR requires internal support and collective meaning on the concept. Learning to cope with CSR is a seeking process where involved people have to find the form, content and meaning of CSR together. Collective sense among persons evolves through communication and activities (Moratis & van der Veen, 2006; Cramer & van der Heijden, 2005). Besides the function of communication for collective sense making, communication plays another important role: employees are the ones who have to carry out the requirements of CSR. They have to be motivated and committed to act upon CSR (Collier & Esteban, 2007). Communication is an important tool to motivate employees and make them feel committed (de Moor, 1997).

Besides the important role communication plays in CSR, there is also an interesting tension between CSR and communication: CSR communication can be interpreted as 'windowdressing' (Moratis & van der Veen, 2006, p. 197) and the organization can be seen as a 'greenwasher'; stakeholders might think the organization pretends to be more environmentally and socially responsible than it actually is (Baidenmann, 2007, p. 2). On the other hand, when organizations don't communicate about CSR, the CSR activities won't upgrade the reputation of the organization, as long as the activities aren't publicly shared: 'no reputation without communication' (Moratis & van der Veen, 2006, p. 198). This tension field of CSR and communication makes it extra interesting to focus in this research on CSR communication.

## 1.2. Research Objective

The research objective is to explore how architectural enterprises can communicate about Corporate Social Responsibility. The focus is on internal communication inside the organization and external communication towards the society and stakeholders. Both literature research and practical research





will be performed. In order to enable **bct** and other architectural enterprises to learn about CSR communication, it is important to examine forerunners on CSR within the architectural branch, since their experiences can be very valuable. This study therefore explores what CSR means according to these forerunners, how they realize CSR and how they communicate internally and externally about CSR. By discussing both theory and practice, it must become clear how architectural enterprises can communicate about CSR. Besides this practical value for **bct**, another contribution will be made, by concreting the generalness of the CSR concept towards tangible practices on CSR communication for architectural enterprises. To explore how architectural enterprises can communicate about CSR, case study research will be performed.

### 1.3. Central Research Question

To receive insights on how architectural enterprises can incorporate CSR in their organization and subsequently can communicate internally and externally about CSR, the aim of the research is to answer the following central research question:

**How can architectural enterprises organize CSR and communicate internally and externally about CSR?**

The concepts mentioned in the central research question are defined in table 1.

Concept	Definition
<b>Architectural Enterprise</b>	An architectural enterprise is an engineering organization, often led by one or more architects or with at least one or more architects employed. The main objective of an architectural enterprise is to design buildings.
<b>Communication</b>	The focus is on professional communication and will be defined as ‘corporate communication’: <i>“Corporate communication is the management instrument that contributes to the realization of the organization goals and includes all strategic and integrated communication about the organization, its policy and goods and/or services, using to establish a strong image at the for her continued existence functional public groups”</i> (Nijhof, 1993).
<b>CSR</b>	<i>“CSR is consciously targeting business activities at value creation in three dimensions – Profit, People, Planet – and hence at contributing to society’s prosperity in the longer term maintaining a relationship with the various stakeholders which is based on transparency and dialogue and which responds to legitimate demands from society”</i> (SER, 2000).

Table 1 Definitional concepts

#### Sub questions:

In order to answer the central research question, the following sub-questions are formulated:

- What is CSR in architectural enterprises?
- How can architectural enterprises organize CSR?
- How can architectural enterprises communicate internally about CSR?
- How can architectural enterprises communicate externally about CSR?



## 1.4. Conceptual model

In order to answer the central research question and sub questions, a conceptual model is developed. This model provides the boundaries and scope of this investigation. The relationship between different theories, further discussed in chapter two, are displayed as well.

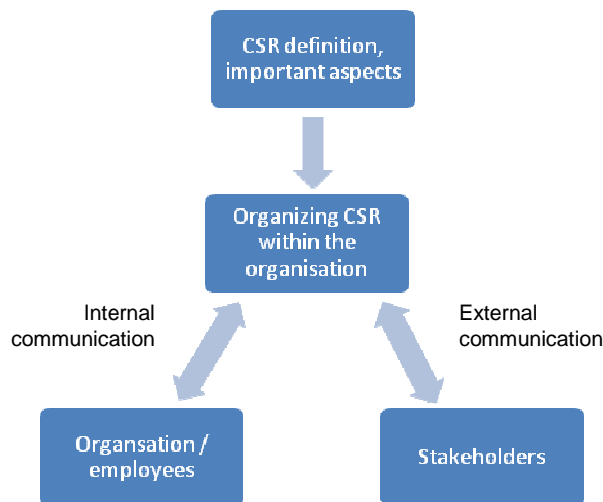


Figure 1 Conceptual Model

The model starts with CSR in general and focuses on a definitional, goal setting level of CSR: what is CSR, which definitions exist, which central elements play a role in CSR, what do organizations understand by CSR?

The next part of the model is at a more practical level, the organization or conceptualization of CSR: what does CSR mean within the organization? How can firms organize CSR? How can architectural enterprises incorporate CSR within their organization? How can architectural enterprises manage CSR at a concrete level? This practical part concerns the actual procedures, policies or acts that have been organized for CSR within the organization.

The last part focuses on the communication of CSR. How do architectural enterprises communicate internally and externally about CSR? What do they communicate and to what extent do they communicate?

## 1.5. Research strategy & Thesis Structure

In order to answer the central research questions, sub-questions have been formulated. To answer the conceptual sub-questions, a theoretical framework will be offered. Chapter two describes this theoretical framework, which is focused on CSR in general, the organization of CSR and communication about CSR. This first part of this chapter provides an answer on the question how organizations can organize and communicate about CSR according to literature. This theoretical framework on CSR will be applied on the architectural branch in the second part of this chapter. In this part, attention is paid at relevant developments and CSR topics within this branch. Chapter three explains the applied method of case study research and elaborates on why this is an appropriated research method for this thesis. Chapter four presents the results of the case study reports per

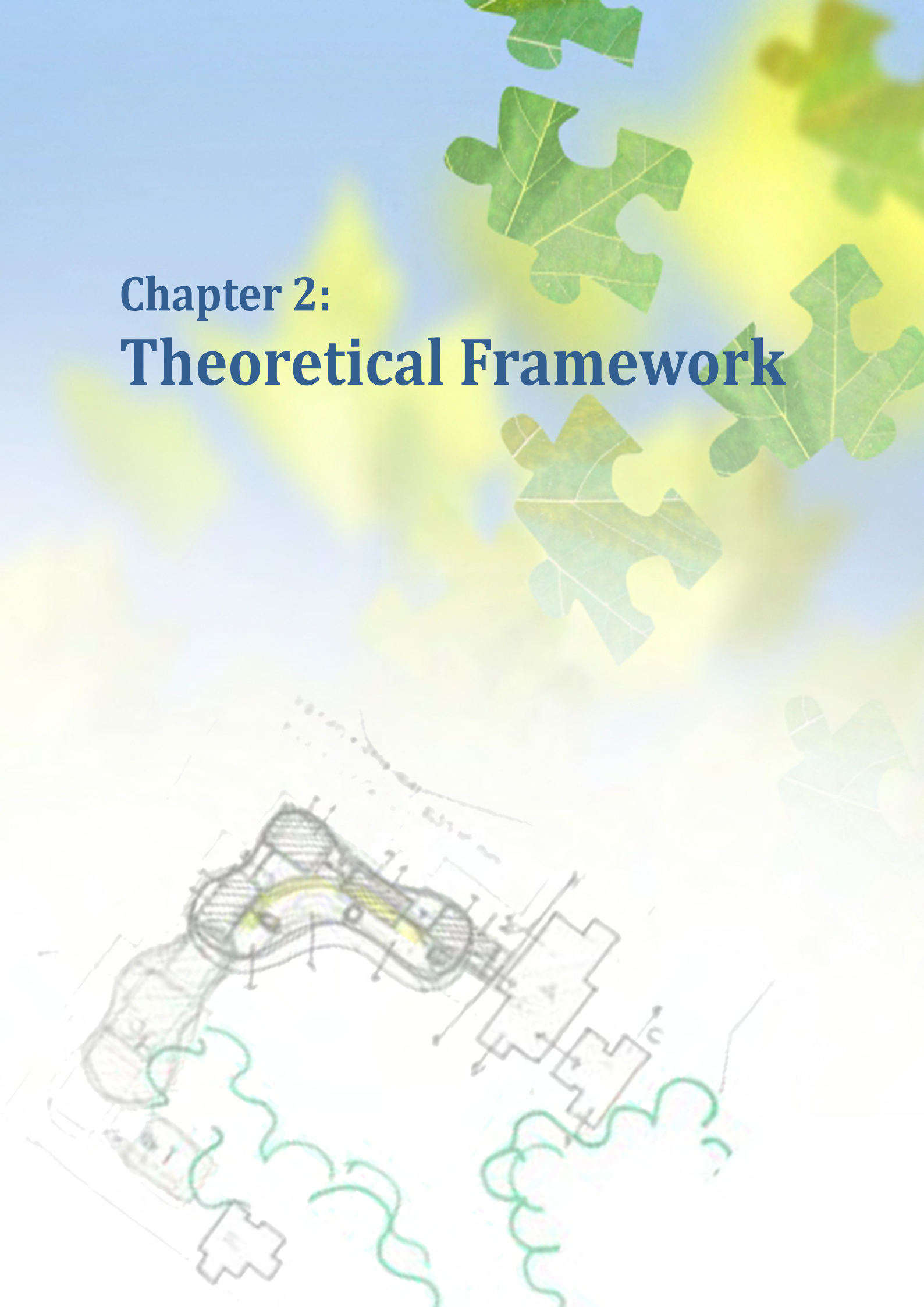
architectural enterprise. Chapter five provides a cross-case analysis. The last chapter is a discussion on the theoretical and empirical findings and a conclusion will be drawn. The central question of this investigation will be answered in this final chapter. Managerial advice, limitations and initiatives for further research will be addressed as well.





# **Chapter 2:**

# **Theoretical Framework**



## 2. Theoretical Framework

This chapter is divided in three sections: the first section will discuss literature about CSR to understand what CSR is and what the most prominent theories in this field are. The second section will focus on the organization of CSR within an organization. In the last section a scope will be applied to narrow our focus down towards CSR communication.

### 2.1. CSR

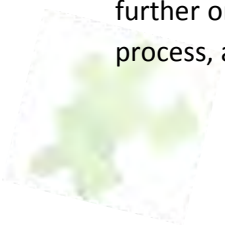
The first part of this chapter starts with a common used definition about CSR. In order to understand where this definition comes from, the most important aspects of this definition will be discussed. To place the definition and important aspects within a broader context, a short historical overview of the origin of CSR will be provided as well.

#### 2.1.1. Definition CSR

The Social and Economic Council of the Netherlands has done research about CSR and comes up with a common used definition: *“CSR is consciously targeting business activities at value creation in three dimensions – Profit, People, Planet – and hence at contributing to society’s prosperity in the longer term maintaining a relationship with the various stakeholders which is based on transparency and dialogue and which responds to legitimate demands from society”* (SER, 2000). Looking at this definition, it can be said that People, Planet and Profit are the three dimensions where CSR pays attention to and a good relationship with stakeholders plays an important role. These important aspects will be discussed later on more extensively, but first a historical overview will be given.

#### 2.1.2. The origin of CSR

Corporate Social Responsibility (CSR) is a term we hear more often. Where previously, according to Friedman (1970), the only responsibility of a business was making money and increasing profit, nowadays organizations also have responsibilities towards the environment and society. Ecology and social-economy have become more interconnected (Hopwood, Mellor and O’Brien, 2005). The field of CSR has grown and an increasing number of terminologies, theories and approaches are being used (Garriga & Melé, 2004). Carroll (1999) provides an extensive overview of the evolution of CSR definitions between 1950 and the end of the 20<sup>th</sup> century. The most important contributors will briefly be discussed: (1) Bowen (1953) has publicized a first formal book called *“Social Responsibilities of the Businessman”*. The book describes the setting of companies that have to adjust their activities to societal goals and values; according to Sijtsma and Broekhof (2002) this can be seen as the ‘S’ in CSR. (2) Davis (1960) argued that CSR has to be placed in the managerial situation. Nowadays, management commitment and CSR integration in the mission and vision of organizations are still seen as important factors for successful implementation of CSR (Cramer & van der Heijden, 2005). (3) Johnson (1971) argues that besides striving for increasing profit for shareholders, *“a responsible enterprise also takes into account employees, suppliers, dealer, local communities, and the nation”* (cited from Carroll, 1999, p. 273). Taking into account other parties than only shareholders is called the stakeholder approach (Freeman, 1984; Moratis & van der Veen, 2006), an approach indispensable in current CSR literature. The stakeholder approach will be discussed more extensively further on in this thesis. (4) Jones (1980) contributed to the CSR concept by his emphasis on CSR as a process, and the acceptance of firms to CSR on a voluntarily and broadly basis. The 80s stand for less



inventive definitions and more efforts on measuring and researching CSR (Carroll, 1999). Carroll (1991) develops in the 90s a visible display of the concept in the form of a pyramid. Looking at this pyramid, four kinds of social responsibilities can be distinguished.



Figure 2 Pyramid of Social Responsibilities (source: Carroll, 1991).

The pyramid starts with economic responsibilities as the base of an organization. Economical performance has to be achieved, since this is required for an organization to maintain. According to Carroll (1991) it is important to be committed to being as profitable as possible, to maintain a strong competitive position and to be efficient. The second step in the pyramid are 'legal responsibilities'. Organizations have the responsibility to obey the law, have to act in a way consistent with expectations of government and law. It is important to act upon regulations at federal, state and local level and to produce goods and services which meet as a minimum the ground legal requirements (Carroll, 1991). The next step in the pyramid is 'ethical responsibilities': besides the responsibilities codified into law, societal members can expect and even prohibit certain behavior from an organization. Ethical responsibilities embrace those activities and practices that are adopted by society as fair and morally right. An organization has to prevent disadvantaging stakeholders, must behave in a fair way and has to do the right thing (Carroll, 1991). The last social responsibility of a firm is philanthropic responsibilities; it is important that a firm performs in a way that is consistent with the philanthropic expectations of societal members. The company is expected to be a good corporate citizen that improves the quality of life of the community. Managers and employees should do charity work in their local community and cooperate with education institutions (Carroll, 1991).

Carroll (1991) explains that all four kinds of responsibility should be embraced to constitute total CSR. Total CSR occurs when economic, legal, ethical and philanthropic responsibilities are fulfilled simultaneously. As Carroll summarized in more pragmatic terms "*the CSR firm should strive to make profit, obey the law, be ethical, and be a good corporate citizen*" (1991, p. 43). She points out that



similar to the term CSR in general, these four responsibilities are not new ones, but only in recent years significant attention has been paid towards ethical and philanthropic functions.

### 2.1.3. Triple P

As presented above, CSR has followed a long historical path and is called a 'container concept': it is familiar with a variety of dimensions and policies (Moratis & van der Veen, 2006; Tulder & van der Zwart, 2003; SER, 2000). Many different terms are used to describe the same underlying idea about doing business in compliance with the ecological and social environment. Therefore, terms as sustainable development and social entrepreneurship will be considered as equivalents of CSR.

The CSR concept has obtained a new meaning since the report of commission Brundtland in 1987. This report states that sustainable development implies taking care of future generations, in such way that they have adequate opportunities to realize prosperity as well. SER (2000) points out, compatible with the pyramid of Carroll (1991), that companies are social responsible when organizations perform beyond their core business and law restrictions. The bottom line of business has made a change: making money and increasing profit (Friedman, 1970) changes towards a bottom line that includes long term environmental and social-ethical responsibilities as well. Elkington (1999) names this new foundation the Triple P Bottom Line: organizations need to create value on a long term base regarding the three dimensions of Profit, People and Planet.

#### Profit

The long term focus on profit is the financial basis for the maintenance of the organization. Profit stands for the responsibility of a firm to create a continuous production of goods and services for the present time and the future. It's an organization's duty to create jobs and earnings, so a societal value is created by the organization. Profit is the basis to properly fulfill the two other dimensions, People and Planet (SER, 2000; van Tulder & van der Zwart, 2003). Elkington (1997, in Moratis & van der Veen, 2006) goes a step further by mentioning that profit will be generated when attention is paid and resources are provided to People and Planet.

#### People

The social dimension of the Triple P approach involves both internal and external people: within the organization, the way employees are treated by good labour relations is an important aspect. A stimulating social policy that offers room for training and other possibilities to develop skills is one example of CSR. Another example of a company being socially responsible is a company that appreciates the input and responsibility of employees and pays attention to the variety in background, ethnicity and gender of employees. Rejection of child labour in an organization's own production channel and at the supply side is an important CSR aspect. Outside the organization a firm can contribute to the direct community by adding value to a better life and work environment. In the indirect environment, respect for human rights and labour conditions in other countries are elements of the care for the quality of life of people (SER, 2000; van Tulder & van der Zwart, 2003).

#### Planet

Planet means that business needs to be done with concern for the natural environment. Ecological questions are addressed to organizations and they should deal with these environmental issues in a pro-active way. The pressure on the ecology and the use of raw materials should be reduced. A company should strive to minimize its environmental impact as much as possible (SER, 2000). The term sustainability is often linked to the planet dimension; organizations should act responsible



towards ecology, so the right of future generations for a healthy and clean nature keeps remained (van Tulder & van der Zwart, 2003).

### Integrating Triple P

The three dimensions should be integrated in the businesses operations for an organization to become social responsible. Elkington (1997 in Moratis & van der Veen, 2006) argues the most successful organizations in the future will be the ones that incorporate the three dimensions people, planet and profit. Firms can adopt different approaches towards the realization of CSR, what will be discussed later on in this chapter. An (pro)active approach is one them and according to SER (2000) this is the attitude companies should have towards CSR in combination with transparency in corporate behavior. This transparency ensures that stakeholders can follow the efforts of companies to reduce their environmental impact (SER, 2000).

#### 2.1.4. Stakeholder approach

In the mentioned development and description of CSR above, it is clear that the stakeholder has a central role. CSR has everything to do with interests, claims, stakes of different parties, the so called stakeholders. Organizations have responsibilities and stakeholders are the ones to whom the organizations are accountable (SER, 2000). Examples of stakeholders are employees, consumers, suppliers, future generations and the environment. Freeman (1984) made an interesting contribution to the importance and acknowledgement of stakeholders in his book 'Strategic management: a stakeholder approach'. According to Freeman (1984), making allowance for shareholders is not the only job of a firm. Organizations should also take into account the parties that can influence the goals of the organization or those who are influenced by the behavior of the firm. The challenge of management is to *"decide which stakeholders merit and receive consideration in the decision-making process"* (Carroll, 1991, p. 43). According to Carroll (1991), two criteria exist to sort out the importance of the different stakeholder claims: legitimacy and power. Legitimacy refers to the degree to which a party has a reasonable right to be making its claim. From CSR standpoint, legitimacy is more important than power. Departing from a management efficiency perspective, power of stakeholders is dominant. Stakeholder management can be seen *"as a process by which managers reconcile their own objectives with the claims and expectations being made on them by various stakeholder groups"* (Carroll, 1991, p. 43).

It's a challenge and desirable goal to create a win-win situation where stakeholders achieve their goals while other stakeholders are content as well. In this way, organizations care for their long-standing interests (Carroll, 1991). To represent the environment and various stakeholders, different 'tools' exist that can be helpful. Freeman (1984) introduces the stakeholder map, which can be compared with a spider web; in the middle stands the organization, surrounded by various stakeholders.





Figure 3 Stakeholder map (source: Freeman, 1984).

The stakeholder map provides a clear overview of stakes that need to be taken into account by a company.

Carroll (1991) presents a matrix that can be helpful to order the responsibilities of an organization. To be able to fill in the matrix, 5 main questions need to be answered: (1) Who are our stakeholders? (2) What are their stakes? (3) What opportunities and challenges are presented by our stakeholders? (4) What corporate responsibility (economic, legal, ethical, and philanthropic) do we have to our stakeholders? (5) What strategies, actions, or decisions should we take to best deal with these responsibilities? (Carroll, 1991, p. 44).

Mapping stakeholders and the matrix are tools to structure the different stakeholders. Generally, a distinction can be made between primary and secondary stakeholders. Primary stakeholders are the persons or parties an organization needs to function in a proper way. From a business point of view, these stakeholders can be divided in labour, capital and sales stakeholders. Employees, shareholders, contractors and clients are primary stakeholders and the firm needs to have good relations with them (van Tulder & van der Zwart, 2003 & SER, 2000). Secondary stakeholders are local communities, the government, non-governmental organizations and media. Nature and future generations become actors when groups rise to defend their interests (van Tulder & van der Zwart). The distinction within the primary and between primary and secondary stakeholders isn't always as clear as written above. To what extent stakeholders can influence or are influenced by the organization depends on several factors as the subject of discussion, the nature of the relationships and the position of the firm (van Tulder & van der Zwart). The complexity of decision making might increase and decision making will become time consuming when a company 'co-operates' with stakeholders, but the integration of the values will make the organization more connected to the

market and will create a better fit between the firm and the environment (Carroll, 1991). It is important to listen to stakeholders, since they are also the ones who decide whether and to which degree a company is CSR competent (Cramer, Jacobs & Jonker, 2005). Summarized: stakeholder relations and the embedding of the expectations of stakeholders in the organization's daily business seems to be a crucial element of CSR.

#### **2.1.5. CSR definition reviewed**

Looking back at the description of the four responsibilities of Carroll and Triple P, a distinction can be made in the way the two concepts approach CSR. Triple P describes the topics where organizations can deal with; the field in which CSR takes place. Triple P provides information about the different dimensions of CSR. It is a static approach, since it points out the context of CSR, but doesn't describe the amount of CSR and the process how to get there. The four responsibilities of CSR on the other hand, provide information about the amount of CSR. Organizations can be classified within the pyramid, can see where they stand and what they need to do to become more CSR and end up higher in the pyramid. The pyramid is therefore not static and approaches CSR as a process. Looking at the role of stakeholders, it is clear that stakeholders are the ones who decide what CSR is and what the important issues, within the field of triple P, are. In each branch of industry, different CSR issues exist and different pressures within the context of triple P exist, the ratio between the three P's will differ. Stakeholders decide what important aspects within triple P make an organization more or less CSR, and thus decide in which stage of the pyramid, the organization is. Other way around, the relation between stakeholders and the pyramid works as well: to become for example a good corporate citizen and to act upon philanthropic responsibilities, an organization has to be in good contact with its stakeholders. Later on, more attention will be paid towards stakeholder communication.





## 2.2. Organizing CSR

The previous paragraphs have been helpful to understand what CSR is and which theories play an important role. The next step in this theoretical framework is to discuss how organizations can manage and organize CSR within the organization. This paragraph starts to explain which different strategies on CSR organizations can adopt.

### 2.2.1. CSR strategies

SER (2000) already pointed out that organizations should have a pro- or at least an active approach. When companies are too late responding towards social demands, they risk damage to their image or even bankruptcy. The proactive approach is one of the four attitudes an company can have towards the challenges of CSR: they can approach CSR in an (1) inactive, (2) re-active, (3) active and (4) pro- or interactive way (van Tulder & van der Zwart, 2003).

#### 1. The inactive approach

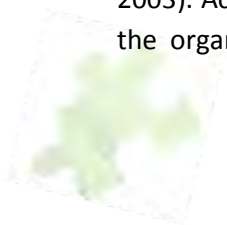
reflects the idea of Friedman (1970) about the only responsibility of an organization is to make money and increase its profit. This approach is only internally focused on operation matters as efficiency, effectiveness and 'doing things right', without any attention for ethical questions (translated from van Tulder & van der Zwart, 2003, p. 101). In short, the focus is inside-in. According to Elkington (1999) this is the worst focus a company can have nowadays. When the organization only pays attention to economic value, and not to the creation of social or ethical values, it won't survive the sustainable revolution. He explains it is logical for managers to stay out of politics and affairs of governments, since this is what they have been thought for years. But business leaders who still think that sustainability is a new form of religion instead of acknowledging it is the new form for value creating and demanded by the society, definitely have a blind-spot (Elkington, 1999).

#### 2. The reactive approach

focuses on internal efficiency aspects as well, out of the underlying idea 'not doing things wrong'. This implies a more external orientation through monitoring the environment and stakeholders, to make sure that conflicts won't get out of hand. Both attitudes are short term and output oriented (van Tulder & van der Zwart, 2003). The approach is outside-in. According to Nijhof and de Bruijn (2007) this is a so called business case orientation on CSR. This strategy is often chosen by companies that have a high exposure on societal issues or have a high visibility trough their size or reputation. It is most likely that those companies are already in contact with stakeholders. For these organizations, CRS is about risk control and preventing damage of the company's reputation. Stakeholders play a central role in this CSR strategy. The limitations of this approach towards CSR is that the company is often dependent on the input of stakeholders and has to cope with changeable and sometimes conflicting expectations (Nijhof & de Bruijn, 2007).

#### 3. The active approach

reflects doing business in an ethical manner in the best way. Nijhof and de Bruijn (2007) call this the identity orientation on CSR. Organizations are internally inspired by ethical, core values which are the starting points for (responsible) business goals. The focus is external and driven by motivations as a clean environment, equal opportunities and development. Organizations with an active attitude want to 'do the right thing'. The attention of this strategy is inside-out (van Tulder & van der Zwart, 2003). According to Nijhof and de Bruijn (2007) the issue of CSR within this strategy is strengthening the organizational identity internally and then communicating this externally. The idea that the



company should act in a responsible way, origins from inside the company, for example at top-management. This has as a consequence that embedding stakeholder dialogue within the daily business of the organization doesn't have first priority and sometimes is a big step. By communicating the inside values to the outside world, the company provides information to stakeholders as part of their CSR policy (Nijhof & de Bruijn, 2007).

Van Tulder and van der Zwart (2003) mention that organizations applying this strategy have the risk to lose the internal efficiency processes out of sight, what is a danger to the continuity of the organization. Another limitation of this strategy is that companies can run into difficulties defining what their responsibilities are. Due to internal origin of the responsibilities, there is a change that the responsibilities can mismatch the expectation of the stakeholders (Nijhof & de Bruijn, 2007).

Comparing the active, identity orientation on CSR with the other two approaches, they all have limitations: an ethical way of doing business can lead to 'doing the right things wrong', while the inactive and reactive attitude can lead to 'doing the wrong things right' (translated from van Tulder & van der Zwart, 2003, p. 103). According to Schumacher (1979, in van Tulder & van der Zwart) questions about social matters often have a divergent character, which means that multiple right answers exist.

#### **4. The pro- or interactive approach**

should integrate efficiency with ethics in the beginning phase of activities demanded by external parties. Another name is the interactive approach, since it combines internal focus with external focus (van Tulder and van der Zwart, 2003). The combination of internal and external focus leads to an open system approach, called the stewardship orientation of CSR by Nijhof and de Bruijn (2007). According to Jonker and van Pijkeren (in Moratis & van der Veen, 2006) the term interaction is crucial in the fulfilling of CSR, since it reflects the dynamic connection between the organization and environment. This fourth strategy on CSR allows organizations to 'do the right things right' (translated from van Tulder & van der Zwart, 2003, p.104). According to Nijhof and de Bruijn (2007) the responsibility doesn't stop at the level of the single organization, but shifts towards the total production and consumption chain. This includes responsibilities of suppliers, customers and governments. Organizations adopting this open system approach are driven by the dialogue with diverse stakeholders. Table 2 combines and summarizes the strategies discussed above.



	Inactive approach	Reactive approach	Active approach	Pro-active/ Interactive
	Business is business	Corporate Social Responsive	Corporate Social Responsible	Interface-management
Perspective	Inside-in	Outside-in	Inside-out	In/outside – in/out Open system
Orientation		Business case orientation	Identity orientation	Stewardship orientation
	'Do things right'	'Don't do things wrong'	'Do right things'	'Do right things right'
Focus point		Preventing reputation damage of a company or developing commercial opportunities	Strengthening organizational identity	Reflecting on the organization's position in society
	Efficiency	Efficiency	Ethical	Effective
Origin of responsibility		External stakeholders	Organizational values	Dialogue with all parties involved
Role of stakeholders		Agenda setting and multi stakeholder dialogue	Limited role for external stakeholders	Partnerships
	Profit	Profit	Values	Profit of values
Impact		Projects	Primary and secondary processes	Supply chain and society
Accent on functional department		Public relations	Top management	Line management

Table 2 CSR strategies (Source: van Tulder & van der Zwart, 2003; Nijhof & de Bruijn, 2007).

### 2.2.2. Competencies for CSR

As written above, different strategies for dealing with CSR exist. These theories are on a strategic level and a gap between the actual embedment of CSR in practice on a concrete level, still remains. Hoff (2006) tries to deal with this problem and pays attention in his PhD thesis to questions as how can organizations fulfill CSR at a concrete level, and what organizational facilities should be met to embed CSR within an organization. He describes that for organizations to be able to actually implement or deal with CSR, competencies need to be available or developed (Hoff, 2006; Nijhof, de Bruijn, Fisscher, Jonker, Karssing & Schoemaker, 2005). These competencies should be spread throughout the entire organization, since CSR requires the involvement of every member of the organization and collective meaning on the subject. According to Nijhof et al. (2005), collectivizing the competencies required for CSR, is on strategic level as well. The authors call it a strategic process. Strategic, since individual behavior on CSR needs to be transformed and embedded in collective organizational culture and action. It is a process, because organizations need to learn how to be responsible. Nijhof et al. (2005) discuss a model for CSR, developed by Nijhof and Fisscher (2001), that consists of four stages. Figure 4 represents this model.



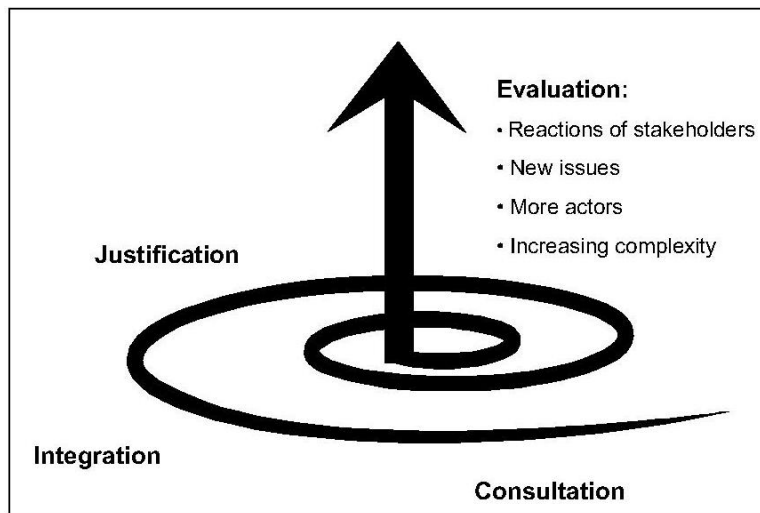


Figure 4 Learning to be responsible as a strategic process (Source: Nijhof, et al. 2005).

The first stage is the consultation process where the responsibilities of the organization can be determined by balancing the identity of the organization and values with the expectations of all types of stakeholders. In this stage, stakeholders and their expectations need to be defined. The same counts for relevant ethical dilemmas and issues, in order that CSR becomes a business case in the organization. The second phase is the integration process; in this stage, the effort on CSR needs to become embedded in the relevant processes of the organization. A strategy on CSR will be developed and values need to be internalized and communicated. The justification process comes afterwards and monitors and reports the actions taken on CSR. In this stage the choices and actions are justified through communicating the results of social responsibilities towards the stakeholders. Transparency plays an important role in this phase. The last process is the one of evaluation. For organizations it is important to learn from stakeholders and their reactions on the firm's CSR policy and activities. The actual behavior of the organization is being judged and actions or policies might have to be adjusted.

As mentioned in the previous paragraph, organizations can adopt different strategies on CSR. The chosen strategy determines whether some competencies play a more important role than others in the particular situation. Nijhof, et al. (2005) come up with some examples of competences that match with specific CSR strategies and processes, presented in the following table.



Strategy Process	Risk Orientation (Outside-in)	Identity Orientation (Inside-out)	Open System orientation (Integrated)
<b>Consultation</b>	Issue-based dialogue to listen to the expectations and demands of external stakeholders	Internal dialogue to define the relevant ethical dilemmas and issues	Stakeholder dialogue to discuss the roles and responsibilities of all the parties involved
<b>Integration</b>	Initiating and maintaining projects for the identified risks, even when this conflicts with short term results	Active involvement of all employees to make CSR concrete for all functions in the organisation	Integrating values in the core processes to make the CSR strategy relevant for the whole value chain
<b>Justification</b>	Acting and communicating effectively in the event of transgressions	Transparency with personal stories and experiences in order to strengthen employee pride and commitment	Monitoring results on economic, social and environmental criteria in the whole value chain

**Table 3** Competencies related to CSR strategies and processes (Source: Nijhof et al, 2005).

Looking at the literature discussed above and Hoff's attribution to CSR so far, the investigations and theories are still on a strategic, abstract level. The goal of this research is to concrete CSR, so therefore the search for practical approaches continues. The question about what CSR actually means within an organization and how organizations can organize or warrant CSR, still remains. To answer these questions, we apparently have to start researching the real life business practices.

### 2.2.3. Organizing CSR so far

So far, a definition of CSR is provided and the most important topics have been discussed. Looking at the subject of organizing CSR within an organization, organizations can adopt different strategies on CSR and need to develop competences to deal with CSR. The question though, about how organizations can deal with CSR on a concrete level and what CSR means for actually organizing this concept within the organization, still remains. The theoretical part for answering this question ends here and practical situations should provide more information on this topic.

Noticeable is the role of communication within the theories about the definition and important aspects of CSR, and how CSR can be organized within the organization. CSR and communication are strongly interconnected (Ligeti & Oravecz, 2009). It is interesting to have a closer look at communication related to CSR, therefore the research focus narrows down to the third section of this chapter: CSR communication.



## 2.3. Communication

In the previous paragraphs the subject 'communication' is mentioned several times. It plays an important role in CSR. To get a better understanding on CSR communication, some fundamental knowledge on organizational communication in general will first be provided in the following paragraph.

### 2.3.1. Corporate communication

Looking at literature about CSR discussed above, the conclusion can be drawn that for an organization to exist, a fit between environment and the organization is essential. This fit mainly takes place through communication (Veenman & van Doorn, 1997). Looking at the way organizations communicate, Veenman and van Doorn (1997) mention that organizations can communicate through (1) the organization self, (2) the product and/or service and (3) communicative resources. Communication from the organization is caused by the personal communication among employees and the behavior and physical appearance of the firm. The quality and design of the delivered product and/or service has a communicative value as well. An organization can also communicate through communicative resources as letters, brochures and advertisements, called media communication.

Since this investigation is about communication within and from organizations, a focus within the broad term of communication will be made. Organizations stand in the middle of society and realize that their image is important for the continuity of their company. A strong image is the result of professional communication with the target groups. So, communication is an instrument that can contribute to a strong image and the realization of the business goals of a company (Nijhof, 1993). According to van Riel (2001) the management instrument that tunes all conscious forms of internal and external communication for the benefit of this positive image is called corporate communication.

### 2.3.2. Communication models

Looking at literature about CSR and corporate communication, both facets deal with the tuning of the organization and environment. In paragraph 2.2.1., different strategies according to CSR are discussed. To which extend organizations think about and adjust to the environment is also reflected in communication theories. Organizations can communicate in an one- or two-way manner. Eschauzier (2008) describes two-way communication models an organization can use: the two-way a-symmetric and two-way symmetric model. When organizations use the two-way a-symmetric communication model, they try to figure out how the environment sees the company and changes their messages to this public opinion. The model informs management about what the public groups will and won't accept, but doesn't mention how the organization can change her strategy to actually satisfy these stakeholders. The two-way symmetric communication model is better model for organization nowadays: this model evaluates the trends in the environment and discusses how the organization can adjust to these trends. An effort is made to tune the ideas and opinions of public groups with the organization. According to Eschauzier (2008) only in this model, the environment is optimal included in and committed to the organization. The measures taken are communicated internal and external. This connection between two-way communication models and communication about CSR will be discussed in the next paragraph as well.

Veenman and van Doorn (1997) mention that it is very important for an organization to listen to the communication out of the society, so it knows what is and isn't social accepted. Obviously, each



organization wants to function as good as possible and presents itself in a most positive way. Communication plays intern and extern an important role in this process. Internal communication is the basic of each company, since informational flows are necessary to tune different jobs and social communication is required to motivate employees and create a strong organizational culture (Veenman & van Doorn, 1997). According to Moratis and van der Veen (2006), internal communication is essential for a company to become social responsible: through communication, collective meaning will arise and support for CSR will be created. The internal framework is called the identity of an organization. The identity is according to Nijhof (1993) the way the company sees herself. This identity will be carried out in the society by external communication (Moratis & van der Veen, 2006). The society gets an impression of the organization, what is called image. When an organization wants to strengthen her image, the development of a communication strategy is necessary (Nijhof, 1993). SER (2000) points out that open communication can strengthen the image, but is also important for stakeholders to gain trust and commit persons to the company.

We can conclude that CSR and communication are two interconnected subjects: internal communication is important for support on CSR among employees and the development of collective meaning and the company's identity. External communication can strengthen the social responsible image of the company. Trust of stakeholders can be a positive result of open communication.

### **2.3.3. CSR Communication Strategies**

As previously mentioned, according to van Tulder and van der Zwart (2003) organizations can adopt different attitudes towards CSR (inactive, reactive, active and pro-active). Organizations can also communicate in different ways: one-way, two-way a-symmetric and two-way symmetric communication models exist (Eschauzier, 2008). A company can adopt different strategies regarding her stakeholders: (1) a stakeholder information strategy, (2) stakeholder response strategy and (3) stakeholder involvement strategy (Morsing & Schultz, 2006).

#### **1. The stakeholder information strategy**

is an one-way communication model. The goal of this strategy is to inform stakeholders about CSR initiatives, the company 'gives sense' to its public groups. The idea that public groups should endorse the CSR initiatives is outside the scope of this pure informing strategy (Morsing & Schultz, 2006). Since, through the eyes of the company, stakeholders don't play an active role, and information from the environment isn't taken into the organization, this communication model fits in an inactive CSR approach.

#### **2. The stakeholder response strategy**

uses a two-way a-symmetric communication model. Communication flows to and from the public groups but these flows have different purposes: communication to the public is to change the public attitude and behaviour. In this strategy, external endorsement of CSR activities is necessary and the organization tries to find out what public groups will accept and tolerate. Market survey is an example of a communication flow from the public that can be used to receive feedback on where the organization can improve its CSR efforts. The feedback learns organizations how the market makes sense and in turn, organizations can give sense on CSR to their public groups. According to Morsing and Schultz (2006) this two-way a-symmetric way is not much more than a one-way communication model for supporting and strengthening CSR initiatives. This strategy collects information from the environment and has a more outside-in focus than the informative strategy. The purpose is to see



what society accepts in order to 'don't do things wrong'. This CSR communication model therefore suits the reactive attitude towards CSR.

### 3. The stakeholder involvement strategy

engages in a two-way symmetric communication model: this strategy assumes involvement and dialogue with stakeholders. This strategy will use the information and survey mechanisms as well, but doesn't find these sufficient: in order to create and find support for CSR initiatives, stakeholders need to be involved, so organizations understand their interests. Being in dialogue on a frequent basis can cause mutually beneficial results (Morsing & Schultz, 2006). Dialogue reflects an inside-out and outside-in way of communication, this can cause value-creation and both the society and organization can have profit from this value. Therefore, this last CSR communication model fits in the pro-active/interactive strategy on CSR.

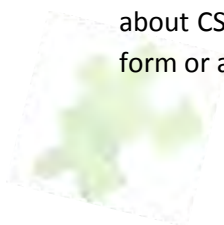
#### 2.3.4. CSR communication

How CSR is communicated and especially in what way the content of CSR is brought forward by organizations is an interesting subject to look at. A tension field namely exists between CSR and communication about CSR: on the one hand, organizations don't want the audience to think that they are using CSR as a marketing trick (Europese Commissie Directoraat-Generaal Ondernemingen). A common concern of communication about CSR is the idea that it can be interpreted by stakeholders as 'windowdressing' or an attempt for 'greenwashing' the organization (Moratis & van der Veen, 2006; Baidenmann, 2007). This especially occurs when there are *"gaps between the walk and talk"* (Nielsen & Thomsen, 2007, p. 7). So, for organizations it is very important to actual do what they say: a mismatch between words and deeds can be destructive for the organization's credibility (Dawkins & Lewis, 2003).

Sensitive and honest communication about CSR seems to be better than no communication about CSR at all: without CSR communication, nobody knows where the organization stands for and a social responsible image won't be created (Moratis & van der Veen, 2006). And besides the issue of a corporate social responsible image, it seems that there is a public demand for information about organizations' behavior on CSR (Dawkins & Lewis, 2003). So, these two reasoning are arguments to actively and externally communicate about CSR. According to the Europese Commissie Directoraat-Generaal Ondernemingen and SER (2000) CSR communication can end up in potential advantages for the organization, and organizations can encourage other organizations to be corporate social responsible too. Examples of advantages of CSR communication are higher customer satisfaction and loyalty, a better reputation, cost reductions, motivated employees and better relationships with the community and government.

According to Dawkins (2004), a challenge of CSR communication is to reach all relevant stakeholders effectively. Her research concludes that CSR communication doesn't seem to effectively reach all the relevant stakeholders yet. To let CSR communication become more effective, she therefore argues to embed CSR messages in the mainstream communications of an organization. Creative communication is necessary to let CSR messages become prominent and understandable (Dawkins, 2004).

Van der Rijt, Hoeken and Kardol (2008) don't argue whether organizations should communicate about CSR, but describe a relationship between the character or motivation of CSR activities and the form or amount of CSR communication. When an organization communicates little or not at all about





their philanthropic responsibilities, the character of the activity seems to be more altruistic, and the benefit for the society counts more than the value of the organization itself. When organizations communicate in a more active way about CSR, and the form or content of the message is decided by the organization, the goal of CSR is often more used to increase a positive reputation or create brand awareness than in the merit of the actual societal involvement. Similarly to these findings, Ligeti and Oravecz (2009) found in their research two different approaches towards CSR communication: organizations that follow 'quiet CSR' seem to put CSR activity itself in the center. Organizations that communicate extensively and follow the 'loud CSR' approach put more weight on communication than on CSR itself.

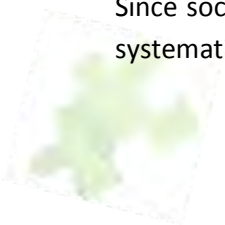
### 2.3.5. CSR communication resources

As mentioned before, internal communication is necessary to implement CSR within the organization. After the implementation organizations can communicate about CSR with their external stakeholders and society in general. To communicate internally and externally about CSR, organizations can choose different communicative resources. According to Nielsen and Thomsen (2007) it is important that the form and channel chosen for CSR communication, is modified to factors like the target group or stakeholder, message, context, and goal. The most common ways to communicate about CSR according to literature will be discussed.

#### CSR Reports

In order to communicate about CSR, organizations can decide to report about their socially responsible policy and activities. According to Moratis and van der Veen (2006), the last couple of years an increasing number of organizations report about their social, environmental and economic performance. External and internal stakeholders get informed by the report on how the organization has behaved last year and what the intentions on CSR are for the coming year (Iduwu & Towler, 2004). A huge difference in form and content exist among these reports. This is in line with the different ways organizations deal with CSR. Iduwu and Towler (2004) mention two distinct practices in reporting on CSR. Some organizations mention their CSR policy and activities in a separate report. This can be seen as explicit CSR communication: CSR topics are communicated separately from other business topics (Baidenmann, 2007). Others use a section in their annual reports in order to communicate about CSR matters (Iduwu & Towler, 2004). This CSR communication is more integrated and ligatures with other business aspects. Baidenmann (2007) calls this implicit communication.

Moratis and van der Veen (2006) point out the importance of the relationship between the report, the reasons to report and its target groups. Organizations that are paid much attention to because of their social performance, should write its report in an attractive way for her readers. The content has to reflect the interests of the audience. An organization has to find out who the most important target groups of the CSR report are. Different stakeholders probably have different interests. The report shouldn't be too extensive though, so it will be a challenge to write a CSR report (Moratis & van der Veen, 2006). For organizations that don't receive much attention on their social responsibilities, the report can still be valuable. To be able to write the report, clear and set goals on CSR are required, so the management of the organization is forced to think about CSR. The report can be used to internally communicate the organization's policy on CSR and motivate employees. Since social responsible reports are published on an annual basis, it is necessary to collect data in a systematic way. This can contribute to the improvement of an organization's information system



(Moratis & van der Veen, 2006). This can be seen as one of the positive results of CSR reporting. The question whether and how organization experience results of making CSR reports is answered by the study of Idowu and Towler (2004). This study shows that organizations recognise enormous benefits of publishing their CSR policies and activities. To guide organizations in reporting on CSR, the Global Reporting Initiative sets standards for social responsible reports. By applying similar ways of reporting (inter)nationally, disclosures on economic, environmental and social performance become comparable (GRI, 2006).

### Code of conduct

During the implementation of CSR, organizations can develop a code of conduct. A code of conduct is a document which defines the most important values of an organization and the behavior that can be expected from the organization (Hoff, 2006). SER (2000) describes that a code of conduct is a document that sets out the basis responsibilities of the organization towards stakeholders. It is strongly related to the mission of the organization and describes besides the key values, also the norms, goals, rules, philosophy and ethical principles towards the organization commits itself (Hoff, 2006; Graafland, van de Ven & Stoffele, 2003). A code of conduct has two communication functions: first it can be used as an instrument to communicate externally and profile the organization with the ethical principles it compliances. Receivers can be for example suppliers and the public in general (Graafland, van de Ven & Stoffele, 2003). The second function is an internal one, since the conduct code is an instrument that can guide the behavior of employees and organization. In short, externally the conduct code is to profile the organization, internal to guide and control the behavior (Hoff, 2006).

To make sure the code of conduct is more than just a document and the organization actual behaves like the values described, organizations can decide to audit their compliance with the code of conduct. According to Graafland, van de Ven and Stoffele (2003, p. 48) auditing *"is the process in which an organization measures, evaluates, reports and adapts its social impact and ethical behavior in light of the values and expectations of stakeholders"*. For larger organizations this is easier to realize than for smaller of medium sized organizations. Smaller organizations can use standards, mostly already existing in the organization, as ISO 9001, to guarantee CSR.

### Sponsoring

Sponsoring is an interesting way to communicate the social involvement of an organization. Of course it is desirable for society when organizations support local events or sport clubs. In exchange for this help the organization can communicate actively her name or brands. Sponsoring activities that don't have a direct connection to the core business of the organization are named 'community investment'. Sponsoring and volunteer work are examples of community investment (Noordegraaf & van Lierop, 2004). The tension field of sponsoring is that it can be viewed as an important marketing strategy (Panapanaan, Linnanen, Karvonen & Phan, 2003). Communication about CSR activities which are not integrated to the core business can cause stakeholders to think about the organization as a philanthropic organization. The organization risks losing trust across stakeholders, particularly the shareholders, which is unintended effect of sponsoring (Morsing, 2006).

### Website

Organizations increasingly use the Internet to communicate their CSR messages to different audiences (Dawkins, 2004). Websites are good communication tools to let online visitors of the



organization know what the company's policy and activities on CSR are. Websites can update new information about CSR relatively cheap and easy (Europese Commissie Directoraat-Generaal ondernemingen). Also within this way of CSR communication, organizations need to choose whether they want to communicate CSR throughout their entire website or treat their CSR policy as a separate subject on the site.

#### **Newsletter, corporate magazine, periodic meetings**

A newsletter, corporate magazine or periodic meetings are instruments for both internal and external communication. Intern the organization, newsletters and corporate magazines are examples of corporate communication that are mostly well paid attention to by employees (Nijhof, 2005). Employees give themselves time to actually read the magazine, since the subjects are familiar and 'close to home'. It is a good channel to communicate CSR intern the organization. Of course the newsletter and corporate magazine can be used for external communication about CSR as well. These communicative resources are then used to inform the outside world about the CSR activities the organization acts upon. This function to inform fits in the 'stakeholder information strategy' and uses one-way communicating (Morsing & Schultz, 2006; Eschauzier, 2008).

Periodic meetings can be organized with internal stakeholders (employees) and external stakeholders. Meetings can have different functions: to inform internal and external stakeholders in order to reach common sense about CSR, but also to actual start the dialogue with stakeholders and try to involve their ideas into the strategy of the organization. This is a more 'stakeholder response strategy or 'stakeholder involve strategy', where two-way-communication' is used (Morsing & Schultz, 2006; Eschauzier, 2008).

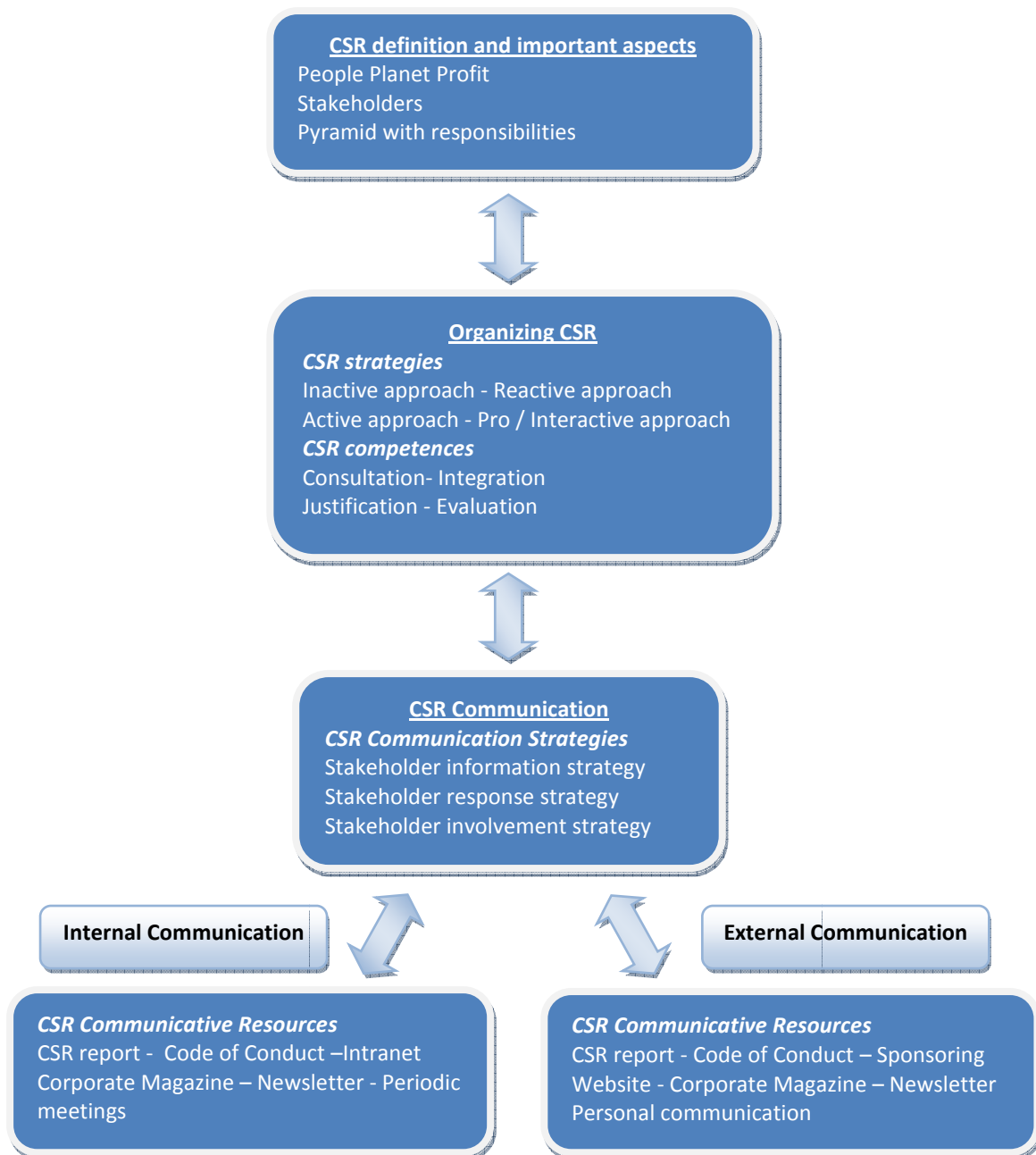
#### **Personal communication**

Besides the communicative resources mentioned above, the employees themselves shouldn't be underestimated as a way of communicating CSR externally. According to Dawkins (2004, p. 118) *"the most effective communication channel to the public in terms of generating recognition of companies' responsibilities are informal channels, such as word of mouth, being or knowing an employee"*. It is therefore important not to only provide consistent information externally but also internally. External stakeholders can question the actual CSR activities taken by the organization; employees, who are considered as credible information sources, can take these doubts away. Dawkins and Lewis (2003) endorse this idea and argue that employees should be acquainted with and support the organizational responsible position when having a conversation with stakeholders.

### **2.3.6. Theoretical Framework**

In order to provide structure within this research, a theoretical framework will be developed. This framework represents and summarizes the relations between the discussed theories above. It will be used as guideline to structure the empirical results. As reflected in the conceptual model, this research contains three different parts, started with the definitional part of CSR, followed by the organization of CSR and ending with communication about CSR.





**Figure 5 Theoretical Framework**

Looking at the definition of SER (2000), it can be said that People, Planet, Profit and stakeholders play an important role. Triple P (Elkington, 1999) describes the topics within the field of CSR, but doesn't say anything about how corporate social responsible a company is, it is a more static approach of CSR. The pyramid of Carroll (1999) allows to classify organizations along different responsibilities and stages of CSR. Looking at the role of stakeholders, it is clear that stakeholders are the ones who decide what CSR is and what the important issues, within the field of triple P, are. They also decide in which stage of the pyramid, the organization is positioned. Being in good contact with stakeholders is a condition in order to become CSR. In short according to literature, Triple P, different kinds of responsibilities and stakeholders are important aspects concerning the definition of CSR.

The second part is about organizing CSR within the organization. Organizing CSR starts with a strategy or attitude towards the concept. An inactive, reactive, active or pro- / interactive approach can be chosen or applied (van Tulder & van der Zwart, 2003). These different approaches all have different characteristics (Nijhof & de Bruijn, 2007), which can be compared to the actual behavior of the companies in practice, and therefore can be used to determine which strategy is applied by the companies. A second part of organizing CSR are the competences a organization needs in order to learn how become responsible. The stages of the process are consultation, integration, justification and evaluation, and need to be passed (Nijhof, et al. 2005).

The last section is about internal and external communication. The latter is determined by the CSR communication strategy applied by the organization. Multiple strategies exist: stakeholder information, - response and - involvement strategies (Morsing & Schultz, 2006). For both internal and external CSR communication, a variety of communicative resources can be used. Examples are a CSR report, newsletter, Intranet, etc.

In order to find out how architectural enterprises define, organize and communicate about CSR, case study research will be conducted. The next chapter will first briefly describe the architectural branch and the CSR developments in this branch, followed by the methodology of this research.





# Chapter 3: Methodology



### 3. Methodology

This chapter describes the research context, which research method is chosen, why this method is appropriated for this research and how access to data is performed.

#### 3.1. Research Context – The Architectural Branch

The previous paragraphs discussed CSR as a topic for organizations in general. This research though, is about CSR within architectural enterprises. Therefore the theoretical framework will be applied to the architectural branch.

Firstly, the architectural branch will be described briefly with some facts and trends. Then the development of CSR within this branch will be mentioned. The paragraph ends with the presentation of the theoretical framework applied on the architectural branch.

##### Description & Facts

In reports about developments of branches, often architectural and engineering enterprises are named together in one phrase. An architectural enterprise takes care for the design, procurement guidelines and the budget of a construction project. Engineering enterprises look after advisory, designs, feasibility studies, installation and environmental techniques (translated from the Report of ABN Amro, 2009). According to the ABN Amro (2009) the architectural and engineering branch consists in 2008 out of 20.005 organizations. They all together have a turnover of 14 milliard euro. 94.000 employees work in this sector and most organizations (85%) have less than 5 employees.

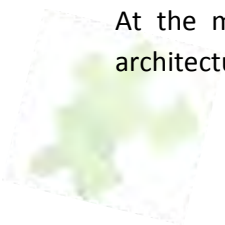
There is an increasing consolidation in this branch, due to the increasing complexity of projects, the complex procedures at European Procurements and the pressure of delivering a total package and having international experience. From 2003 till 2008 an increasing turnover has been realized. The expectations however aren't that positive; according to the ABN Amro the turnover will turn down with 10-15%, due to the amount of orders that is declining. Since the costs of employees are the most important head of expenditure, enterprises will be forced to cut down the number of employees. The construction sector will slowly recover in 2011.

Architectural enterprises are spending more time on non-technical aspects, for example the care for procurement and building management (ABN Amro). According to the Rabobank, architectural enterprises that have multiple disciplines or good co operations with other specialist parties have better market changes. Besides the government, also individual client or companies ask for climate neutral solutions and sustainable buildings.

##### CSR Developments

In the architectural branch there are some movements visible in the direction of CSR. Since the outcomes of architectural enterprises are designs for building, demands about sustainable development are most common though. Especially architectural enterprises that have the government or municipalities as clients, will notice this demand, since the government starts January 2010 with a new procurement policy: the procurement should be 100% sustainable, which also counts for architectural advice, designs and buildings (SenterNovem, 2009).

At the moment, the government focuses in her procurement policy within the construction / architectural sector more at the concept of sustainable development, but starts to demand a vision



on CSR by organizations. CSR stands in its infancy, but is already asked several times in the procedures of European Procurement for architecture. In the selection guidelines for European Procurement, CSR is mentioned several times. The clients want to know what vision the participating architectural enterprises have on CSR. This request about CSR policies will occur more often in the future, by the government but also by other clients and market parties. After all, there is an increasing general demand for CSR in the entire business market.

### Stakeholder Model for Architectural Enterprises

In the previous chapter, a stakeholder model is discussed. In this model general stakeholders are mentioned; these need to be adapted to the particular stakeholders of architectural enterprises. Architectural enterprises existing of more than one person have of course employees as internal stakeholders. They also have to deal with competitors and clients. Other architectural enterprises can be regarded as competitors. Types of customers can vary by different architectural companies: government, municipality, individuals, housing associations, companies, owners and project developers. Besides the fact that there are different kinds of customers, architectural enterprises also have to think about the actual user of the building. In the process of developing a design, an architectural enterprise needs input of users to determine how the building is being used and what factors play an important role to take into consideration. Local residents can be regarded as stakeholders as well, since contact with them might be fruitful to let the construction process take place smoothly. Local residents will have less resistance when their thoughts are being heard and taken into account during the designing process.

Architectural enterprises have to deal with law and legislation developed by government, a stakeholder. The Dutch government can stimulate different developments, e.g. sustainable architecture is more attention paid at. To stimulate sustainability within this branch, subsidiaries are available when certain criteria are met in the architectural design. Organizations that are specialized in these subsidiaries can, commissioned by an architectural enterprise, investigate whether and how criteria are being met. These subsidiary specialized enterprises are stakeholders of an architectural enterprise as well.

Next to the core business of architectural design, architectural enterprises can have other core businesses as well: some architectural enterprises are only an architectural advisory company and their services ends with the designs drawn for a specific project. Other architectural enterprises, also have construction management as a core business, for example **bct**. This means they also guide the actual construction process after the designs are developed. Those architectural enterprises are in contact with multiple stakeholders: contractors, suppliers and technical installers are parties to communicate with. Another business that architectural enterprises can deal with is the maintenance of buildings. For example, **bct** has a maintenance department, which means expertise about the maintenance and care of the buildings after they have been built is available in the organization. Due to this service, architectural enterprises will be in contact with various stakeholders: the owners of the building and suppliers.





Figure 6 Stakeholders of the architectural branch

### 3.2. Case Study Research

This paragraph will describe what case study research means and why it is a suitable methodology for the purpose of this research. This investigation on how architectural enterprises can communicate about CSR has an explorative and qualitative nature. Relationships, patterns and differences in this area aren't discovered yet and need to be researched and described. Explorative research is appropriate when the researcher wants to satisfy his curiosity and his wish for better understanding.

Case study research is an appropriate research method for explorative research; it provides answers on explorative 'how' and 'why' questions. Yin (2009, p. 18) refers to a case study as *"an empirical enquiry that investigates a contemporary phenomenon in depth within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident"*.

Yin (2009) describes that each research method has its own strengths and weaknesses and the appropriateness of it depends on three conditions: (1) the type of research questions, (2) the extent of control the researcher has over the events and (3) the attention on contemporary versus historical phenomena. In general, researchers tend to conduct case study research (1) when the research question is a 'how' or 'why' question, (2) when they have little control over events and (3) when their research focus is on a contemporary phenomenon within a real-life situation (Yin, 2009).

An advantage of conducting case study research is that the investigator gets the chance to use different sources of information (Yin, 2003). According to Eisenhardt (1989), sources of evidence can be qualitative (e.g. words spoken during a personal interview) and quantitative (e.g. data from documentation). In this research, only qualitative field research will be applied. Qualitative research prefers the researcher to be in direct contact with the actor(s) (Wester & Peters, 2004). Babbie

(2004) mentions various advantages of qualitative research: the flexibility of this method, the relatively inexpensiveness and the possibility to get an in-depth understanding of the phenomenon. This in-depth understanding contributes to the validity of the research. Surveys and experiments are often superficial, since these are standardized methods. Case study though, can provide actual exhaustive and detailed information. Given the fact that no previous research has been conducted yet on architectural enterprises and the way they can communicate about corporate social responsibility, a rich understanding of the context is preferable. The two advantages flexibility and inexpensiveness are both caused by the interviewer, since he can ask additional questions when needed and doesn't have high costs. Besides these strengths, qualitative research also has a disadvantage namely the possible problem of reliability, since the researcher can influence the results. So, subjectivity and bias are disadvantages, besides the lack of possibilities to generalize.

### 3.3. Research Design

This paragraph will explain why multiple cases are included and how the actual cases are selected.

#### Multiple Cases

To receive a better understanding on how architectural enterprises can communicate about CSR multiple cases will be selected. Investigating multiple cases makes the evidence more compelling and therefore the overall study stronger. So, applying multiple cases generates a more reliable understanding and increases external validity. Gerring (2007) points out that shifting the focus from a single case towards a sample of cases, makes discovery of patterns and differences possible. Eisenhardt (1989) mentions the perfect number of cases doesn't exist, but in general, between four and ten cases works well.

#### Sampling & Selection Strategy

This thesis will include architectural enterprises that communicate about CSR. MVO Nederland, BouwMVO and BNA are key informers who all mentioned that CSR, in the architectural branch of industry, is in its infancy and requires development. Since not much is done yet on CSR in this branch, the only way to get information on CSR communication in practice is to focus on organizations that already fulfill CSR and/or explicitly communicate about CSR. Therefore, this research will focus on so called 'forerunners' or 'leaders' on CSR within the architectural branch. According to Stake (1999, p.6) the *"opportunity to learn is of primary importance"*, thus architectural enterprises having experienced CSR communication will be the ones to study in this thesis.

As mentioned before, the architectural branch has yet to start with the implementation of CSR. A published list with leading organizations in this field therefore doesn't exist. In the search for and selecting of architectural forerunners in CSR, two methods have been used. These methods ensure that only forerunners fall within the selection:

- Purposive sampling: architectural enterprises that communicate about CSR on their website are considered as part of the research sample. The most ideal situation is when the words 'Corporate Social Responsibility' (Maatschappelijk Verantwoord Ondernemen in Dutch) were explicitly mentioned, but equivalents as 'socially responsible designing' have been considered as CSR as well.
- Snowball sampling: architectural enterprises that are mentioned for their CSR by e.g. people working in the architectural branch or regional trade organizations have been selected as forerunning enterprises as well. The senior policy advisor from the innovation department of the





organization Bouwend Nederland provided names of architectural enterprises, which pay attention to corporate social responsibility. Apparently, these architectural enterprises are known for their socially responsible image, caused by their communication.

#### Access to cases

The selected cases were at first contacted by email. The emails were addressed to the director of the company or member(s) of the management team. The email addresses were retrieved by the advisor of Bouwend Nederland or from the website of the architectural enterprise. The benefit for participants, to see how other architectural enterprises communicate about CSR, has been communicated in the email. When a reply stayed off, the organization was called for an explanation of the purpose of the research, provided further information and the request to join the study. Three architectural enterprises that communicate CSR on their website have been found and contacted. They were all enthusiastic, decided to cooperate and appointments were made. The key informer of Bouwend Nederland provided three names of architectural enterprises that are known for their efforts on CSR. Unfortunately only one of them had time to cooperate. This sampling and contacting strategy provided access to four cases, which are presented in the following table.

Architectural Enterprise	Core Business	Number of employees	Founded	Located
<b>Van den Oever-Zaaijer &amp; P architecten</b>	<ul style="list-style-type: none"> <li>▪ Architecture</li> <li>▪ Urban development</li> <li>▪ Construction engineering</li> <li>▪ Interior design</li> </ul>	85	1990	Amsterdam
<b>Origins Architecten</b>	<ul style="list-style-type: none"> <li>▪ Architecture</li> <li>▪ Interior design</li> </ul>	5	2003	Rotterdam
<b>Bd architectuur</b>	<ul style="list-style-type: none"> <li>▪ Architecture</li> <li>▪ Urban development</li> <li>▪ Construction engineering</li> <li>▪ Interior design</li> </ul>	30	1955	Arnhem
<b>Royal Haskoning</b>	<ul style="list-style-type: none"> <li>▪ Architecture</li> <li>▪ Consultancy</li> <li>▪ Engineering</li> </ul>	4000	1881	Nijmegen

Table 4 Overview of the selected cases

### 3.4. Data Collection

To decide on the method of data collection, the objective and scope of the thesis must be considered. Two sources of evidence will be used, namely interviews and documents.

#### Interviews

Interviews are an appropriate method to collect valuable data, since the researcher/interviewer can interact on the answers of the respondent: the researcher has the opportunity, when a particular subject isn't clear yet, to ask more about that specific subject (Mason, 2002). According to Babbie (2004, p. 300) *"a qualitative interview is an interaction between an interviewer and a respondent in which the interviewer has a general plan of inquiry but not a specific set of questions that must be asked with particular words and in a particular order"*.

The interviews in this case study are semi-structured, what means the interviewee has freedom in his answers, and at the same time one eye is kept on the mainline of the investigation. To make sure the most important topics are paid attention to, the conversation is based on an interview guide. This is a topic list that guides the interviewer, but keeps the bias of the interviewer at a minimum (Mason, 2002). Due to this semi-structural character of the interviews, the analysis of the material will take place more structured and the reliability of the case study data will increase (Yin, 2009). To increase the reliability as well, the conversations were recorded and summarized on paper. During the interview, key notes were made what helped to ensure the discussion of the most important topics.

The interviewees are directors, partners or members of the management team of the architectural enterprises. Both the interview guide as the recorded interviews can be found in the appendix.

#### Documents

Besides interviews, medial documentation about CSR (e.g. brochures, sustainability reports and the website) is part of the data collection and has been analyzed. The focus regarding these communicative resources is mainly on the form and amount of CSR communication than on the content. So, the goal of these documents is not an extensive content analysis, but to get information about how architectural enterprises communicate about CSR.

#### Process of Data Collection

This paragraph will describe the different stages within the process of data collection. Table 6 provides an overview of the different stages.



Stage	Data Collection Technique	Output
1	Unstructured interviews: <ul style="list-style-type: none"> <li>▪ MVO Nederland</li> <li>▪ Bouwend Nederland</li> <li>▪ Municipality Hengelo</li> <li>▪ Municipality Enschede</li> </ul> Participation / Observation: <ul style="list-style-type: none"> <li>▪ Masterclass CSR</li> <li>▪ Young Talent Event CSR</li> <li>▪ Presentation Sustainable Procurement Government</li> </ul>	Context information about CSR: point of view of municipality, possible clients and policy makers. Information about CSR in general and specific for the architectural branch.
2	Semi-structured interviews	Case study reports that describes how CSR is organized and communicated
3	Test cases: semi-structured interviews with an employee	Check and additional information on the case study report
4	Feedback on case study reports by respondents	Adjusted case study reports and comparison of cases
5	All data has been retrieved	Findings to be discussed in the cross-case analysis

Table 5 The stages of data collection

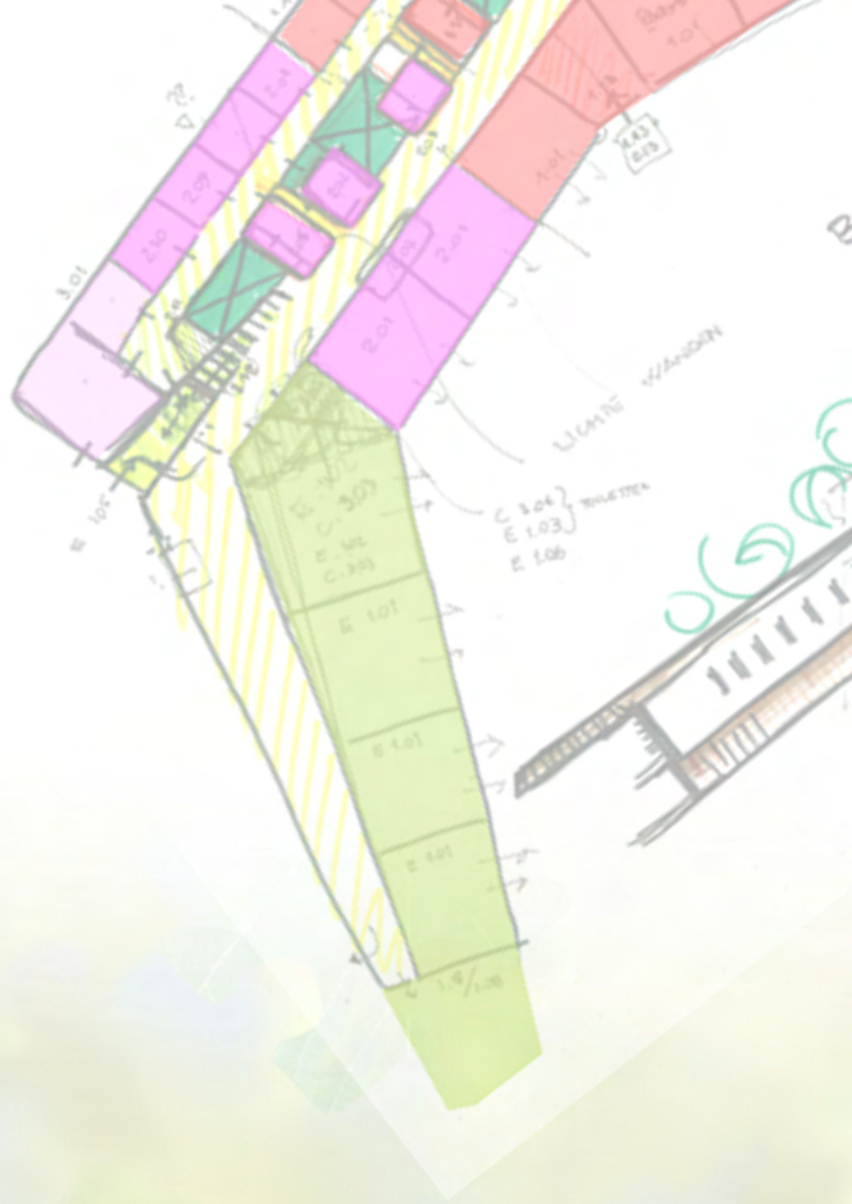
The first stage doesn't directly lead to actual data, but was necessary to understand CSR in a broader, and other than only theoretical, context: due to these conversations and observations, practical applications of the CSR concept in general have become clear. The second stage of the data collection process was the collection of actual data at multiple architectural enterprises. After the interviews, case study reports per organization were made. At one case, a test case is made by interviewing an employee of the organization as well. Afterwards the total case study is sent to the respondents. In this fourth stage, respondents had the opportunity to give additional comments and check for validity. The case studies were adjusted after the respondents provided feedback. All data has been retrieved at that point and in the last stage findings can be compared and discussed.

Table 6 provides an overview of the data collected. Per organization, the number of interviewees, function of interviewee and what kinds of documents are received, are mentioned.

Architectural Enterprise	Interviews	Documents
<b>Van den Oever-Zaaijer &amp; P architecten</b>	Two interviewees: an architect who also is a partner of the company, and the financial director.  Test case: one of the employees	<ul style="list-style-type: none"> <li>▪ Brochure general information</li> <li>▪ Flyer organizational facts</li> <li>▪ Specific brochure Maatschappelijk Verantwoord Ontwerpen</li> <li>▪ Flyer 'News': Information current projects</li> <li>▪ No specific sustainability report or CSR section in financial year report.</li> </ul>
<b>Bd architectuur</b>	One interviewee: director of general affairs.	<ul style="list-style-type: none"> <li>▪ No specific CSR documents or sustainability report</li> </ul>
<b>Origins Architecten</b>	One interviewee: architect and also owner of the company.	<ul style="list-style-type: none"> <li>▪ Postcards with sustainability message and link to website</li> </ul>
<b>Royal Haskoning</b>	One interviewee: director of communication and marketing	<ul style="list-style-type: none"> <li>▪ CSR report</li> </ul>

Table 6 Overview of collected data

# Chapter 4: Results





## 4. Results

This chapter presents the results of the interviews. The findings are presented in case study reports, written in the order as the rest of this research: first the definition of CSR within the architectural firm will be discussed, then the way CSR is organized within the organization and last the way CSR is communicated, internal and externally. To get a better understanding of the case, first of all some general information about the organization is provided.

### 4.1. Case study report Van den Oever, Zaaier & Partners architecten

Architectural enterprise Van den Oever, Zaaier & Partners (hereafter OZ-P) is located in Amsterdam and has at the moment 85 employees. Depending on the economic situation and portfolio they have 80-90 employees in house. Their turnover is between the € 5 - 10 million a year. The organization belongs to the top 5 largest Dutch architectural enterprises. Their portfolio is normally large and focused on multiple, large, complex projects. Due to the economic situation, their attention has also moved in the direction of smaller housing projects. Last couple of years hotels, schools, houses and city building crossed their path. OZ-P has expertise in multiple segments and profiles itself as a broad working architectural enterprise with different kind of clients. As a result of their (large) size, they have different specialists in house, can act on different levels (small and larger projects) and can offer different services that are related to architectural design. So not only do they offer architectural designs, also e.g. interior design, urban development and construction engineering are services they present. They guide and work together with other foreign architectural enterprises as well. According to OZ-P providing just one service can make an architectural enterprise vulnerable.

#### What CSR means according to OZ-P

OZ-P names their efforts on CSR 'Maatschappelijk Verantwoord Ontwerpen' (designing in a social responsible way). Looking at this definition, the word 'designing' implicates the company focuses more on her outcomes, the architectural designs, than on its own conduct of business. This becomes more clear after the following quote:

*"The world's asking us to take responsibility. When we take this responsibility in a good way, we help the world and ourselves as well. We hope to deliver better work, and when you deliver better work, you'll get more work. From this point of view it can be seen as a marketing tool as well. Here profit comes into play: when you act right upon CSR, it can have commercial consequences. It is not just a survival for the society and planet, but also for your organization. You're going to fulfill your function in a better way and start to know the environment better. Everybody should fulfill the responsibility to society in his own way, and because we are an architectural enterprise, we do this with designs as starting point."*

The last phrase points out that OZ-P takes their services and outcomes as a starting point to act upon CSR.

When talking about CSR, OZ-P brings up the terms People, Planet and Profit. The company focuses strongly on the P of People though, in this case the users of the building. Not the energy and CO2 reduction components are put forward as central components in their designs, but the user of the building has the most important role. According to OZ-P, the focus is on the P of People with respect





of, and thinking about the other aspects of the three P's, Planet and Profit. Elkington (1999) states that Triple P can generate profit for the organization, an idea that is shared by OZ-P. As mentioned in the quote above, the company points out that acting upon CSR can have commercial consequences. By knowing the environment better and fulfilling your function in a better way, profit can be generated. The idea of creating a better fit between environment and organization by acting upon CSR, is pointed out several times in literature (e.g. SER, 2000; van Tulder & van der Zwart, 2003; Moratis & van der Veen, 2006).

Additional to People, Planet and Profit, OZ-P mentions the importance of stakeholders. Stakeholders, whose can be clients, developers and users, play an important role in the way OZ-P looks at CSR. According to OZ-P, architectural enterprises should not only satisfy the client but also the further away standing people. So, not only the primary stakeholders are important, the secondary ones as well (Van Tulder & van der Zwart, 2003).

Looking at the four responsibilities of Carroll (1999), it is a difficult job to classify OZ-P. Regarding the way they speak about CSR, it is clear that the company realizes the world is asking companies to take responsibilities. However, it is difficult to precisely classify which responsibilities are taken by OZ-P. Taking the end user of the building in account, is their main focus. Their phrase about getting to know the environment better which can lead to more work, can be interpreted as a ethical way of looking at CSR: knowing the environment ensures the company to embrace practices that are adopted by society as fair and right. OZ-P avoids harming its stakeholders (Carroll, 1999). Satisfying the end user, is more than just making profit and obeying the law, since the end user often isn't the direct client. However, to mention on this basis only that the company is taken ethical responsibilities, seems to be a bit excessive in the same time.

Summarized, CSR is interpreted by OZ-P in the following way: the focus is on the P of People, with respect of Planet and Profit. The P of People stands for the user of the designed building. According to OZ-P stakeholders are important, and not only the client, but the end user plays a central role. The responsibilities are difficult to classify, nonetheless it can be said that OZ-P tends to act in the direction of ethical responsibilities.

## Organizing CSR

In order to see how OZ-P deals with CSR within the organization, this paragraph will discuss the strategy and competencies of the company regarding CSR.

### CSR strategies

Looking at how CSR has originated within OZ-P, a twofold approach towards CSR can be discovered: OZ-P felt a demand from the market to act upon CSR, but also wanted to do something on the subject out of themselves. So, there is a outside-in orientation and inside-out orientation. The strategy applied is both a reactive and active approach.

In the reactive approach, reputation plays a role, the approach is outside oriented and the underlying idea is 'not doing things wrong' (van Tulder & van der Zwart, 2003). This outside orientation is noticeable in the way OZ-P focuses on CSR in their external designs and less on their internal conduct of business. Furthermore the demand from market is reflected in this strategy. According to van Tulder & van der Zwart (2003) companies with a high exposure in society often choose this strategy, which is the case for an architectural enterprise in general. A reactive, outside-in approach, is known



for its contact with stakeholders though, which isn't really the case at OZ-P. When talking about what CSR means for OZ-P, they do mention the importance of the stakeholder approach. However, in their daily practice, the contact with stakeholders can be improved by applying a more active approach. OZ-P meets stakeholders during the project, but doesn't use an active approach to involve the stakeholders in advance. The end user is also the only stakeholder who is really taken care of. Due to the lack of an active stakeholder contact, it can be argued that OZ-P follows a more active CSR approach.

The active approach is more internally inspired which is partially the case at OZ-P. According to Nijhof and de Bruijn (2007), it is logical that an internal focus has as consequence that the embedding of CSR within the organization has more priority than having a dialogue with stakeholders. After strengthening the internal identity, the communication externally takes place. This idea is similar to how OZ-P looks at this subject:

*"Never say something outside, that people don't know internal. CSR is a strategy, employees should experience it".*

On basis of the analysis, both a reactive and active strategy can be found behind the policy of OZ-P. Looking at the way OZ-P defines CSR though, the company leans more towards the reactive approach. By focusing on their designs rather than their own way of doing business, the approach is much more externally than internally oriented.

In short, OZ-P has a reactive approach regarding CSR, with some elements of the active approach.

### CSR competencies

CSR requires collective meaning on the subject and CSR competencies should be spread throughout the organization (Hoff, 2006; Nijhof, de, Bruijn, Fisscher, Jonker, Karssing & Schoemaker, 2005). This has been realized at OZ-P through a plenary session: three architects gave a presentation about CSR. After this presentation, workgroups were formed with the objective to give meaning to CSR. Looking at the theory about learning to become responsible (Nijhof, et al. ,2005), giving meaning to CSR belongs to the first stage of consultation. This stage deals with two aspects, namely balancing the identity and values of the organization with the expectations of all types of stakeholders. At OZ-P only one aspect of this process has been paid attention to, namely the internal, organizational values on CSR. Input of stakeholders has never occurred in the general process of implementing CSR. Expectations of stakeholders aren't mapped on forehand and cannot be tuned with the internal values. In order to pay attention to the internal values and give meaning to CSR, employees throughout the organization could participate in the internal workgroups. The workgroups exist out of six or seven persons, mostly from different disciplines within the organization. The workgroups defined six items what they've found important within the domain of CSR, and developed thus an own definition of CSR. These six items are transformed into symbols and have the function to criticize the designs. Examples of these symbols are 'water' and 'garbage'. The symbol 'water' stands for the possibilities to use rainwater in a clever way and save drink water. 'Garbage' is described as recycling and reducing the amount of garbage as much as possible. The designs are tested on these items, and can 'earn' these symbols when they actually score well on these items. After the formulation of these criteria in the workgroups, a brochure has been developed in which the meaning of CSR regarding



OZ-P is communicated. The title and content of this brochure has been created by the workgroups. According to OZ-P, it is important to realize that

*“CSR is given meaning to in a bottom-up way and not developed in a top-down manner. A way of thinking is developed and now this brochure has our name written under it. Now it is a trademark, it isn’t casual or informal anymore: It is corporate politics and everyone should know”.*

A way for OZ-P to stay informed and actually contribute on the CSR concept outside their own organization, is the participation in the Dutch Green Building Council. Multiple architectural enterprises are connected in this program with as goal to stimulate sustainability and to make it more measurable.

The second phase in the strategic process about learning to become responsible, is the integration process. In this phase a strategy on CSR needs to be developed and communicated internally and externally (Nijhof et al. 2005). This step in the integration process has been realized by OZ-P through a plenary session after the development of the brochure. In this session, the brochure and strategy on CSR, have been presented and discussed throughout the organization. Nijhof et al. (2005) mention in this phase also the embedding of CSR in the relevant processes of the organization takes place. OZ-P is currently trying to standardize the embedding by rewriting their ISO 9001 handbook. Their idea is to embed CSR as a regular checkpoint, similarly to other processes that are checked on quality. In this way OZ-P will secure that CSR really becomes integrated in their core business. The ambition to really integrate CSR in the organization is a relevant one, since one of the employees mentions that at this point in time, everybody knows within the company that OZ-P is busy with CSR and a brochure has been developed, but not everybody knows exactly how they can act upon CSR. The employees who directly have contact with clients and users know more about CSR, than employees that have a more internal function, for example technical drawers. For those employees who have an internal focused function, it depends on their own interest whether they know something about CSR and act upon this concept. By integrating CSR in the ISO 9001 system, all employees will encounter CSR. It can be said that the integration phase is still in motion.

Aspects within the domain of CSR that are also taken care of in the organization are the education opportunities for employees. Regarding their personnel, OZ-P has a budget for training and education available. They try to stimulate education, not to force. The employees themselves should come up with initiatives. If they want to go to congresses or events, it is possible. This is indeed secured by one of the employees, who said that the company facilitates and stimulates to join courses or visit interesting, profession related events. According to the financial director, this can be improved though:

*“We sell knowledge, so we should keep up with knowledge. This organization can only stay alive, when you invest in knowledge. We can improve these facilities, increase the education budget and push and facilitate this more internally”.*

Another aspect of CSR is to provide participation of the employees or give them a say. This is realized by the creation of so called ‘units’. Since the organization has grown from 35 to 90 employees with 2 directors in a short time period, units have been set up: groups with four to five persons with each 1



manager. They have regular meetings and within such small groups it is easy for employees to say what they want or which problems they face. Before these units, OZ-P organized company lunches, but now with 90 people nobody dares to say anything when they are being asked whether they face any problems. This business model with units where people are involved, things can be said easily and decisions can be made. The outcomes of these meetings are provided back to higher levels where policy can be adjusted when necessary. As mentioned by one of the partners of OZ-P:

*“Our people really have something to say, we don’t believe in pushing things in a top down way, since this just doesn’t work. We listen to people, since this is the way it works.”*

Besides this involvement of employees, there are always trainees at OZ-P, also from abroad by exchange programs. A business council exists as well, which represents the employees and discusses issues in the interests of employees with the executives/directors.

Besides the embedment of CSR and quality system ISO 9001, OZ-P doesn’t have an internal environmental management system. As they mention, they aren’t a production organization. OZ-P wants to reduce the amount of paper and alerts people not to print that much. There is no proper policy on this internal environmental system though and they are not actively paying attention to this. OZ-P does separate their paper waste from other waste and in the building there’s a light detection circuit.

The third phase is the justification phase which monitors and evaluates the actions taken upon CSR (Nijhof, et al., 2005). At OZ-P, the choices and actions aren’t really justified or evaluated. In the future, when CSR is integrated in ISO 9001, it can be expected that this quality system ensures moments of monitoring and evaluation. At this moment though, this third phase is lacking and requires development.

According to Nijhof et al. (2005) the last stage pays attention to evaluation, stakeholders’ reactions, and the emergence of new issues. Since OZ-P doesn’t have an active approach towards the involvement of stakeholders, this fourth phase is yet not taken notice of by OZ-P. According to OZ-P the way they deal with stakeholders should be improved. They don’t map stakeholders or actively involve them. Questions as who have interests in this projects, who have disadvantage of this project, should be answered, mapped and organized in a better way. Now it happens ad hoc, while it should occur standard in the projects. OZ-P mentions they of course cross the stakeholders automatically during the project, since these are the ones that are involved, e.g. municipality, clients and participation moments. A policy regarding stakeholders doesn’t exist though.

Summarized, OZ-P has fulfilled the consultation phase, and the integration process partially, but doesn’t concentrate on the justification and evaluation yet. According to Nijhof et al. (2005) learning to become responsible is a continuous process. It makes sense thus that OZ-P doesn’t have realized all stages yet and has started with the first two. OZ-P supports and realizes the idea of CSR as a process too:

*“It is a process and the concept still requires further development”.*



## CSR Communication & strategies

OZ-P has a separate public relations and communication department. According to the financial director of OZ-P the tasks of this department are getting more important, since architectural enterprises are not only supposed to deliver good designs, they also have to spread their good things:

*“You should not only be good, but also tell this in a right way. It isn’t favorable when your target group doesn’t know how good you are”.*

So, OZ-P realizes the importance of communicating about CSR. Looking back at Table 2 that represents characteristics of the different strategies regarding CSR, companies with a reactive approach (which is mainly the case at OZ-P) have their accent on the public relations department. This can be recognized at OZ-P as well. Although internally CSR is not fully integrated yet, externally a brochure is yet developed and spread.

As the citation shows, the company realizes it is an undesirable situation when your target groups don’t know how good you are. Dawkins (2004) points out this is a real challenge, since CSR communication doesn’t seem to reach all relevant stakeholders effectively yet. This is recognized by one of the employees, who mentions not all employees, whose are the internal stakeholders, are reached effectively and thus don’t know what CSR means and how to fulfill the concept.

Regarding the communication with external stakeholders, OZ-P and her stakeholders cross each other’s path during the project and then communicate with each other. OZ-P doesn’t have an active approach regarding stakeholders or involve them in the process, and knows it can improve their external communication towards these different parties. OZ-P applies an one-way communication model at the moment. This means the company informs stakeholders about CSR initiatives, also called the stakeholder information strategy (Morsing & Schultz, 2006). OZ-P has as goal to inform stakeholders about their CSR initiatives and the communication flow is one way. Eschauzier (2008) points out that in a two-way symmetric model the environment is optimal included in and committed to the organization, similarly to the stakeholder involvement strategy (Morsing & Schultz, 2006). This two-way symmetric communication model is lacking at OZ-P. The organization can improve its policy and behavior according to the way they communicate and approach stakeholders. However, having an one way communication model and applying an information strategy, doesn’t mean the company isn’t active in their communication. OZ-P for example has developed a CSR brochure and stands at fairs and symposia to actively show it. They just don’t ask for input or feedback from external parties.

By developing a separate brochure about CS and communicating this externally at e.g. fairs and on their website, it can be said that OZ-P communicates extensively about CSR and follows a so called ‘loud CSR approach’ (Ligeti & Oravec, 2009). Loud CSR often means that organizations put more weight on communication than on CSR itself. This can partly be recognized at OZ-P, since they have an external focus regarding CSR, where internally it is not fully integrated yet in their processes.





## CSR Communication Resources

Looking at the different communication resources that are used, a distinction is made how OZ-P communicates internally about CSR and how this takes place externally.

### Internal communication

First, through a plenary presentation, the ideas about CSR and sustainability were brought forward to all employees. After this presentation by partners of OZ-P, workgroups were developed where employees could participate in, and argue about the content of the CSR policy and brochure. According to OZ-P it is important to involve employees:

*“We work with high educated people, so they want something to say about the policy. Therefore we discuss it internally”.*

OZ-P mentions CSR is a strategy and employees should experience it, fulfill it in their own way. The workgroup has defined six criteria what they found important within the domain of CSR; an own definition of CSR has come to mind. These six criteria were formulated and transmitted into icons. With these icons, OZ-P is able to judge their own designs and communicate this internally and externally. The brochure which describes the icons and judgment of their own designs is made by the workgroup and afterwards presented internally by again a plenary session.

In short, OZ-P uses a workgroup and plenary sessions to find internal collective meaning on CSR. This collective meaning is transformed into a brochure, that can be used as an external communication resource.

As mentioned before, some employees know because of their (external focused) function more about CSR than others. So, OZ-P still needs to develop their internal communication about CSR to also reach the other employees. This is important, since internal communication creates support on CSR among staff (Moratis & van der Veen, 2006). According to the employee, the company is really making an effort to inform all employees, by organizing a plenary session and publishing messages on Intranet. This Intranet is also used for other workgroups than the CSR workgroup to share knowledge on. Besides these internal communication resources, OZ-P sends internal newsletters as well. According to Nijhof (2005) newsletters are a good way to communicate internally, since employees mostly pay well attention to these kind of resources.

### External communication

The most prominent external communication resource that is used is the CSR brochure. On fairs, symposia and readings, the brochure is used as a tool to communicate externally. This brochure is also published on the website.

Regarding external communication, different communicative resources are being used: the brochure Social Responsible Designing is one of the main communicative outcomes. In this brochure OZ-P communicates the following:



*Society, environment and resources, we balance them on six key points. Socially responsible design from 6 dimensions. With the individual as central element. Society and location, transportation, waste, green, water, energy. This approach, we conduct throughout the entire life cycle and in all disciplines.*

1. **Society and location:** *to design from the strength of the location, is our starting point. Due to this, the involvement of the user and social-cultural support is increased.*
2. **Transport:** *reducing the need for relocation and transportation and the bundling of traffic flows (public transportation). Stimulation of minimum fuel and electric propulsion.*
3. **Waste:** *recycling where possible and reducing waste is a priority, our attention focuses on closing cycles.*
4. **Green:** *carefully designed urban green, helps to reduce energy consumption and improves the micro climate. In addition, applications such as solar orientation, wind guidance and summer/winter warmth practical and energy saving measures.*
5. **Water:** *there are many opportunities for wise use of rainwater and water saving. Due to climate change, water supply and -control will be an increasingly important role.*
6. **Energy:** *invest in the generation of renewable energy and reducing waste is a necessity. Besides sustainable architecture and innovative technology there is much to reach by a comprehensive approach.*

The brochures presents in total eight designed projects judged by the six points mentioned above. It is clear that the total brochure is focused on the designs and not on the entrepreneurship or way of doing business. The only aspect mentioned that occurs on organizational level instead of design level, is the part about charity.

The brochure describes that OZ-P provides money to charities. According to OZ-P, providing money for charity is not really embedded in the policy or given attention to in a structured way, but there is always a willingness for charity. The organization mentions the following:

*“Charity and sponsoring can be seen as a bit faint, since many charities have a bad marketing image. In what way is it a way to sell more and in what way is it a contribution to actually help others? For OZ-P, sponsoring and providing money to charities, is between those two ends”.*

OZ-P feels the same tension field of sponsoring in relation to marketing, that is described by Panapanaan, et al. (2003). Since the company doesn't have a clear policy on sponsoring, the activities sponsored or charities provided, aren't per definition linked to the core business. Noordegraaf and van Lierop (2004) call this 'community investment'. According to OZ-P, architectural enterprises stand close in the society and therefore it happens that they do sometimes things for free. For example, they have developed a plan for Artis Zoo in Amsterdam, and didn't receive anything for this effort.

Besides this brochure, OZ-P participates at fairs (e.g. Provada) where the organization brings the brochure prominently forward. They also participate in the Dutch Green Building and are one of the founders of this initiative. The organization communicates its efforts made within this sustainable



network on their website. OZ-P also communicates about CSR on their website, where visitors can download the digital version of the CSR brochure. On the part of the website where OZ-P describes its profile, an individual bottom for 'Social Responsible Designing' is made, where after the following text is written:

*"Under the heading of Socially Responsible Design, OZ-P gives meaning to her contribution to sustainable construction. It combines key elements of CSR, sustainable building and customer-oriented work.*

*Van den Oever, Zaaijer & Partners Architects is one of the founding partners of the Dutch Green Building Council, an independent organization, which - based on international standards - developed a sustainability label for Dutch buildings and areas. The DGBC will provide certificates to clients that are willing to assess the degree of sustainability of their buildings and area, according to predetermined criteria. The Council intends to review based on BREEAM. The abbreviation stands for Building Research Establishment Environmental Assessment Method" (Source: website OZ-P).*

Furthermore, OZ-P organizes readings and brings forward her knowledge, which is according to OZ-P a marketing instrument. OZ-P mentions the way the senior policy advisor of Bouwend Nederland has pointed out that OZ-P works actively on CSR, is a good example how communication works. By telling the outside world that the company is busy dealing with CSR, it will be spread out further more.

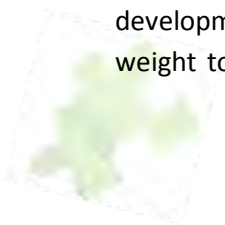
Another external communicative resource OZ-P uses, is the external newsletter: OZ-P sends out an external newsletter to its relations, approximately 4 times a year. The company doesn't publish a separate CSR report and also in their annual financial report nothing about CSR is written down.

Next to external communicative resources, the employees of a company can be seen as an important external communication channel as well (Dawinks, 2004). One employee of OZ-P says that staff that have an internal function and don't have contact with customers, aren't as good aware about CSR as the employees that have an external function. So, OZ-P has realized well that employees with an external function communicate actively with customers about CSR. The internal employees talk with external parties too though, and therefore it is important to ensure all employees are CSR aware in their daily business. A way to communicate CSR internally is using a code of conduct (Hoff, 2006; SER, 2000). This might be a helpful tool for OZ-P as well, to increase the internal CSR consciousness.

## Conclusion

In order to wrap up this paragraph about the case of OZ-P, the most striking findings will be discussed. CSR means for OZ-P triple P with a clear focus on the P of People. They interpret CSR as designing buildings in such way that the users of the building are satisfied and buildings can stand for a long period. The focus of OZ-P regarding CSR is clearly on the designs they serve and not on the internal way of doing business. The name Social Responsible Designing, that they came up with by themselves suits therefore well, since it shows the external focus on their designs and not on the entire way of conducting business.

Looking at the organizational part of CSR, both strategy and competences require more development. The strategy applied by OZ-P is between a reactive and active strategy, with more weight towards the reactive approach. Their focus is after all on their designs and thus externally



oriented instead of their internal way of doing business. OZ-P could learn to combine the external focus with an internal one, so an open system or interactive approach arises. Regarding the competences needed in order to learn how becoming responsible, a start is made by the plenary sessions, workgroups and development of the brochure. Further development is required though to ensure CSR is actually embedded in daily practice. To make sure the company knows it is acting right upon CSR, it should involve stakeholders more and start a dialogue with these external parties. So, OZ-P has fulfilled the consultation phase, and partially the integration process. The justification and evaluation phase need to be concentrated on yet. Becoming corporate social responsible is a learning process where OZ-P is in the midst of.

The internal communication about CSR has taken place by plenary sessions, starting a workgroup and a presentation of the brochure. Intranet is being used increasingly as well. Workgroups with employees who can think about CSR and come up with ideas themselves is a good way to create internal support for CSR. The internal communication can be improved to make sure all employees know how to act upon CSR and not just the ones that are in contact with clients. The external communication is in line with their entire CSR approach: it is one way communication without the involvement of stakeholders. This is a topic for improvement: stakeholders should be thought of in advance and not just be crossed during the projects. The main CSR communicative resources are the CSR brochure, the website, being present at fairs, presentations, etc. and the external newsletter.



## 4.2. Case study report Origins Architecten

Origins Architecten is an architectural enterprise, located in Rotterdam. The founder of the company is Jamie Van Lede, who has started the company in 2003. At the moment there are 5 employees working including a student trainee. In 2008 their turnover was about € 300.000,-. The architectural enterprise has expertise in multiple segments and profiles itself as a broad working architectural enterprise with different kind of clients, namely professional and non-professional ones, and different kind of projects, large and small ones. From educational buildings to single houses, and from interior design to multiple housing projects. They don't focus on scale or sector, the only specialization they have is sustainable designing. Before Jamie Van Lede started the company, he worked at a another architectural enterprise, but felt that he couldn't design both aesthetic and sustainable assignments. Therefore he figured out to start his own company, where sustainability is the leading word. Origins Architecten started to become famous e.g. since they have won the SenterNovem contest for most sustainable design. MVO Nederland has asked the enterprise to become a partner of MVO Nederland.

### What CSR means according to Origins Architecten

Origins Architecten finds it difficult to come up with a definition about CSR and doesn't specifically appoint the most common concepts within this domain aloud. According to the director, CSR origins from the field of HR and it is possible to be very friendly towards your employees and in the same time running a nuclear plant. Conversely, it is also possible: making very sustainable designs, but being a slave driver in the office. Origins Architecten has as starting point the following phrase:

*"The way you want to be treated yourself, should be the way you treat others."*

CSR is seen as a broad concept:

*"CSR is about a better and sustainable world".*

Classifying this along the responsibilities of Carroll (1991), it can be said that Origins Architecten is seeing CSR more than just making money and obeying the law. Ethical responsibilities are according to Carroll (1991) in favor of avoiding harm and disadvantaging stakeholders. It seems that this architectural enterprise interprets CSR as more than this ethical conception that is influenced from what the outside world thinks is right and fair. Origins Architecten sees CSR as behavior you would like to see from others as well and contribute to a better and sustainable world, which is more in the direction of being a good corporate citizen and improve the quality of life of the surrounding society. The following phrase strengthens the idea that the company sees CSR according the top of the pyramid, the philanthropic responsibilities:

*"It is normal to for example be kind for your personnel and the earth".*

Van Lede links the themes of sustainability and CSR with each other, and mentions that due to the fact they have sustainability as service and specialization, they already act within the field of CSR. According to the director of Origins Architecten, the definition of sustainability is broad, but it is about being smart, knowledge and awareness.





*“You don’t have to be an activist or want to save the world, but looking at farms more than 200 years old, you can discover a kind of smartness. A smart designed building is sustainable, but a sustainable building doesn’t have to be smart. [...] Nowadays, the focus is on energy reduction and CO2 diminution (which has become the dollar of sustainability) but sustainability is much more than that; flexibility, health, garbage and transport play important roles as well. We should know the materials, where they come from and how they get here. Many things aren’t directly visible in the building or design, but do should be thought about, for example transport. Why not use a horse blanket for transport and use it multiple times instead of plastic that is thrown away afterwards?”*

*If you prefer a building that is less sustainable than a very sustainable building, it is all right, as long as you choose this consciously. If the chosen building is more beautiful or more multifunctional with as consequence that the building stands longer in society, than that is a good choice”.*

Besides sustainability, Van Lede mentions that CSR covers other aspects as well. For example, he believes the office should be good and fun to work for and in. He prefers to work with happy people, and thinks that happy people achieve more than grumpy people. According to Van Lede, the company behaves following the principles of CSR, but not because they want to be CSR, but since

*“ it is a win-win situation and normal to do”.*

Origins Architecten has a leading position within the architectural world regarding sustainability. According to the director, the company should maintain this leading position. Van Lede thinks it is a good thing that sustainability comes more into play, people start thinking more and more about sustainability and an increasing numbers of ideas arise within this field, but he is annoyed by the fact that every company is currently green:

*“There is a lot of green washing at the moment, and little is done out of idealism or from a vision”.*

To summarize this paragraph about what CSR means for Origins Architecten, it can be said that the company finds it hard to define CSR and thinks CSR is something normal to do. The pyramid of Carroll would classify the way the organization looks at CSR, as a good citizen, taken upon philanthropic responsibilities. Other commonly used terminology written in the theoretical framework of chapter two, like triple P, aren’t mentioned by Van Lede. Looking at the content of Triple P though, Origins Architecten covers all the aspects when talking about it, since he considers CSR as a broad concept that is about sustainability in their products and the internal way of doing business in the same time.

## Organizing CSR

The director of Origins Architecten finds it hard to mention what CSR is and also how he organizes it, since he thinks it is normal to act in such a way.

## CSR strategies

Van Lede mentions that CSR is so obviously integrated within the organization, that they don’t have a policy about it. CSR is for granted and self-evident, a natural way of behavior for Origins Architecten:



*“It is such a obvious part of where we stand for, that you fulfill it automatically within the own business as well”.*

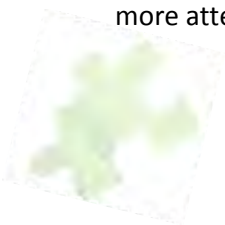
According to the director of Origins Architecten, CSR grows from ideology: design buildings and interiors from the ideology to do this as environmentally aware as possible. Van Lede mentions that the people who work at the office support this vision as well. At Origins Architecten, CSR is internally inspired by ethical, core values (Nijhof & de Bruijn, 2007). Therefore the way Origins Architecten approaches CSR, fits within the active approach (van Tulder & van der Zwart, 2003). The idea that the company should act in a responsible way, definitely originates from inside the company. The vision of Origins Architecten suits the statement ‘do the right thing’.

Van Tulder and van der Zwart (2003) point out that applying this strategy, organizations have the risk to lose the internal efficiency processes out of sight. Origins Architecten is at the moment busy implementing a quality system within the organization, the so called INK model (Instituut Nederlandse Kwaliteit). This can tackle down problems that might result from this active CSR approach. Origins Architecten starts paying more attention towards a internal quality system, although the director finds it sometimes hard to take those systems serious for such a small organization as his. On the other hand he finds the system valuable, since it forces him to think about business aspects. He hopes, although it is now sometimes a bit ridiculous for such a small company, to be glad in the future that those things are taking care of when the company has grown.

It can be argued that Origins Architecten endorses a pro-interactive approach as well. Organizations applying this strategy take responsibility for the entire chain of production (Nijhof & de Bruijn, 2007). Van Lede tries to stimulate people to start thinking about sustainability. He does this for example by asking the company that facilitates transport of materials to use a blanket instead of plastic, when this is possible. Similarly he tries to stimulate his own personnel to eat biological lunches together. Origins Architecten is a small organization and of course cannot control the entire chain, but surely tries to make people think about certain topics, creates awareness and chooses in a responsible way as organization itself. Other aspects of the pro-interactive approach as partnerships and a stewardship orientation have not been recognized in a remarkable degree. So the pro-interactive way suits the organization partially. However, due to the strong ideology of Origins Architecten towards sustainability and CSR, and their believe to do the right things, the active approach shows more similarities with the organizational behavior than the pro-interactive approach.

### CSR competences

When comparing the theory about learning how to become responsible as a strategic process (Nijhof, et al., 2005) and the way Origins Architecten organizes CSR, it seems that this theory isn’t ideal for such a small company. In the first consultation stage for example, values and ethical dilemmas need to be defined in order for CSR to become a business case. At Origins Architecten, CSR doesn’t need to become a business case, due to the fact the director finds it so important and at the same time so normal to do, that attention is already paid towards the topic. According to Nijhof, et al., (2005) this stage balances the identity of the organization with those of stakeholders. In this case, the director is the identity of the organization, which is different from larger organizations. The identification of stakeholders takes place in a different way at every project. In the next paragraph, more attention will be paid towards this topic. What the organization can learn though in this stage is



to see CSR as a strategic process and as a real business case, what will force the company to rethink their efforts within the field of CSR.

The second stage is the integration phase and also this stage is interesting to analyze at Origins Architecten. The integration phase takes care of the embedment and integration of CSR in all relevant processes, which is been realized by having one director who supports the importance of CSR out of ideology. The main process of Origins Architecten is designing, and the importance of the embedment of CSR within this main process is reflected by this phrase:

*"It is about knowing what you do and what the consequences are of the pencil lines you draw. Of every choice in the design, you should know what the effects are".*

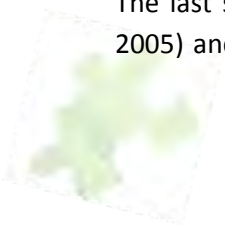
To actually make sure this happens, Van Lede continually informs himself and his personnel by reading books, literature, etc. He refuses to cut down costs on costs of books or other ways to acquire knowledge and thus keeps his knowledge up to date all the time. So, again at this stage, there is no real policy behind the organizational behavior towards CSR, but due to the fact the director is so motivated out of ideology and it is a small company, CSR is integrated in the way of doing business.

Van Lede finds it important to make sure a good working environment is created at the office. The director mentions though that this coaching day wasn't organized out of a CSR perspective but out of the believe that it is good for everybody. To realize a good working environment, joint decision making is common and a coaching day was organized with the development of function profiles as a result. Qualities were analyzed and the way people can work the best, instead of working all together in the same way. This increases the sphere and involvement of the employees. Van Lede his motive is simple: he prefers working with happy people and happy people achieve more than grumpy people. Another outcome of the coaching day is that Van Lede and the employees write individually every year on a note what went right that year, what went less well and what they expect of the next year. These notes will be compared with the ones of the previous year and see whether expectations or wishes are being met.

The results of the CSR efforts made by Origins Architecten aren't monitored or justified explicitly at stakeholders, what according Nijhof, et al. (2005) takes place in the third, so called justification stage. There are no internal measurements on the CSR efforts, but the external efforts in their designs are justified well by the stakeholders, since Origins Architecten doesn't have to do anything on acquisition. In the part about communication, this will be discussed furthermore. The fact that Van Lede doesn't measure its CSR efforts or hasn't a environmental quality system, has probably to do with his attitude towards these efforts. He thinks it is childish and even annoying to mention the things they do, since he believes it is normal to behave like this and is not something to tell:

*"It is a standard list and feels like open doors to mention: the organization's car drives on bio-ethanol, paper is separated from other garbage, the use of bulbs, reuse of materials, etc."*

The last stage is the evaluation stage where reactions of stakeholder are measured (Nijhof, et al., 2005) and new issues can come into play. Origins Architecten doesn't evaluate specifically the CSR



actions, but of course evaluate their project with the involved parties. Due to the fact they are a small company, they don't do this on a formal way, but rather in an informal way: after every realized project for a non-professional client, the director has dinner with the different parties. Van Lede mentions that due to the implementation of the INK model, topics like customer satisfaction investigations and feedback loops come forward and are interesting to think about, but sometimes aren't ideal for small organizations.

This paragraph about the way CSR is organized by Origins Architecten can be summarized as follows: Origins Architecten doesn't see CSR as a strategy, but acts upon it out of ideology. The active approach regarding CSR fits the company the best, and among others it is therefore a good thing that the company is currently implementing the INK model, that can guard against the risk of inefficiency. Looking at the different stages of Nijhof, et al. (2005), the phases can be recognized within the company, but more as an informal and normal way to behave instead of explicit actions taken in order to become CSR.

### CSR Communication & strategies

Origins Architecten doesn't have a communication strategy or policy. Due to the fact they've won the SenterNovem price, they've received a lot of attention. According to the director:

*“Non-professionals understand that energy prices are increasing, they have children and want to leave a legacy for their children, those people know how to find us”.*

So Origins Architecten doesn't use a communication model or policy, but finds it important to stand in the middle of the society. According to literature, this is essential: listening to society and open communication is important to gain trust and commit people persons to the company (Veenman & van Doorn, 1997; SER, 2000). An example of Origins Architecten standing in the middle of the society is the fact that the organization enjoys being in contact with the university and its students. The director is asked to teach at an university in sustainable designing, but unfortunately, he doesn't have time for this. However, he is in good contact with students and they can follow an internship at Origins Architecten. According to Van Lede many things can be a win-win situation, and an internship is a good example of this:

*“A student can study in her student room or can learn at Origins Architecten and be helpful for the company. There is no policy or strategy behind this, it is good fun and this is simply how we deal with people”.*

Similarly, Van Lede mentions there's a woman reintegrating from a burnout from a previous job. She comes every day for one or two hours to the office. This helps her recovering and it helps Origins Architecten with an extra hand. So again, there's a win-win situation.

As mentioned before, Origins Architecten doesn't have a strategy regarding CSR communication but of course communicates with stakeholders. The director mentions they don't map all the stakeholders in the entire construction sector, since the construction circle comprises many stakeholders and is quite large. Van Lede wonders whether the INK model can be helpful for this complexity. Carroll (1991) mentions that for the management of an organization, it is a challenge to decide which stakeholders should be taken into consideration regarding decision-making processes.



Origins Architecten points out that per project is decided whether and when stakeholders should be involved. Stakeholders are thus involved when necessary: if the assignment is very difficult and the constructor finds difficulties accomplishing it, Origins Architecten asks the different parties and advisors to come together to discuss how problems can be solved. Or when a project is only realizable within a small budget or timing, then it is necessary to involve the different stakeholders on forehand. Van Lede wonders whether this has anything to do with CSR or whether it is a business strategy. With a simple project namely, without any problems or difficulties on forehand, he dares to start the project himself and doesn't believe it requires any stakeholder involvement in advance.

The relationships Origins Architecten has with its clients are long term relations, especially with the non-professional clients. Looking at the different CSR communication strategies described by Morsing and Schultz (2006), it is difficult to classify the organization within these strategies. Origins Architecten is for example in dialogue with its clients, but this is according to Van Lede not because of CSR or about CSR but because the company wants to deliver a perfect design. The director mentions that from non-professional clients you want to know everything:

*"To make a perfect fitting design for their house you should know exactly how they will use their house; how they live, sleep, eat, etc".*

So, the relationship and cooperation is intensive and sometimes this even results in a friendship between Van Lede and the client. Looking at this communication, it is more than just informing stakeholders, the organization also asks for feedback from stakeholders, and even invites them to involve in the process. It can be argued therefore that Origins Architecten shows similarities with the stakeholder involvement strategy (Morsing & Schultz, 2006).

## CSR Communication Resources

Since Origins Architecten doesn't have a communication policy, not that much is done yet on the field of communication. The resources that are used will be described in this paragraph.

### Internal communication

For internal communication about CSR, no specific communicative resources are used. Since Origins Architecten is such a small company, it is very easy to communicate with each other in an informal way, for example during the lunch. A code of conduct or a specific CSR report isn't developed. Van Lede finds it important though that his personnel is motivated to be sustainable as well, which is a selection criteria when attracting new personnel.

### External communication

Origins Architecten hasn't done much on acquisition yet and has a passive way of communicating. Not often Jamie Van Lede sends a press release. The company has realized some successful projects that prove their ability to design sustainable and in a pretty way. While they haven't done much on communication, they were last year in the top 10 list of most published architectural enterprises of the Netherlands. So, they don't have a policy for external communication, but got much attention from the press regarding their successful sustainable projects.

In the external communication, Jamie Van Lede is definitely the face of the company. He is the communicative resource for external communication. They also have a website, which the employees and the director are taking care of together. On the website of Origins Architecten





nothing is written about CSR, their focus is clearly on sustainability, which according to Van Lede has everything to do with CSR:

*“Origins is the Rotterdam based architecture firm that specializes in sustainable and energy efficient building. The firm was founded by architect Jamie van Van Lede who foresaw that sustainable building can and should be inspiring and the modis operandi of every design, in order to create authentic architectonic value. This conviction has been manifested in a number of projects whereby esthetic and sustainable qualities have enhanced each other. Sometimes 1+1 can be 3 and it is the mission of the firm prove this in the built environment.*

*Besides designing homes and buildings, we are dealing with advice and visions, always with a focus on sustainability issues. Our mission is to demonstrate that sustainable building creates architectural value” (www.origins-architecten.nl).*

A new way of communicating externally which they’ve just started, are postcards. Jamie thinks that when sustainability is limited to the size of rules, it is boring. It should be fascinating. Therefore they’ve created the postcards and text themselves.

*“The content should be light-hearted and should ensure a smile or wrinkle on somebody’s face.”*

Readers can go to the website for more information or an explanation of the sustainable message behind the text. Cross-links are made on the website from a certain postcard and its message to the reference project(s) where the content applies to. In the end there will be 50 postcards published that can be put together in a small book. The receiver of the postcard can be anyone. Jamie likes to send it for example to a company or municipality that has done a good thing for sustainability.

Sponsoring happens now and then but there is no strategy or policy about it. At the moment they company sponsors the Europa-run, but that is because a friend of Van Lede requested him to. That Origins Architecten rarely sponsors charities, and in any case not just donates money on regular base, is among others due to the fact that if profit is being made, it has to repay the debt. Besides that, Jamie Van Lede finds own self-reliance important. He is open for ideas to make designs without profit but he prefers a win-win situation then. When a charity organization steals his heart, he would love to help, but then he also wants to have the freedom to experiment with sustainability in the designs. In this way, it can be a learning project. According to Jamie, sponsoring or working without the interest of making profit, may work in both directions. Jamie dislikes using sponsoring as a marketing tool, which can be seen as pure green washing.

So, looking at Origins Architecten and CSR communication, it can be said that the company doesn’t communicate specifically about CSR and focuses more on sustainability. They don’t have a policy about communication, but do get a lot of attention from the press. The company has a good sustainable reputation. Externally, the website and postcards are used as communicative resources. Internally, no specific resources are used; the communication lines are very short and informal, since it is such a small company.



## Conclusion

Origins Architecture finds it difficult to define CSR, but uses as starting point the way you want to be treated yourself, is the way you treat others. The company thinks it is normal to behave in a social responsible way and can be classified as a good corporate citizen, acting upon philanthropic responsibilities. Van Lede doesn't mention the standard, popular terms regarding CSR, but sees it is a broad concept that is about sustainability in their products and the internal way of doing business in the same time. The focus is on sustainability that has, according to Van Lede, everything to do with CSR.

They act upon CSR or sustainability out of ideology, and therefore the active approach suits the way the company deals with the topic. Currently, an INK model is implemented to capture business' processes. A point for improvement is to consider CSR as a business strategy and consequently develop a policy on it. At the moment, Origins Architecten walks through the different CSR phases in an informal, ideological way. The company can formalize its company, by developing strategies and writing down its way of conducting business. The INK model will help the company with this process.

Origins Architecten doesn't have a specific CSR communication strategy and is quite passive in its external communication. Nevertheless the company receives a lot of attention from the press, since it has become famous for their sustainable designs. The website and own developed postcards are the two main external communicative resources. Internally, no specific communication channels are used. The company is small enough to communicate easily with each other in an informal way, for example during the lunch.



### 4.3. Case study report bd architectuur

bd architectuur has 30 employees and two locations. One department is in Leiden, the other one in Arnhem. Brouwer and Deurvorst are the founders of the company. They started in 1955 their own architectural enterprise, with one an being architect and the other a building interior designer. From the start, interior and architecture are integrated within bd architectuur. The company works on architecture, which is a broad field and therefore they've changed the name B&D architecten towards bd architectuur. Their services are architecture, interior, city development, construction and advise. Traditionally utility is the main assignment, however nowadays also housing projects, care sector, education, culture and municipality housing are assignments. Due to the contract with LUMC in Leiden, they've started a department over there as well. bd architectuur has worked for more than 20 years on that project, and is still working on it. They also have a department management/control e and maintenance. Together with other architectural-, engineer enterprises and the Technical University of Eindhoven, they've developed an instrument to investigate how can be built as sustainable as possible, looking at the exploitation costs. bd architectuur has sustainable and long-lasting relationships with contractors. For example the Vredespaleis and LUMC. They have a fulltime communication employee, who is responsible for the website, European Selection and the secretariat. The size of the assignments are very different. From small projects, like cafeterias and tennis clubs, to huge projects of 60.000 m<sup>2</sup>, like accommodation for Nike in collaboration with American architectures. Due to this diversity, the turnover varies as well. From three to four million euro a year.

#### What CSR means according to bd architectuur

bd architectuur finds it difficult to come up with one definition about CSR. According to the director of general businesses, Mrs. de Boeij-van Harn:

*"CSR is both an internal and external story, it is about being conscious about how you stand in the society and what your responsibilities are".*

Looking at this quote, it seems that bd architectuur interprets CSR quite literally: being aware of the position of the corporation in the society in combination with acting upon responsibilities. De Boeij-van Harn points out that CSR has always exist within the organization but lately is has been given a name in the society, which makes it easier to communicate about. Within bd architectuur, triple P, people, planet and profit, plays a role. The terminology Elkington (1999) uses regarding CSR is thus used by bd architectuur as well. According to bd architectuur it starts with a good personnel policy:

*"We are a real people company. Taking care of your personnel is very important."*

Besides employees, the user of the building plays an important role as well. The same counts for the environment, it should be treated with respect:

*"We have also asked ourselves how we can design as sustainable as possible – no designs with a clear signature, but looking who the users of the building are, how the environment looks like and how we can treat this environment with respect – It is nothing new for us, but it gets a name nowadays."*



In the expertise field of architecture, there's a hype about Cradle to Cradle, but according to De Boeij-van Harn, this is as old as *bd architectuur* exists. Publicity is being searched easier by companies and people act like it is something new, which isn't the case. Terms that have been brought up these days, don't stand for a new concept, but it is good that people are more aware of the subject and try to do something about it. *bd architectuur* has designed all the time in a sustainable way. In the 90s they've designed a building for NUON which still scores very well on sustainability. According to *bd architectuur* sustainability is not just a building with sustainable materials and cradle-to-cradle, but a building that still stands over 50 years and is still in use. A building shouldn't be broken down since it can't be re-used again, it shouldn't lose a destination.

Next to triple P, sustainable designing and a good personnel policy, social interest are seen as an important aspect of CSR. *bd architectuur* does many things for societal interests, especially within the field of education. Looking at the pyramid of Carroll (1999), *bd architectuur* can be classified in the highest part, since it acts upon philanthropic responsibilities. Not just for their own sake *bd architectuur* tries to improve for example the education level of students, for the entire society on the long term they try to make an effort. This fits in the highest part of Carroll's pyramid (1991), where attention is paid towards the improvement of quality of life and the company behaves as a good corporate citizen. Carroll (1991) even mentions that in this philanthropic part of the pyramid, organizations should cooperate with education institutions, something *bd architectuur* exactly does. In the next paragraph about organizing CSR, this cooperation will be described in a more extensive way.

In short; triple P, sustainability in their designs, the way the company treats its employees, and acting upon societal interests, are mentioned as most important aspects of CSR.

## Organizing CSR

This following paragraphs will discuss the way *bd architectuur* actually acts upon CSR. First of all their approach towards CSR will be talked about, followed by the competences the organization has in the learning process of becoming social responsible.

### CSR strategies

As mentioned above, *bd architectuur* relates social interests to CSR. Classifying the company along the different CSR strategies companies can adopt, the interactive approach seems to fit at *bd architectuur* (van Tulder & van der Zwart, 2003). This is because the organization stands in the middle of the society and has a dynamic connection with the environment (Jonker & van Pijkeren in Moratis & van der Veen, 2006). Their cooperation with educational institutions is one example of this interaction with the environment:

*"As a company it is very easy to have comment on the quality of the education level of students, but what do we ourselves to improve this? We actively tried to contact the education field. In the beginning that wasn't that easy, but in the meanwhile the education field has to cooperate with companies".*

In this quote it becomes clear that *bd architectuur* asks itself what the company can do in order to solve the problem of this decreasing quality of education. So they reflect on the organization's position in society, another characteristic of the interactive strategy towards CSR (see Table 2,



source: van Tulder & van der Zwart, 2003; Nijhof & de Bruijn, 2007). bd architectuur helps to develop an educational program called MplusH and is ambassador of this program. The goal is to connect the field of education with business and practice for MBO and HBO students. bd architectuur tries to make the construction sector attractive for students, and teachers get a better feeling with practice as well.

Other examples of the dynamical position in the middle of the society and education field of bd architectuur, is the participation in the board of Stichting Bouwtalent, ROBO (Regionaal Overleg Bedrijfsleven en Onderwijs) and LeukOmteLeren Weekend School in Arnhem. Architects of bd architectuur provide guest lectures and employees visit viewing days at schools, preferably female staff in order to stimulate girls for technique and don't let female talent be lost. This engagement with the field of education is developed from a long term point of view:

*“in a long term, we will have a shortage of well educated construction people. So, we should invest now for the long term and should make sure children get in contact with technique and try to motivate them for this sector. On the short term it doesn't bring in that much, besides fun and inspiration. Of course it is good fun to be occupied with your own expertise field and try to assign this enthusiasm”.*

In line with this involvement with the educational field, bd architectuur also offers internships for students. The company is also involved with other initiatives than education, which will be discussed further on in this chapter. bd architectuur has an open system approach and is in dialogue with diverse stakeholders. The company takes responsibilities further than their own projects or processes and takes responsibilities at the level of society. According to Nijhof and de Bruijn (2007) this impact on society level belongs to the interactive CSR approach. Besides the level of society, impact on the supply chain is taken as much as possible as well as bd architectuur: the architectural enterprise tries to get the contractor as far as possible when it comes to sustainability and shows all the possibilities regarding sustainable construction. Often the investor is not the user, and when the user is already known and it is allowed by the client, bd architecture tries to convince the user as well with sustainable solutions. So, the company has an active role within the supply chain and tries to have a sustainable impact on the entire level of the chain of construction. Another characteristic of the interactive approach (Nijhof & de Bruijn, 2007).

Besides the interactive approach, the active approach shows similarities with bd architectuur as well. Organizations that adopt the active CSR approach are internally inspired to act upon CSR and external motivations as a clean environment play an important role (Nijhof & de Bruijn, 2007). At bd architectuur this is certainly the case and sustainability is seen as an important aspects of CSR. De Boeij-van Harn points out that sustainability has always been alive in the company, since it is in the genes of the employees. She explains this on the basis of the following example: the management board wants to make sure the employees feel responsible not for just their own task, but also for the entire company and tasks of colleagues. To realize this they've organized among others a day where all employees had to be present and got the freedom to reorganize the grouping of personnel in the building how they want to themselves.





*“The outcome was that part-timers would move to the first floor so the lights could be taken off on Fridays when they wouldn’t be there. This is an example of how sustainability is embedded in the genes of our employees”.*

Internal inspiration to act upon sustainability is thus presented at bd architectuur. Due to their interactive, dynamic attitude towards the society though and the fact that the interactive approach on CSR is both internal as external focused, the interactive approach on CSR still seems to be the best fit.

### CSR competences

In the first stage of learning to become responsible, CSR needs to become a business case (Nijhof, et al., 2005). This vision is supported by bd architectuur, who believes CSR should be intertwined from the top to the bottom of the company. In order to balance the expectations of internal stakeholders and make sure that employees feel responsible for the entire company and not just for their own tasks, bd architectuur has every Monday the so called ‘company day’: this means employees from Leiden and Arnhem come together in Arnhem and have a company meeting all together. They share different kind of information: personnel issues, acquisition, specializations, financials, etc. People are well informed and have the possibility to think about company issues as well.

In the second stage, the integration of CSR comes into play and a strategy needs to be defined (Nijhof, et al., 2005). bd architectuur doesn’t have a strategy or policy on sustainability and mentions

*“this is just how we work here”.*

In this stage, values need to be communicated as well. In order to be able to communicate about sustainability and describe a clear content on sustainability, bd architectuur thought of what they have done within this area and wrote that down. They’ve looked at all their realized projects and put them together in a map to use as example, where people can look into. Using these examples, people can check themselves whether they have thought about all aspects in a design. And at a certain point of time, people just work like this. So, bd architectuur has made sure that sustainability is embedded in the relevant processes (Nijhof, et al., 2005). Another way to contribute to this topic, is the cooperation between other architectural enterprises and the TU Eindhoven. They’ve developed an instrument in order to make buildings more sustainable. Besides this collaboration, bd architectuur is connected to Stichting kiEMT (kennis en innovatie in Energie- en MilieuTechnologie). In this foundation, different companies and schools are involved and look together at projects from a technological and innovative point of view.

*“It is a pool of sustainable innovative developments, where we really want to be part of it”.*

This is one of the ways bd architectuur secures sustainable innovation in society and their own organization. Another way to secure the knowledge within the field of sustainability is the membership of the Dutch Green Building Council. bd architectuur mentions it is important not just becoming a member, but actually participate: one of the employees followed a course organized by DGBC about sustainability and has now become an expert. He is asked to give a workshop about



sustainability within the organization self. Additionally he judges their designed buildings one more time and sees whether they can be improved.

In order to make sure the latest knowledge is integrated in the company, workgroups have been started with people who are interested in certain topics, e.g. sustainable building, and want to put the topic on the map. They go to seminars, workshops and courses. It is a must that they share this knowledge within the own organization. This can be done by intranet, where much information is published, or by internal workshops on the so called 'company day'. At bd architectuur, every morning and afternoon everybody has coffee together anyway. This also counts for lunchtime.

So acting upon CSR and providing a helping hand towards society is according to bd architectuur in the behavior of employees. They also collect toners, separate waste and think about equipment as computers: why exchange bigger computer monitors into smaller ones, when they're still functioning well? When they do change equipment, they always internally ask if somebody knows a good destination for it, like childcare, schools, etc. This shows the social involvement of employees.

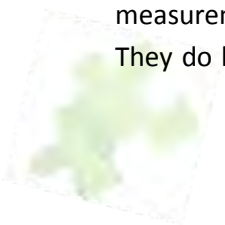
For bd architectuur, CSR is besides sustainability and social interests, related to a good personnel policy. Their vision is that people should enjoy their work. To make sure this part of CSR becomes internalized within the organization (Nijhof, et al., 2005), they spend a lot of time on this subject, for example on the development of talent. Their internal policy on personnel stimulates employees to grow:

*"No development in this organization is not an option".*

bd architectuur expects from all employees to think about what they want. A Personal Development Plan with concrete action plans is being made. The company tries to find out what are really the talents of the employees, what do people like in their work and see how you can let these talents become useful for the company. In this way, innovations arise and the company itself also keeps on developing. If they see somebody develop in a direction that might not be the best one, or somebody is in doubt what he or she likes, an assessment is being offered. A concrete example is the lady at the secretary who worked under her own level. She is being offered a assessment test and a communication education and now she is responsible for all European Selections, the website and manages the secretariat as well. The efforts bd architectuur makes regarding their personnel have results, since bd architectuur has become 'The Employer of Arnhem 2008'. Furthermore, the engagement of the people towards the company is shown by the fact that 40-45 years of employment is not an exception.

To summarize, bd architectuur does make an effort to integrate the important values in the relevant processes. A strategy is lacking though and at this point, the company can improve itself. They could write down what their current status is within the field of CSR and what their strategy regarding CSR is. The idea of writing the developments of CSR down, is important in the next stage of becoming responsible as well.

The third stage is the justification phase (Nijhof, et al., 2005) and looking at the previous stages and how bd architectuur is internally inspired to act upon CSR, it can be expected that there is no formal measurement or justification of their initiatives. bd architectuur doesn't use a quality system like ISO. They do have a quality policy written on paper though, so they can show how they work. However,



due to the demands that come across at the European Selections they are considering to become ISO certificated. An internal environmental management system is also not certificated but nevertheless written on paper. In this stage, efforts and initiatives regarding should be monitored, which is lacking at bd architectuur. This doesn't mean though, they don't act upon CSR. An example is their behavior regarding the environment; as mentioned before, they do separate waste, have a critical attitude towards buying new equipment and try to find a location for equipment to be re-used. So this is an active attitude towards the internal way of acting responsible regarding the environment, it just isn't monitored and communicated yet. For bd architectuur it is a challenge to capture their commitment towards CSR.

The last stage is where evaluation with stakeholders finds place (Nijhof, et al., 2005). Similarly to the previous stages, bd architectuur doesn't evaluate their policy in a structured way following a certain strategy, but due to the fact they stand in the middle of the society and are involved in many social initiatives, they are in good contact with stakeholders. In this way, they can still evaluate their behavior, hear which CSR issues are actual, and know whether new issues arise. A good example is the investigating of the hospice: bd architectuur knows somebody who wants to start a hospice and is looking for a building to make this possible. The architectural enterprise helps this person and investigates, totally free of charge, what the possibilities and costs are. One of the members of the management board of bd architectuur has become a member of the board of 'Friends of Hospice'. So, bd architectuur gets reactions on their CSR activities of stakeholders, since they stand in the middle of the society. This example of the hospice can be evaluated as taking philanthropic responsibilities (Carroll, 1991).

## CSR Communication & strategies

In the way bd architectuur communicates in general with the society (so not specifically regarding CSR), a two-way-symmetric model described by Eschauzier (2008) can be detected. The following quote makes this clear:

*"We offer, for example, standard three parking lots at our office in Leiden for visitors of the Ronald Mc Donald house. The parents thus don't have to walk far when visiting their own children. This is something we don't communicate. This has changed when clients and other external parties asked us why we didn't communicate our efforts on the website. We should tell what good things we did, so it would be easier for customers who want to work with organizations that act upon CSR, to contact and choose us. According to one of the customers, communicating CSR makes bd architectuur more assessable. Besides that, a customer explained that we could help e.g. the Ronald Mc Donald house as well, by mentioning their name and link to their website on our site. By showing the possibilities what you can do for charities and sustainability, it can inspire other companies as well. So CSR communication didn't arise from the idea to tell others how good we are, but we got approached by others that asked us to".*

Eschauzier (2008) describes that two-way-asymmetric communication models only inform the management what the public groups want, but don't mention how the organization can change its strategy in order to satisfy these stakeholders. In this case though, the external stakeholders also discuss how the organization should change its behavior, namely by communicating their CSR efforts



out loud. So, bd architectuur has received information via a two-way-symmetric communication model (Eschauzier, 2008).

Looking at the communication specifically about CSR, bd architectuur didn't have a CSR communication strategy at first and wasn't used to communicate about CSR. Now, they do communicate their efforts on CSR by certain communicative resources, which will be discussed in the next paragraph. Looking at their communication towards stakeholders, the stakeholder involvement strategy of Morsing and Schultz (2006) suits the company best.

*"Sometimes we organize a network day where different organizations and institutes can meet each other. Or sometimes we are asked by an organization whether they can arrange their network day at our location and if we want to tell something about CSR and the things we do in this field. SISA Dorpgroep that organizes daycare for mentally handicapped people was one of the organizations that was present at a certain network day. bd architectuur came into contact with this organization and went over there for lunch. Employees of the architectural enterprise got a box that they could fill with products made by the mentally handicapped people. The employees were very pleased with the gifts and the people at SISA Dorpgroep were very happy to sell their handmade product. It was a very successful and happy day, something to tell to our network, just because it was so much fun. In turn, your network receives this message positively."*

Looking at the way bd architectuur is active in different social activities, and the quote written above, it can be said that bd architectuur is in dialogue with different public groups. Morsing & Schultz (2006) describe that being in dialogue frequently can have mutually beneficial results, what is reflected in this case as well: due to the dialogue with SISA Dorpgroep, bd architectuur visit this organization and the employees of bd architectuur had an enjoyable day, that simultaneously took care of a position image at other stakeholders. In their services as an architectural enterprise, they also try to be in dialogue with stakeholders as much as possible, especially to clarify the importance of sustainability. As mentioned before, often the investor is not the user, but when the user is already known and it is allowed by the client, bd architecture tries to convince the user as well with sustainable solutions. So when it is possible and permitted by the client, bd architectuur prefers to contact the stakeholders in an active way and starts a dialogue with them. Besides the client or user, multiple employees from different specializations are involved in one project. Additional, the company asks other external parties that are specialized on certain aspects when necessary:

*"You can't be an expert in everything. If we can't tell it in detail, we organize a presentation of a company that is an expert on that field".*



## CSR Communication Resources

As mentioned before, bd architectuur wasn't used to communicate about CSR. Due to the demand of external stakeholders, they communicate more about CSR.

### Internal communication

For bd architectuur, the Monday morning 'company meeting' is an important way to communicate with each other. Employees and MT come together to talk about several topics and share information together. Dawkins (2004) makes the importance of well informed employees clear by explaining they are the ones that are in contact with the outside world. Another internal communication resource is Intranet. bd architectuur also uses workgroups and plenary presentations in order to communicate internally.

### External communication

As external communication channel, the website is used. Under the header of bd Vision, a separate button is used to describe the vision on CSR:

#### **Corporate Social Responsibility**

*bd architectuur of course aims to be a healthy business, but always with an eye to our society. We believe that we have to make a social contribution as well.*

#### **Education**

*Good education is very important in our eyes. bd architectuur is very active in several organizations, such as ROBO architecten (regional consultations between business and education), where Andrea de Boeij is the initiator and chairman. Furthermore bd architectuur is active in the organization BouwTalent, which extends the in-and outflow and reducing the outflow of young people in the construction sector. And ensures that students are introduced to the entire construction industry.*

#### **Method of Arnhem**

*The method of Arnhem aims to strengthen the Arnhem culture, economy and civil society. This group consists of entrepreneurs, creatives and representatives of civil society and educational institutions. bd architectuur is an active member here.*

#### **Ronald McDonald**

*As one of the neighbors of our Leiden office, we have the Ronald McDonald House at heart. It is obvious that a lot of other good initiatives can count on our support."*  
(source: translated from [www.bdarchitectuur.nl](http://www.bdarchitectuur.nl))

Besides the website, newsletters are spread among business relations. Furthermore they are invited to give readings about CSR and tell others what they do about CSR. bd architectuur organizes network days in order to communicate with external parties as well.

When it comes to sponsoring, bd architectuur provides money to different charities as the Hartstichting, Nierstichting and Stichting Opkikker. The largest gifts are for the Kankerfonds and Ronald Mc Donald. Two employees cycle the Alpe d'Huez and are sponsored by bd architectuur. At a reception, the architectural enterprise asks the guests to donate money for the Ronald Mc Donald House and doubles the collected amount. Looking at the many different charities they sponsor, the





company doesn't feel the tension field of Panapanaan, et al. (2003) about sponsoring being interpreted as a marketing tool. This is due to the fact that they don't communicate all their different kind of gifts. Only the sponsoring of the Ronald Mc Donald House is communicated on their website and at the reception of bd architectuur.

## Conclusion

bd architectuur finds it difficult to come up with a definition of what CSR is. They mention triple P, but mainly CSR means to them sustainability in their designs, the way the company treats its employees, and acting upon societal interests. The way bd architectuur acts upon CSR is regarding the interactive approach. This is because the organization stands in the middle of the society and has a dynamic connection with the environment. The company is connected and contributes to several social organizations. It acts on the level of philanthropic responsibilities. Looking at their competences, it can be said that bd architectuur can still improve its process how to become social responsible. The consultation and the integration phase are taken care of, but justification doesn't take place in a standardized way. Fortunately, the company acts upon CSR, it is just the measurement and reporting about it which is lacking. So, the third stage of justification needs to be improved. The evaluation does take place, because bd architectuur stands in the middle of the society and talks about their activities with several parties and receives feedback from them. Here again, this happens in an informal way and isn't reported. In order to become transparent, bd architectuur could write down their policy on CSR, measure their impact and evaluate the CSR activities with stakeholders in a structured way.

Looking at the way bd architectuur communicates internally and externally, a two-way-symmetric communication model can be discovered. The company is in dialogue with the society and behaves in an active way in several social activities. Therefore it can be said that the stakeholder involvement strategy suits bd architectuur the best. One of the communication resources that is internally used, is personal communication at the so called Monday morning company meeting. During these meeting, all employees are present and inform each other about the way things are going. This causes well informed employees. Other resources are the Intranet, workgroups and plenary presentations. Externally, the following communication resources are being used: on the website of bd architectuur their vision about CSR is mentioned, newsletters are sent among business relations, the organization gives readings about CSR and organizes network days at their business establishment. They also sponsor different charities, where the Ronald Mc Donald House is the most important organization they have at heart. The sponsoring of this organization is also communicated on the website and during an open house day at bd architectuur.



#### 4.4. Case study report Royal Haskoning

Royal Haskoning operates with 11 divisions in 20 countries, with 60 offices and 4000 employees. The firm was founded in 1881 in the Netherlands. At present, the 4000 employees combine a wide range of knowledge and experience. Rooted in a technical background, our consulting services focus on the broad field of the interaction between people and their environment. Royal Haskoning focuses on themes such as mobility, transformation of space, climate change, safety and risk, quality of life in the work environment, and aesthetics. They have engineers, architects, consultants and environmental scientist in house and can service a variety of disciplines in technical, logistical, legal, organisational, social, environmental and economic aspects of projects, in order to subsequently develop sustainable and practical solutions.

#### What CSR means according to Royal Haskoning

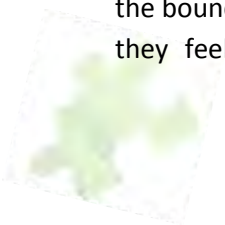
According to Royal Haskoning, CSR is a way of conducting business that is focused on a sustainable balance between people, planet and profit, both on the short as long term. CSR means to keep an eye on the world around us and societal issues. Not only out of commercial point of view, but also because of the position as experts in the establishment of the environment. This way of conducting business is not new, but has always been done at Royal Haskoning. Sustainability has been named in the vision and mission of the company from the start, not just the last couple of years. It is seen as a professional honor to act upon sustainability. According to the CSR annual report of Royal Haskoning (2008, p. 6), “CSR also means:

- *the development of this generation should not stand in the way of future generations*
- *all our employees conduct their work in the right way*
- *we have respect for people inside and outside the company*
- *we respond proactively to national and international legislation and regulations*

*We aim to promote innovative thinking about sustainability, both in-house and to the rest of the world. One example is the ‘Cradle-to-Cradle’ concept and the resulting Royal Cradle project. Continuous dialogue with all stakeholders in the chain forms the basis of our CSR concepts and guidelines”.*

The definition of CSR mentioned above by Royal Haskoning shows many similarities with the one described by SER (2000): “CSR is consciously targeting business activities at value creation in three dimensions – Profit, People, Planet – and hence at contributing to society’s prosperity in the longer term maintaining a relationship with the various stakeholders which is based on transparency and dialogue and which responds to legitimate demands from society”. The Triple P terminology of Elkington (1999) is in both definitions used to describe the way of doing business. Contributing to society’s prosperity and looking at societal issues from out their role as experts, is viewed as common by Royal Haskoning. A long term view is supported and a transparent way and being in dialogue with stakeholders is pointed out to be one of CSR goals for next year. The importance of stakeholders (Freeman, 1984; Carroll, 1991; SER, 2000) is acknowledged as well by the company.

Looking at the pyramid of Carroll (1991), Royal Haskoning is a company that can be classified acting upon ethical and philanthropic responsibilities. They don’t just act to ensure profit and stay within the boundaries of what is legally right, they also act in a ethical and philanthropic way. Ethically, since they feel the necessity to contribute to the establishment of society by their expertise and



philanthropic, since they participate without any interest to improve the quality of life by citizen: the bicycle project, which was started to teach foreign people how to ride a bicycle, is an example of taking philanthropic responsibilities.

## Organizing CSR

This paragraph will analyze the way Royal Haskoning organizes CSR within its organization. The actions that are taken to ensure CSR within the organization will be discussed, following the structure of the thesis starting with CSR strategies and ending with CSR competences.

### CSR strategies

Categorizing the CSR strategy that Royal Haskoning adopts, the pro/interactive strategy fits be to the way the organization deals with CSR, since Royal Haskoning combines an internal and external focus (van Tulder & van der Zwart, 2003). The external focus can be recognized in e.g. sponsorships and the participation in so called community projects, which ensures that employees of Royal Haskoning make a contribution to the environment:

*“The main aim of the community projects is to deliver a social benefit. It is not primarily for commercial or publicity purposes. The activities always take place within the country in which the office is located. This enables us to get more involved in the local community of which we form a part.” (CSR Report, 2008, p.25).*

Another way of interactivity with the society is the fact that Royal Haskoning asks for the input from stakeholders. This happens by regular feedback on project basis and through customer satisfaction investigations. These investigations have a quantitative nature at the moment, but will be expanded by dialogues of qualitative nature in 2010. A broader range of stakeholders will then be involved as well. The stakeholder approach thus becomes further improved. If this is actually realized by Royal Haskoning in 2010, the company supports an even more obvious interactive approach. The internal focus of CSR is recognized in the definition of CSR used at Royal Haskoning by mentioning that employees conduct their work in the right way, the company obeys the law and the stimulation of innovative thinking about sustainability internally.

The internal motivation of the enterprise to act upon CSR, is also recognized by the active approach on CSR (van Tulder & van der Zwart, 2003). According this approach, it is important ‘to do the right thing’. The motivation for this ethical way of doing business comes from inside the organization, where core values are the starting point (Nijhof & de Bruijn, 2007). This certainly is the case at Royal Haskoning, where sustainability has been in the mission and behavior of the company for decades. The company sees it as normal and a honor to do the right things. Since the company actually measures their initiatives when possible, efficiency comes into play. By professionalizing CSR activities, it can be argued that Royal Haskoning has a approach that implies ‘to do the right things right’ (Tulder & van der Zwart, 2003). This is again a characteristic of the pro-interactive approach.

Looking at Table 2, which summarizes the differences between the CSR strategies, it can be said that the impact of CSR within a pro/interactive approach is at the level of supply chain and society. The CSR ambitions don’t just focus on project or primary and secondary level, but on the level of supply chain. This point of view can also be recognized at Royal Haskoning, since they find it important to at least advice their customers in a most sustainable way and additionally, to be in continuous dialogue



with all stakeholders in the chain. The CSR report of Royal Haskoning devotes a separate paragraph with as title 'supply chain responsibility':

*"As a business service provider, Royal Haskoning is active in a variety of supply chains. In our projects we encourage, motivate and help our clients to do business in a socially responsible manner. One way we do this is to guide our clients towards environmentally friendly options in projects. For example, we provide advice to clients in the oil & gas sector about environmental management and advice on port facilities to those clients who operate in the logistics sector. In the knowledge chain, we play a key role in translating theoretical and general knowledge into applied and specific knowledge. We are involved in various phases of the construction process. We can play a variety of roles in this respect. In some projects, we are the link between the customer and contracting companies. In other projects, we only have contact with the contracting companies. By optimizing the different phases of the construction process and acting as process integrator, we create added value for our client. This is particularly evident in the aspects of the environment, such as 'Cradle to Cradle' and health and safety, in the design, preparation, execution and actual use of a project. Each chain in which we operate has a certain impact on people, the environment and society and we see it as our task to respond to this within the services we provide. We also keep a close eye on our customers' stakeholders. Clients and projects form the first link in the chain. Whatever our role within the chain, CSR is an integral part of everything we buy and sell" (CSR report Royal Haskoning, 2008, p. 11).*

According to the social report, Royal Haskoning takes responsibilities for her own organization and plays an active role in the advisory about sustainability in the supply chain as well.

To conclude this part about which approach on CSR is adopted by Royal Haskoning, a pro/interactive approach fits the company's profile in the best way. The focus of the company regarding CSR is both internal as external and responsibilities are taken on chain level. With the ambitions to be in a broader, qualitative dialogue with stakeholders in prospect, the interactive strategy is most likely.

### CSR competences

The CSR report (2008, p.3) describes how Royal Haskoning "gives substance to corporate social responsibility in four different dimensions:

- *We incorporate CSR in our core values and our policies*
- *We adapt products and services to CSR*
- *We focus our business operation on 'people, planet profit'*
- *We support various community initiatives"*

According to the director of communication, sustainability has always been a point of interest within the company and the breeding ground for CSR is very well. He mentions that therefore, it is easier for Royal Haskoning to actually organize and guarantee CSR behavior in daily business.

To act upon CSR, competencies need to be available or should be developed within the organization (Hoff, 2006; Nijhof, de Bruijn, Fisscher, Jonker, Karssing & Schoemaker, 2005). These competencies should be widespread throughout the organization. According to Royal Haskoning, CSR is alive in both the top levels of the organization as at operational level. The commitment of management is acknowledged to be important for many years already (Davis, 1960 in Carroll, 1999) and validated in more recent literature as well (e.g. Cramer & van der Heijden, 2005). At Royal Haskoning, there is



commitment by top management, since CSR has always been important and mentioned in the mission and vision of the company.

Nijhof, et al. (2005) mention learning to be responsible is a strategic process, which can be recognized in the way Royal Haskoning deals with CSR. It is strategic since Royal Haskoning embeds the initiatives in the organizational culture and actions by paying attention to it at policy level as well. A process, since the company is still busy improving their behavior on CSR. The way the organization deals for example with the different stakeholders can be organized in a more structured way according to Royal Haskoning. The four stages mentioned by Nijhof et al. (2005) can be discovered, but not all steps are fully taken.

Starting with the first phase, the consultation process, some characteristics within this phase are fulfilled, others aren't. A balance needs to be found between the identity of the organization and the expectations of the stakeholders. At Royal Haskoning, the internal values are clearly defined and the expectations of primarily stakeholders are known as well. As mentioned before though, the further away standing stakeholders aren't mapped structurally yet, so there's a lack in defining the expectations of all types of stakeholders. Define ethical issues in this stage has been paid attention to by for example the organization of the bicycle project. Royal Haskoning knows in what field they can actively contribute to society, since they believe the focus of CSR projects should be on knowledge transfer within the industry.

*“Royal Haskoning has identified socially relevant themes in which global developments meet the personal living and working environment. Within these themes, we see our products and services contributing to sustainable social development and debate. These themes are:*

- *Climate change*
- *Quality of life in the work environment*
- *Mobility*
- *Safety and risk*
- *Transformation of space*
- *Aesthetics*

(CSR Report, 2008, p.14).

So, in the consultation phase, the identification of CSR issues and expectations of primarily stakeholders is achieved, but the identification of all stakeholders hasn't been realized yet.

The second phase described by Nijhof et al. (2005) is the integration process where CSR efforts need to become embedded in the relevant processes of the organization, a strategy has to be developed and internal values should be internalized and communicated. A strategy is developed and focus points are figured out. According to Royal Haskoning the internalization of values is already been realized at the company, since sustainability is in the genes of the organization, but the embedding of CSR within the relevant processes is the main challenge. In order to embed CSR, the board of Royal Haskoning stimulates initiatives in the organization and also measures their efforts by satisfaction survey. Initiatives to organize CSR are being communicated along the Triple P of Elkington (1999).

Initiatives regarding the P of People internally, are for example signing a Charter Talent covenant together with other companies about gender diversity. Royal Haskoning pays a lot of attention to a better balance between men and women. They've organized a training program 'Female Leadership'





and are intended to double the amount of women in top positions in 2012. Besides gender diversity, the organization also pays attention towards variety in age, ethnical background, education, etc. Another example to show how CSR lives within the organization is the fact that sustainability is one of the agenda points of the very active business council. So, from bottom up, CSR is a focus point too. For their (future) employees, Royal Haskoning wants to become Employer of Choice (interesting, alternately and challenging employer) and therefore measures every 2 years the satisfaction of the employees. Another initiative is Young Royal Haskoning: a network of young starters to stimulate young employees in further development.

Besides initiatives and measurements on the P of People, they also measure their influence on the P of Planet: the company investigates all the time their CO<sub>2</sub> ecological footprint. In its lease plan, only cars with an A, B or C label can be leased and all the emitted CO<sub>2</sub> will be compensated. In order to stimulate employees to go by public transport, NS Business cards are available and train kilometers are count. Every year, a top 10 list of employees is made who has the most train kilometers. This is internally published to motivate other employees as well to go by train more often. According to the communication director of Royal Haskoning:

*“through the continuing measurements of both people and planet aspects, CSR stays alive within the organization”.*

To act upon CSR with respect to the environment, Royal Haskoning also uses an Environmental Management System. This system helps the organization to map their own environmental impact, compliance with legislation, improvement of environmental performances and the application of ecological innovations within the projects. Besides the use of EMS, Royal Haskoning is ISO 14001 (environmental management system) certified. CSR is also embedded in the ISO 9001 (quality management) system. However, Royal Haskoning mentions that these systems are helpful to implement CSR, but aren't the main solution.

*“CSR is first of all a question of mission, vision and conviction, and at the second place ISO comes into play. ISO can be helpful at CSR but without certificate, CSR would still live throughout the organization”.*

The last P is the P of profit; since Royal Haskoning isn't a listed company, they don't have to deal with hasty shareholders who want as much as profit in the shortest time as possible;

*“We don't have to deal with grasshoppers that eat our profit”.*

So, their vision about profit is a long term and an independent one. Royal Haskoning finds it important to keep investing in continuity. One example is their innovation center where sustainability plays a dominant role.

When it comes to their external services like architecture, in relation to sustainability, Royal Haskoning has an own cradle-to-cradle® program called Royal Cradle. The father of the cradle-to-cradle®, Michael Braungart, has started this program together with the company. An expert on the field of cradle to cradle®, who is also teacher at the Technical University Delft, leads different workgroups about sustainability. Employees in these groups are being educated in the field of cradle



to cradle® and sustainability. These groups make sure that the taught principles become anchored in the entire organization. Royal Haskoning finds it important to advise their customers in sustainable solutions, where in the end the customer is the one who chooses.

The third process is called the justification phase, where the organization monitors and reports the actions taken upon CSR (Nijhof, et al., 2005). Royal Haskoning monitors her actions as far as possible, examples are their ecological footprint by measuring the CO2 emission, customer and employee satisfaction investigations and safety and health incidents. To measure the satisfaction of external stakeholders, Royal Haskoning organizes an investigation among customers. Customers and internal employees are the only stakeholders at the moment that are actively approached. Other, more further away standing stakeholders will be approached actively in a structured way starting in 2010. The communication director made up a program to map and structurally be in contact with these stakeholders. By monitoring and communicating the results of CSR activities, the results are transparent which is according to SER (2000) an important aspect of CSR. The results are communicated by the CSR report to the stakeholders, and are asking to be improved. This feedback takes place in the last, evaluation phase.

The fourth and last process in this learning process is the evaluation phase. In this stage it is important to learn from stakeholders and their reactions on the company's CSR initiatives (Nijhof, et al., 2005). Royal Haskoning fulfills this stage partially: on one hand the measure the satisfaction of the customers and employees, on the other hand this reaction is only given by direct stakeholders and not yet a broaden group of stakeholders. The figure belonging to the learning process of Nijhof et al. (2005) points out that 'new issues', 'more actors' and 'increasing complexity' can come to daylight by evaluation CSR activities with stakeholders. This can also be expected at Royal Haskoning: since the company wants to involve more actors coming years, what will result in different stakeholders expectations, new issues will arise and an increasing complexity will occur.

Summarizing this paragraph about CSR competences at Royal Haskoning, it can be said that Royal Haskoning is already well on the way learning how to become responsible. All four stages are passed by and being paid attention to, from consultation to evaluation. Only the extensiveness of the elaboration upon the stages can increase (for example involving a wider range of stakeholders).

### **CSR Communication & strategies**

Royal Haskoning has an own communication department. This department works together with the CSR coordinator: a part-time function to coordinate the CSR program and initiatives. CSR started from internal conviction, and now the translation should be made towards a commercial message. At the question whether the company finds it difficult to communicate about CSR, the director of marketing and communication mentions he isn't afraid to communicate about CSR, since he knows the subject is alive within in the company, their way of doing is business is integer, and the communication is integer as well. This is in line with Moratis and van der Veen (2006) who also mention that sensitive and honest communication about CSR is better than no communication about CSR. According to Royal Haskoning, CSR communication has the function to let people know what you do within the field of CSR, not to show off about how good you are:



*“We communicate about CSR in order to let customers see what Royal Haskoning does about CSR, and not in order to brag about the company: be good and tell it”.*

Royal Haskoning mentions they don't believe their way of communicating about CSR, can be interpreted as window-dressing or green washing.

The way Royal Haskoning communicates with the stakeholders can be classified as a mix between a two-way-asymmetric and two-way-symmetric model of Eschauzier (2008), and also as a mix between the stakeholder response and stakeholder involvement strategy (Morsing & Schultz, 2006). On the one hand, Royal Haskoning uses feedback from the stakeholders through satisfaction surveys and learns from this feedback. Collecting this kind of information from the environment has a outside-in focus, and is often used to make sure 'not doing things wrong'. It therefore fits within a stakeholder response and CSR reactive approach. On the other hand though, Royal Haskoning is in dialogue with its stakeholders and also involves them with projects and CSR initiatives. This corresponds more closely to a two-way-symmetric or also stakeholder involvement strategy and pro/interactive approach. Royal Haskoning has the ambition to start a more qualitative dialogue with a broader range of stakeholders in 2010. The marketing and communication director of the company has developed a program that can control the complexity of an increasing number of stakeholders. This program structures the qualitative conversations with the different stakeholders in a clear way. So, the stakeholders and their stakes will be mapped structurally. This ambition fits well within the stakeholder involvement strategy and interactive CSR approach.

## CSR Communication Resources

Royal Haskoning communicates internally and externally about CSR by different resources. In this paragraph an effort is made to distinguish internal and external resources, although some resources serve both functions.

### Internal communication

Stakeholder communication is realized with internal stakeholders by employee satisfaction investigation. Another internal communication resource used by Royal Haskoning is Intranet: an intern network, where news about CSR and successes are communicated. Besides Intranet, internal newsletters called 'view from the board' are a way to communicate about sustainability. In these messages, the board points out the importance of sustainability. Other communication channels are internal readings about CSR and Royal Haskoning its own corporate internal magazine, which also functions as a CSR platform. Employees also have periodic meetings with members of the management team or board, which can be classified as the involvement of internal stakeholders (Morsing & Schultz), since the board is interested and uses bottom up information. Having lunch for example with a member of the board occurs, and although this might seem a bit faint to appoint as CSR, in such a large organization as Royal Haskoning, this can be quite special. Employees not only have periodic meetings with the board, but also among each other by workgroups. Due to the workgroups that are specialized in cradle to cradle, information about sustainability among employees is spread. According to Royal Haskoning, through these internal communication resources that facilitate the spreading of CSR initiatives, CSR stays alive within the organization. Nijhof (2005) supports this idea, since he mentions newsletters and corporate magazines are well paid attention to by employees. This is because the subjects are familiar and 'close to home'. A good choice of Royal Haskoning thus, to communicate CSR by using these resources.



Besides these internal communicative resources, Royal Haskoning signed a Code of Ethics of the FIDIC (International Federation of Consulting Engineers), that stands for a integer way of doing business. An integrity program is internally organized, existing of a code of conduct, integrity code, whistle blower scheme and an integrity council. The code of conduct underpins the values of Royal Haskoning its business: respect, team spirit, openness and integrity, and is communicated to the employees:

*“We believe that our code of conduct underpins the values of our business. We therefore consider this code of conduct as an essential part of our long-term success as a company. And we recognize that we are judged by how we act – not by how we state we act. We are therefore responsible for ensuring that we all know this code of conduct, recognize the importance of it, respect it and adhere to it” (website Royal Haskoning).*

Hoff (2006) mentions that the code of conduct is an instrument that can guide the behavior of employees and the organization. This way, Royal Haskoning also uses this code. According to Graafland, van de Ven and Stoffele (2003), a code of conduct can function as a an external communication resource as well: this is realized by Royal Haskoning by mentioning this code and the fully content of the code on their corporate website and in the CSR report.

### External communication

One of the main external CSR communicative resources is the annual CSR report. This report describes what CSR is according to Royal Haskoning, how they deal with CSR within the organization, how they measure and score on certain CSR aspects and their CSR goals for coming years. Idowu and Taylor (2004) mention the distinction between describing a company’s CSR policy and activities in a separate report or using a section within the annual report. Royal Haskoning uses a separate CSR report, that can be seen as explicit communication (Baidemann, 2007). Explicit communication is seen as communication less integrated with other business aspects. It has to be pointed out though, that this less integration is at the level of communication, and says nothing about whether the fulfillment of CSR at business level is integrated with the core business. The reason for mentioning this distinction is because according to Royal Haskoning the CSR activities always have to be connected with the core business. A good example is the bicycle project for foreign citizens, where the link with the core business of Royal Haskoning is the theme ‘mobility’. Moratis and van der Veen (2006) point out that it is a challenge to write a CSR report, since it shouldn’t be too extensive, but at the same time interesting for different stakeholders. The CSR report of Royal Haskoning isn’t too long, has a clear structure and covers multiple topics; an understandable report to read.

Clients are currently the most common external stakeholder to communicate with through customer satisfaction investigations and regular project evaluations. In order to keep customers informed about e.g. sustainability, an external magazine is send to them as well. Royal Haskoning mentions that they want to involve other and broader stakeholders as well, branch organizations and interest organizations are examples of this. Besides this broader dialogue, the organization aspires to participate in platforms and forums more. Summarized, Royal Haskoning wants to broaden its stakeholder communication.

Another way to act upon CSR externally, is the participation at social projects. The company supports various community initiatives. Two ways to show its social involvement are sponsorships and community projects. Royal Haskoning has a sponsorship policy. According to the CSR report



*“The policy has a special focus on the transfer of knowledge within the industry and the sphere of our own work, e.g. water shortages around the world. We are also involved in project-related sponsorship. We provide support in a number of ways to study and student associations that are related to our disciplines. We also support exceptional professors: Jacques van Dinteren, Peter Luscuere, Han Ligteringen and Jan Vambersky. We also support Michael Braungart. In more remote places in the world, we focus on projects in the regions where we have a presence. We sponsor good causes in our own disciplines, but also other projects, such as those assisting children in difficult situations” (2008, p. 25).*

Sponsoring is another way to communicate CSR externally, but falls within an interesting tension field, since it can be interpreted as a marketing tool (Panapanaan, et al., 2003). Royal Haskoning has a sponsor policy, but doesn't sponsor primarily because of commerciality or publicity goals.

As more organizations use the website to communicate about CSR (Dawkins, 2004), for Royal Haskoning the website is an easy accessible external communication resource as well. The website is organized in such way that CSR is communicated as a separate subject, similarly to the CSR report. The website deals with CSR topics in a more exhaustive way than the CSR report, so the visitor can choose whether it wants to retrieve much or little information about CSR.

According to Dawkins (2004) employees of an organization can also be seen as an external communication resource. This certainly is the case at a knowledge and service organization as Royal Haskoning. Their consultants are the products they sell. Therefore the workgroups in which employees discuss together sustainable related topics is an internal guarantee of good external communication. Employees are acquainted with the organizational responsible position, which is a necessity when having conversations with stakeholders (Dawkins & Lewis, 2003).

## Conclusion

According to the director of marketing and communication at Royal Haskoning, CSR is a way of conducting business that is focused on a sustainable balance between people, planet and profit, both on the short as long term. CSR means to keep an eye on the world around us and societal issues. A continuous dialogue with stakeholders is seen as important as well. According to the CSR report of Royal Haskoning (2008, p. 6), CSR also means:

- *the development of this generation should not stand in the way of future generations*
- *all our employees conduct their work in the right way*
- *we have respect for people inside and outside the company*
- *we respond proactively to national and international legislation and regulations*

The responsibilities taken by Royal Haskoning are more than just economic and legal responsibilities, the company acts upon ethical and philanthropic responsibilities as well.

Looking at the CSR strategy of Royal Haskoning, a pro/interactive approach fits the company's profile in the best way. The focus of the company regarding CSR is both internal as external and responsibilities are taken on supply chain level. Regarding CSR competences, Royal Haskoning crosses all four stages from consultation to evaluation. Only the extensiveness of the attention paid at the different stages can be increased, for example involving a wider range of stakeholders.





Royal Haskoning has an own communication department and finds it important to communicate in an integer way about CSR. The CSR communication strategy fits between the stakeholder response strategy and stakeholder involvement strategy, with a greater share of the involvement strategy, which only becomes more due to the policy of involving a wider range of stakeholders. Internal communicative resources used are employee satisfaction survey, intranet, periodic meetings, workgroups, corporate magazine, newsletters and a code of conduct. External communicative resources used are CSR report, customer satisfaction survey, regular project evaluation, website, sponsorships, community projects, code of ethics and thus the code of conduct.



#### 4.5. Multiple Case Studies Summarized

In order to structure and summarize the amount of data from the different case studies discussed above, this paragraph presents the most important findings in the following tables.

##### What CSR means according to architectural enterprises

The meaning of CSR according to the four different organizations, is summarized in the following table.

What CSR means according to the organizations	
<b>Van den Oever, Zaaier &amp; Partners Architecten</b>	OZ-P defines CSR as sustainable designing. The focus is on their external service and not on the internal way of doing business. OZ-P mentions Triple P, with the focus on the P of People, but with respect to Planet and Profit. The P of People stands for the user of the designed building. According to OZ-P stakeholders are important, and not only the client, but also the end user plays a central role. The responsibilities are difficult to classify.
<b>Origins Architecten</b>	Origins Architecten finds it hard to define CSR and thinks CSR is something normal to do, it is about a better and sustainable world. CSR creates win-win situations. The pyramid of Carroll would classify the organization as a good citizen, taken upon philanthropic responsibilities. Origins Architecten considers CSR as a broad concept that is about sustainability in their products and the internal way of doing business in the same time.
<b>bd architectuur</b>	bd architectuur finds it hard to define CSR. Triple P is mentioned briefly, but it is mainly about the way the company stands in the society and what responsibilities are taken. The most important aspects of CSR are sustainability in their designs, the way the company treats its employees, and acting upon societal interests. Due to their contribution in societal interests, namely within the field of education, it can be said that bd architectuur acts upon philanthropic responsibilities, CSR is seen as both an internal and external story.
<b>Royal Haskoning</b>	Royal Haskoning defines CSR as a way of conducting business that is focused on a sustainable balance between people, planet and profit, both on the short as long term. CSR means to keep an eye on the world around us and societal issues. A continuous dialogue with stakeholders is seen as important as well. The responsibilities taken by Royal Haskoning are more than just economic and legal responsibilities, the company acts upon ethical and philanthropic responsibilities as well. Royal Haskoning pays attention to CSR internally and externally.

Table 7 What CSR means according to the organizations

## Organizing CSR

This paragraph will compare the different ways used by the architectural enterprises to organize CSR within their organization. Again a distinction is made between CSR strategies and CSR competences. The following table provides an overview and summarizes how CSR is organized.

Organizing CSR		
	CSR Strategies	CSR Competences
Van den Oever, Zaaijer & Partners Architecten	OZ-P mentions that CSR is a strategy. Both a reactive and active CSR approach seem to fit OZ-P. Looking at the way OZ-P defines CSR though, the company leans more towards the reactive approach. By focusing on their external designs, rather than on their own internal way of doing business, the approach is much more externally than internally oriented. So, OZ-P has mainly a reactive CSR approach, with some elements of the active approach.	OZ-P fulfills the consultation phase partially by finding collective meaning on CSR through the development of an own definition. Attention is paid on the internal values but input of external values by stakeholders is lacking, so this stage is partially fulfilled. Integration phase is fulfilled by plenary sessions, education budget for employees, internal traineeships, units with regular meetings, participation in the Dutch Green Building Council, and the rewriting of the ISO 9001 handbook. The latter is still in development, therefore this stage is partially fulfilled. The justification and evaluation stage don't take place yet.
Origins Architecten	Origins Architecten mentions they don't have a strategy or policy on CSR, they find it normal to act upon it. CSR is internally inspired by ethical core values and the company wants to do the right thing, therefore the active approach fits well. The pro-active approach suits partially as well due to the fact Origins Architecten tries to influence the entire chain regarding sustainability. However, the internal ideology to act upon CSR is so strong, that the active approach shows more similarities with the company.	Since Origins Architecten is a small company with a director who finds it very normal and important to behave according CSR and to design in a sustainable way, the first stage of consultation is fulfilled. CSR is integrated by taking good care of its employees through joint decision making, a coaching day, study sustainable developments, design sustainable, internal traineeships, separate garbage. Efforts on CSR aren't measured, justified or evaluated explicitly with stakeholders, but the company does receive positive feedback and evaluates projects. At Origins Architecten, the competences to become responsible are present, since CSR is embedded in the behavior of the director, but this is more in an informal way rather than written down in a policy.

<b>bd architectuur</b>	bd architectuur mentions they don't have a strategy on CSR. The company relates CSR to sustainable designing, good personnel policy and strongly to social interests, and therefore an interactive CSR approach fits best: the company stands dynamical in the middle of the society. Their focus on CSR is both internal and external focused.	Consultation is realized during the company meetings internal. External expectations are not structured, but heart during the fact bd architectuur stands in the middle of society. The company finds it important to intertwine CSR through the entire organization. The integration takes place through internal knowledge sharing by workgroups and workshops, the participation in different knowledge networks and social / educational programs, good personnel policy with development possibilities and assessments, sustainable designing and finding relocations for their equipment. Justification is lacking and can be improved. Evaluation happens informal by being in dialogue with society.
<b>Royal Haskoning</b>	Royal Haskoning mentions they anchor CSR in their policy and developed a strategy regarding CSR. An interactive approach towards CSR fits the company in the best way. They combine an internal and external focus and take responsibilities on supply chain level.	The consultation phase is internally realized and externally partial, by knowing the expectations of primary stakeholders. The integration phase is properly act upon, by developing a strategy and communicating the values internally. The embedment of CSR is realized by stimulating and measuring initiatives along People, Planet and Profit (involvement in community projects, female leadership program, sustainable workgroups, starters program, ISO 9001, ISO 14001, EMS, ecological footprint). Justification is by these measurements taken care of. Evaluation happens through surveys with direct customers; a structured dialogue with further away standing stakeholders should be organized too, which is planned for 2010.

Table 8 Organizing CSR

## CSR Communication

The following table will provide an overview of the differences and similarities between the different organizations, regarding CSR communication strategies and resources. Afterwards this overview will be discussed more extended.

CSR Communication		
	CSR Communication Strategies	CSR Communication Resources
Van den Oever, Zaijer & Partners Architecten	OZ-P has a separate PR-communication department, which fits with their reactive CSR approach. OZ-P realizes the importance of CSR communication and developed a brochure. An one-way communication model is applied: the stakeholder information strategy. OZ-P can improve its communication strategy, by involving stakeholders more and apply a two-way-symmetric communication model, so a dialogue arises. OZ-P communicates extensively about CSR and follows a loud CSR approach.	OZ-P uses the following internal communication resources: plenary, presentations, workgroups, brochure with 6 icons, Intranet, newsletters.  External communication resources that are used by OZ-P, are: CSR brochure, standing / participation at fairs, symposia, readings, Dutch Green Building, external newsletter. In the brochure it is mentioned that OZ-P sponsors a charity program.
Origins Architecten	Origins Architecten doesn't have a communication model or stakeholder strategy applied. Looking at the way Origins Architecture stands in the middle of the society and the fact they involve stakeholders during the projects when it is desirable, it can be argued a two way symmetric communication model or involvement strategy partially exist. Although they don't have an active communication model, much attention is received from press. Recently, more effort on external communication is made by the development of postcards.	Internally, no specific communication resources are used. Origins Architecten is small enough to communicate easily with each other in an informal way, for example during the lunch.  Externally, the director of the company is the most important communication tool; he is the face of the company. The website is used as communication resource too. CSR isn't communicated explicitly here, but the organization does mention their specialization within the field of sustainability. Postcards are recently developed and van Lede wants to send them actively to persons who act upon sustainability.



<b>bd architectuur</b>	<p>At bd architectuur there's one person responsible for the communication. They don't have a strategy regarding CSR communication, but communicate with the society in a two-way symmetric way. The interactive attitude towards society makes the stakeholder involvement strategy fits best. In the beginning, bd architectuur didn't communicate specifically about CSR, but since they are asked to by external parties they make an effort (e.g. on the website).</p>	<p>The Monday morning company meeting is an important way to communicate internally. Besides these meetings, workgroups and presentations are organized. Intranet is used as way to share information among each other as well.</p> <p>External communication resources are several networks and social projects, readings about CSR and network days or open house. Other external communication resources are newsletters and the website, where CSR and sponsoring of the Ronald Mc Donald house are explicitly communicated.</p>
<b>Royal Haskoning</b>	<p>Royal Haskoning has an own communication department that works together with the CSR manager. The organization communicates following a two-way-asymmetric and two-way-symmetric model. They use a mix of stakeholder response and involve strategy. The ambition of the company is to structure their dialogues with a wider range of stakeholders, which makes the two-way-symmetric model or stakeholder involvement strategy even more appropriate.</p>	<p>Internal communication resources are employee satisfaction investigation, Intranet, newsletters, internal corporate magazine, periodic meetings with board, workgroups, code of conduct.</p> <p>External communicative resources used are the annual CSR report, customer satisfaction survey, regular project evaluations, website, sponsorships, community projects, code of ethics and within this code the code of conduct.</p>

Table 9 CSR Communication

# Chapter 5: Cross-Case Analysis



## 5. Cross-Case Analysis

In this paragraph the different cases will be compared. Data across the four cases will be analyzed in order to identify similarities, patterns and differences in the way architectural enterprises deal with CSR. By identifying similarities and differences, further insights on CSR at architectural enterprises will be provided and the sub questions of this thesis can be answered. To preserve the structure of the thesis, this paragraph starts with what CSR means according to the organizations, continues with how the organizations act upon CSR and ends with the communication about CSR. The further the analyze continues in this chapter, the better the overall picture of patterns becomes visible.

### 5.1. What CSR means in architectural enterprises

One of the sub questions of this thesis is about what CSR means according to architectural enterprises. This paragraph will evaluate the interpretations of CSR and discuss interesting similarities and differences. The following table provides an overview of several characteristics at which the organizations are compared.

What CSR means according to architectural enterprises	Van den Oever, Zaaier & Partners Architecten	Origins Architecten	bd architectuur	Royal Haskoning
Own definition	Yes	No	No	Yes
Terminology Triple P	Yes	No	No	Yes
Terminology Stakeholders	Yes	No	No	Yes
Focus within Triple P	People: end-users of building	People: employees & end users /clients Planet	People: employees and end users Planet	Sustainable balance between People Planet Profit
Terminology other	Social responsible designing. The world is asking for responsibility. Sustainability.	The way you want to be treated yourself, is the way you treat others. Win-win situation. Better and sustainable world.	Good employee policy. Acting upon social interests. Sustainable designing.	Keep an eye on the world around us. Sustainable way of doing business.
Focus of CSR	External (designs)	External + Internal (conduct of business)	External + Internal (conduct of business)	External + Internal (conduct of business)
Responsibilities	Difficult to classify, tends to ethical responsibilities	Philanthropic responsibilities	Philanthropic Responsibilities	Philanthropic responsibilities

Table 10 Cross-case analysis: definition CSR

### *Own definition*

Looking at table 11, it is obvious that there's a difference between the smaller and larger organizations. The larger organizations have developed an own definition of CSR, where the smaller ones haven't done this. In order to explore a pattern between organizational dimensions and the way CSR is defined, it is relevant to look at the way CSR is organized and communicated about as well. However, a start will be made by relating the size of the company and whether an own definition about CSR is developed. The size of the company is a plausible explanation for the observed differences: the larger the organization, the larger the amount of employees that need to be informed and involved. To make sure all employees think in the same direction, a definition on the subject can be helpful. For the smaller organizations it is much easier to spread the ideas throughout the organization in order to find common sense, by for example one motivated director or members of the management team. The smaller the size of the organization, the less urgent a developed definition is. For smaller sized organizations, it is easier to subscribe certain aspects in an informal way than larger organizations, which need to formalize and standardize concepts more.

### *Terminology Triple P & Stakeholder*

Looking at the terminology that is used by the organizations when defining CSR, there is again a difference between the larger and smaller ones. The larger organizations make use of commonly used terminology like People, Planet, Profit (Elkington, 1999; SER, 2000; van Tulder & van Zwart, 2003) and stakeholders (SER, 2000; Freeman, 1984; Carroll, 1991). This can be seen as a logical sequence of the fact that they also developed a definition about CSR. At the time they develop a definition, it can be expected that they think of CSR in commonly used terms, terms used in society when talking about CSR. The smaller organizations don't have a definition developed and hardly describe CSR in commonly used terms. These organizations interpret it in their own way, using their own words.

### *Focus within triple P*

Although the larger organizations are the ones that only use the standard terminology, it is still possible to classify and discuss the focus of the organizations within the common used terminology. Looking at the focus within triple P, it can be said some organizations have a richer and wider interpretation of CSR than others. Where the one focuses on the end-user, others focus on multiple aspects. When the organizations do have a definition developed, which is the case for the larger ones, the broadness of the interpretation is reflected in the CSR definition of the company. The smaller organizations have a similar focus: both see employees, end users and planet as most important aspects. They approach CSR as both an internal and external concept, which will be discussed in the paragraph after the next one.

### *Terminology other*

Looking at the terminology that the organizations use, other than triple P and stakeholders, it can be said that for architectural enterprises, CSR is closely related to sustainability, in their designs and way of doing business. They all link CSR to sustainability and a longer term view. This is expectable and explainable by the fact their designs normally stand for a longer term period and are nowadays in the picture when it comes to sustainability. The part of the definition of SER (2000) about contributing to society's prosperity on a longer term comes back in the vision of the architectural enterprises about sustainability within the field of CSR.





### *Focus of CSR*

Most architectural enterprises have an internal and external CSR focus. Only one organization narrows its focus down towards the external designs mainly, which can be expected looking at the way this organization defines CSR. The other enterprises see CSR as something that is about both their products as the internal way of doing business. This holistic approach towards CSR is explainable by the fact the results of the designs of the architectural enterprises stand in the middle of society and at the same time it are organizations like all other organizations, that have to deal with an internal way of doing business as well.

### *Responsibility*

Looking at the responsibilities taken by architectural enterprises, it seems that the forerunners regarding CSR within this branch, play a positive role in the society. Most of them act upon philanthropic responsibilities (Carroll, 1991) by organizing initiatives for social interests. The different responsibilities of Carroll (1991) are not mentioned by the enterprises themselves out loud, but the organizations do come up with the fact that they have to act upon responsibilities. They all believe that organizations can help to improve the quality of life of the surrounded society and behave as good corporate citizens.

The definitional part of CSR can be summarized as follows: the larger organizations have developed an own definition of CSR and use commonly used CSR terminology. Smaller organization don't have a definition and describe CSR in their own words. Looking at the focus within triple P, it can be said some organizations have a richer and wider interpretation of CSR than others. Where the one focuses on the end-user, others focus on multiple aspects as planet and employees as well. CSR is closely related to sustainability and a longer term view. CSR is mostly seen as something that is about both the external product as the internal way of doing business. Most architectural enterprises act upon philanthropic responsibilities.



## 5.2. Organizing CSR

The second part of this chapter is to analyze the ways architectural enterprises organize CSR within their organization. In order to structure the outcomes of the case studies, the content is divided into CSR strategies and CSR competences.

Organizing CSR within architectural enterprises		Van den Oever, Zaaier & Partners Architecten	Origins Architecten	bd architectuur	Royal Haskoning
CSR strategy	Strategically embedded	Yes	No	No	Yes
	Perspective	Outside-in	Inside-out	Open system	Open system
	CSR strategy	Reactive	Active	Interactive	Interactive
	Origin of responsibility	External pressure, Internal motivation	Internal motivation	Internal motivation (external demand to communicate)	Internal motivation
	Impact	Projects / Primary and secondary process	Primary and secondary process / Supply chain	Society	Supply chain
		Don't do things wrong	Do right things	Do right things	Do right things right
Strategic process - CSR competences	Consultation	Yes, except input stakeholders	Yes, except input stakeholders	Yes, except input stakeholders	Yes
	Integration	Yes	Yes	Yes	Yes
	Justification	No	No	No	Yes
	Evaluation	No	No	Informal	Yes

Table 11 Cross-case analysis: organizing CSR

Looking at the table above, the first line points out the differences regarding the strategically embedment of CSR. Again, the size of the organization seems to be an explanation for the distinction between the companies that do and don't have CSR strategically embedded. The larger organizations seem to formally arrange CSR where the smaller organizations don't apply a strategy and believe CSR is just something normal to do. Since the latter companies do act upon CSR, it seems there is an emergent strategy. This kind of strategy develops when an organization takes a series of actions that with time turn into a consistent pattern of behavior, regardless of specific intentions (Mintzberg, 1994). Larger organizations on the other hand, have more employees, need to organize CSR on a larger scale and therefore rules and structure are required in order to act upon CSR. Larger organizations seem to arrange CSR in a more professional and formal way, following a certain strategy. This fits the idea of Daft (2006) that greater organization size is associated with more complexity, greater formalization, more standardization and a greater amount of written communication and documentation. So, for larger organizations the way they treat CSR is more formalized than for smaller organizations. This doesn't mean that smaller organizations act less upon CSR, but the way it is arranged within the organization is different. In smaller organizations, CSR can stay alive or be carried throughout culture, especially when CSR origins from internal motivation and the organization wants to do the right thing, which is the case at the smaller architectural



enterprises. Due to their smaller size, a strategy or standardized program for CSR doesn't seem to be necessary, intrinsic motivation at the board and employees can make sure the organization acts upon CSR.

The results at the second line of the table 'perspective' are interesting as well. The distinction between larger vs. smaller organizations doesn't count here, since both a relatively small and large organization approach CSR from an open system perspective. The same counts for whether an organization has CSR strategically embedded: in order to act upon CSR from out an open system approach, it apparently isn't necessary to embed CSR strategically. An open system isn't only dependent on strategy, the amount of structure, professionalization or standardization on CSR, it can also be realized by organizations that deal with CSR in an informal way. Organizational culture seems therefore to play an important role. A human approach, contacts, participation in networks and an intrinsic motivation to stand in the middle of the society, are informal and non-standardized aspects that together can terminate into an open system approach. So, when CSR is alive within the organization and carried through culture, it can put the organization in the middle of the society and lead to an open system. The impact of the organization can then be on society or supply chain level as well. An open system perspective does require an interactive approach towards CSR.

Examination of an organization that embedded CSR strategically following a reactive approach, shows that strategically embedment doesn't stand for the fulfillment of all stages of learning how to become social responsible yet. It also shows that the impact is on organizational level and not throughout the society or at supply chain level. It is thinkable that the internal culture might play an explainable role here. When CSR is only carried strategically and not carried by the organizational culture, strategy itself might not be enough to make the organization stand in the middle of the society and realize an open system. Strategy can create structure and set of rules how to behave, but in the end it are the employees who determine the behavior of the organization. For larger organizations it is more difficult to influence the behavior of every single employee, and therefore standardization of rules or activities is necessary. However, exactly when there is centralization and complexity, rules themselves aren't enough, the motivation to act upon CSR needs to be embedded in culture as well.

Looking at the CSR competences and different stages of learning how to become social responsible, the consultation and integration phase are always paid attention to by the organizations. The organizations use different ways to fulfill these stages. A distinction can be made between informal and formal ways of consultation and integrating CSR within the organization. Informal ways are often easy to realize by the organizations, formal ways often require more structural arrangements or organized effort of the organization. Looking at the more formal, standardized or difficult to realize examples, the relation with organizational size can again be discovered. The larger organizations realize more structural arranged ways of the consultation and integration phase than the smaller ones. The following table provides some examples of the practical fulfillments of the consultation and integrating phase of CSR within organizations.



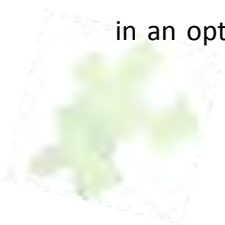
Consultation & Integration of CSR	
<b>Informal / Non standardized / Easy to realize</b>	Plenary sessions, Taking good care of employees: coaching day, joint decision making, Internal traineeships, Study sustainable developments constantly, Business car on bio-ethanol, Re-locating equipment, Separate garbage, Visiting seminars/ relevant information days, Workgroups.
<b>Formal / Standardized / More difficult to realize</b>	Embed CSR within the ISO 9001 handbook, ISO 14001, EMS system, Education budget for employees, Participation in initiatives regarding social interests or community projects, Participating in the Dutch Green Building Council.

Table 12 Cross-case analysis: organizing CSR, consultation & integration

Looking at this table and the previous described case studies, it can be said that employees are most of the times involved regarding CSR initiatives. Ideas and knowledge are shared with and among employees. At every organization, the employees actively participate in CSR initiatives: they go to seminars, have to present their knowledge at the rest of the organization in plenary sessions, participate in workgroups or they help at social projects in the society. Consultation and integration of CSR means involving employees, a result that clearly fits with literature (Collier & Esteban 2007; Moratis & van der Veen, 2006).

The consultation and integration phase summarized: all organizations fulfill these stages. The smaller organizations use more informal, easy to realize fulfillments of these stages, where the larger ones use both informal, easy to realize aspects as well more difficult and formal ways to organize CSR. The involvement of employees plays an important role at all organizations. The justification and evaluation phase however, aren't realized yet by most of the organizations. These stages are only fulfilled by one organization with a formal, professional and interactive way of dealing with CSR. The fact that CSR is within the architectural branch still in its infancy, can be a good explanation for not going through these stages yet. Since CSR is a process, it is logical that organizations aren't immediately 'fully CSR prove'. Professionalizing the efforts of CSR, by monitoring and measuring them, makes it possible for the organization to evaluate its policy and actions on CSR. Therefore, it can be said that a certain amount of formalization contributes to the improvement of CSR and organizations can find out how they can do the right thing right.

Summarized, it can be said that both an informal way of CSR, where CSR is embedded in the organizational culture and arisen from internal motivation, and a formal way of CSR, where CSR is embedded in the strategy and structurally arranged, are ways to act upon CSR. It seems that the combination of these ways is optimal for the embedment of CSR. Strategy, structure and culture should all 'carry' CSR, since both formal as informal ways contribute to CSR behavior. When CSR is namely only strategically embedded since the company for example feels external pressure to act upon CSR, it is more difficult to actually endorse an interactive or open system approach. This kind of approach requires human contacts and intrinsic motivation of employees to stand as an organization in the middle of the society as well. Standing close to society implies a positive internal organizational culture to act upon CSR as well. It seems that to act upon CSR in the best way, both formal and informal arrangements need to be made. Strategy, structure and culture can have a reinforcing effect together. When an organization fulfills CSR at a strategic, structural level, and ensures CSR is embedded in the organizational culture, organizations are most likely to approach CSR in an optimal way. CSR is then strategically embedded, employees are motivated, an open system



approach is applied, an interactive relationship with society is realized, and efforts on CSR are monitored, measured and evaluated, so organizations can improve themselves. The latter, monitoring and evaluating CSR efforts has to be improved in this branch. This also counts for (structuring) contact with stakeholders in order to tune their expectations with the organization's behavior.

### 5.3. CSR Communication

Communication plays an important role in the process of becoming social responsible. This paragraph analyzes how architectural enterprises can communicate internally and externally about CSR. In order to structure this part of the chapter, first of all the CSR communication strategies applied by the architectural enterprises will be compared and discussed. Later on, the different resources used to communicate internally and externally about CSR, will come into play.

CSR communication		Van den Oever, Zaaier & Partners Architecten	Origins Architecten	bd architectuur	Royal Haskoning
Communication strategy	Communication department	Yes	No	Partially (one person)	Yes
	Strategically embedded	Yes	No	No	Yes
	Communication Model	One way	Partially Two way symmetric	Two way symmetric	Two way symmetric
	Communication strategy	Stakeholder information	Partially Stakeholder involvement (informal)	Stakeholder involvement (informal)	Stakeholder involvement
	Separate CSR communication	Yes	Yes	Yes	Yes
	Tension field	No	Partially	No	No
	Quiet or loud	Loud	Quiet	Quiet	Loud

Table 13 Cross-case analysis: CSR Communication – communication models and strategies

Looking at this table, the most interesting findings will be discussed. To start with communication in general at architectural enterprises; it seems that the larger the company is, the more attention is paid towards communication. The larger companies have a separate communication department. The smaller architectural enterprises have either only one person who is responsible for communication, or none, so the director and employees take together care of the communication. The larger companies both have CSR communication, just like CSR in general, strategically embedded. They are also the ones that communicate more explicitly and louder about CSR than the other architectural enterprises. The smaller organizations are the ones that don't have a CSR communication strategy and also have a more 'quiet CSR approach'. Despite the lack of a policy regarding CSR communication, they both are in good contact with the public and find it important to stand in the middle of society. They deal with CSR communication in a more informal way than the larger organizations. This is in line with their approach towards CSR in general; more informal than out of strategy or in a structured way. Communication with stakeholders takes place in a similar way; they don't have a structured way approaching their stakeholders, but involve stakeholders

informally. For smaller organizations organizing and communicating CSR is conceived more as a practice than a strategy. It is the organizational culture that manages practice. The structural involvement of stakeholders seems to be a challenge for most architectural enterprises anyway. The risk of too little structure or not involving stakeholders at all is that organizations can only guess what the actual opinions and needs are. Architectural enterprises might need a more committed approach to formalizing stakeholder management, without moderating the enthusiasm of the organizations to act upon CSR.

The organizations that involve stakeholders the most, are perhaps logically, the organizations with an open system approach towards CSR. So, a logical pattern can be discovered looking at the way CSR is organized and CSR communication. The organizations with an open system approach, are the ones that communicate in a two way symmetric way and also involve stakeholders. Here again, it shows that for the embedment of CSR or CSR communication a strategy isn't strictly necessary. By having a positive CSR culture and employees that are motivated to stand in the middle of the society, a similar output can be realized. It is important though to realize the pitfalls of a non-strategic approach towards CSR and CSR communication.

Organizations don't experience a tension field regarding CSR communication and believe it is good that people know what the organization does within the field of CSR and sustainability. One company does find it annoying though that suddenly every company is green. Most enterprises have started to communicate about themselves and were internally motivated to communicate about CSR, but also expectations of stakeholders regarding CSR communication can motivate companies to communicate externally about CSR. The organizations do use ways to communicate separately about CSR as CSR reports and brochures, but also use existing channels as newsletters and the website.

To summarize these findings: the larger the organization is, the more CSR and CSR communication are strategically embedded, the more communication there is. The more open system approach an organization has, the more involvement of stakeholders there is. The communication with stakeholders need to become more structured. In the open system approach and involvement of stakeholders, both strategy and culture can play an equal role here. However, when an organization has CSR embedded in its strategy and culture, it is able to professionalize and optimize its CSR efforts.



## Internal communication

Looking at the communication resources used, there are some common ways to communicate internally and externally, but also some differences among the different organizations.

CSR communication		Van den Oever, Zaaijer & Partners Architecten	Origins Architecten	bd architectuur	Royal Haskoning
Internal communicative resources	CSR report	No	No	No	Yes
	Code of conduct	No	No	No	Yes
	Intranet	Yes	No	Yes	Yes
	Corporate magazine	No	No	No	Yes
	Newsletter	Yes	No	No	Yes
	Examples periodic meetings	Plenary presentations, Workgroups.	Sit together, Lunches. (Informal)	Company meeting, Plenary presentations, Workgroups.	Plenary presentations, Workgroups, Meetings with board.
	Other	CSR brochure			

Table 14 Cross-case analysis: CSR Communication – internal communicative resources

In the overall pattern of organization size and strategically embedment of CSR in relation to communication, the results regarding internal CSR communication seem to fit. The smaller the organization is, the less formal communication resources are internally used. This is a logical result, since in smaller organizations it is easier to communicate with each other face by face and in ad hoc moments. The internal communication doesn't need to be structured or organized as in larger organizations. Larger organizations have to deal with a greater amount of employees, that all need to be informed and involved at certain processes. This requires more arrangement of the internal communication, realized by an increasing amount of communicative resources. So, the largest organizations, that have CSR communication strategically embedded, are the ones that use the most internal communicative resources. Common ways for organizations to communicate internally about CSR are plenary presentations, workgroups and Intranet. Larger organizations, with more CSR communicative resources, use additional communication sources as corporate magazines, code of conduct and newsletters. Literature points out that it is important to create internal support for CSR in order to be able to behave in a social responsible way. Looking at the internal communication used by these organizations, it seems they have realized this in a proper way.

## External communication

The following table will compare and discuss the findings about external CSR communication.

CSR communication		Van den Oever, Zaaijer & Partners Architecten	Origins Architecten	bd architectuur	Royal Haskoning
External communicative resources	CSR Report	No	No	No	Yes
	Code of Conduct	No	No	No	Yes
	Sponsoring	Yes	No	Yes	Yes
	Website	Yes	No	Yes	Yes
	Newsletter	Yes	No	Yes	Yes
	Personnel communication	Yes (personnel in contact with clients)	Yes (director is face of company)	Yes (participation projects social interests)	Yes (participation community projects)
	Other	CSR brochure, Fairs and symposia, Dutch Green Building Council	Postcards with creative sustainability message	Open house/ network day, Symposia.	Code of Ethics, customer satisfaction survey

Table 15 Cross-case analysis: CSR Communication – external communicative resources

Looking at these results, it is obvious that the organizations in general do communicate about CSR. If a company decides to communicate its CSR activity transparently, a variety of communication methods are set in. The size of the company seem to determine the amount of external communication resources. For larger organizations, CSR communication is strategically embedded and more formal external communication channels are arranged. More formal external communication channels doesn't have to mean better communication with external parties. Organizations can also communicate informally with the society by their own presence. Organizations with an open system approach communicate more via the organization itself than organizations with another CSR strategy. The companies with an open system approach, stand close to the society, which is e.g. illustrated by their personnel communication. Members of the board and employees are connected to social interests projects and participate actively in the community. So their own presence can be seen as a CSR communication resource. According to literature this is a positive result; employees are a good communication channel for companies' corporate responsibility to other stakeholder audiences, since they are considered as a credible information source and have a wide reach (Dawkins, 2004). Looking at the organization with an inside-out strategy towards CSR, motivated out of ideology, it seems that this company has less emphasis on external communication than the other ones and tends not to communicate about CSR activities. The only arranged communication channel, besides the website, are postcards with a creative sustainable message.

It is noticeable that the largest organization is the only organization that has a formal way of receiving input from external stakeholders by a survey. Similarly it is the only one with a formal CSR report, with a content that includes CSR measurements, so it possible for stakeholders to judge the



CSR performance of the company. The larger the organization, the more CSR communication is optimized and treated in a professionalized way.

Every organization sponsors certain societal activities or charity programs, however the amount of communication about this support is different. Most of the times, sponsorship is communicated on the organizations website or, in the case of the larger organizations, mentioned in separate communication resources as a CSR report or CSR brochure. It can be concluded that organizations don't experience a tension field regarding sponsorship communication.

In short, looking at how CSR is communicated by the organizations, the following can be said: the larger the organization is, the more CSR and CSR communication are strategically embedded, the more communication there is, and the more internal and external formal resources are used. Plenary presentations, workgroups and Intranet are common ways to communicate internally about CSR. Websites, newsletters, sponsorships and personnel communication are the common channels for external CSR communication. When an organization applies an open system approach it has more two-way communication that involves the stakeholders than other organizations. Stakeholder communication in general needs to become more structured. Since organizations, with no CSR and CSR communication strategically embedment, can apply an open system approach and follow a stakeholder involvement communication strategy, strategy is not a prerequisite in order to become CSR. Culture plays an equal role. However, when an organization has CSR embedded in both its strategy and culture, it is able to professionalize and optimize its CSR efforts.

#### **5.4. Conclusion Cross-Case Analysis**

The larger organizations have developed an own definition of CSR and use commonly used CSR terminology. Smaller organization don't have a definition and describe CSR it their own words. Looking at the focus within triple P, it can be said some organizations have a richer and wider interpretation of CSR than others. Where the one focuses on the end-user, others focus on multiple aspects as planet and employees as well. CSR is closely related to sustainability and a longer term view. CSR is mostly seen as something that is about both the external product as the internal way of doing business. Most architectural enterprises act upon philanthropic responsibilities.

Looking at the way CSR is organized, organizations can adopt an emergent strategy towards CSR, were CSR is act upon in an informal way and seen as something normal to do. Organizations can also adopt a more strategically approach towards CSR, were CSR is more formalized. It seems that the combination of an informal and formal way of organizing CSR is optimal. Strategy, structure and culture should all 'carry' CSR and can have a reinforcing effect together. This leads to a certain professionalization and strategically embedment of CSR, motivated and involved employees, an open system approach, an interactive relationship with society, structural involvement of stakeholders, monitoring and evaluating CSR efforts, and CSR improvements.

The larger the organization is, the more CSR and CSR communication are strategically embedded, the more communication there is, and the more internal and external formal resources are used. Plenary presentations, workgroups and Intranet are common ways to communicate internally about CSR. Websites, newsletters, sponsorships and personnel communication are the common channels for external CSR communication. When an organization applies an open system approach it has more two-way communication that involves the stakeholders than other organizations. Stakeholder communication in general needs to become more structured. Strategically embedment of CSR



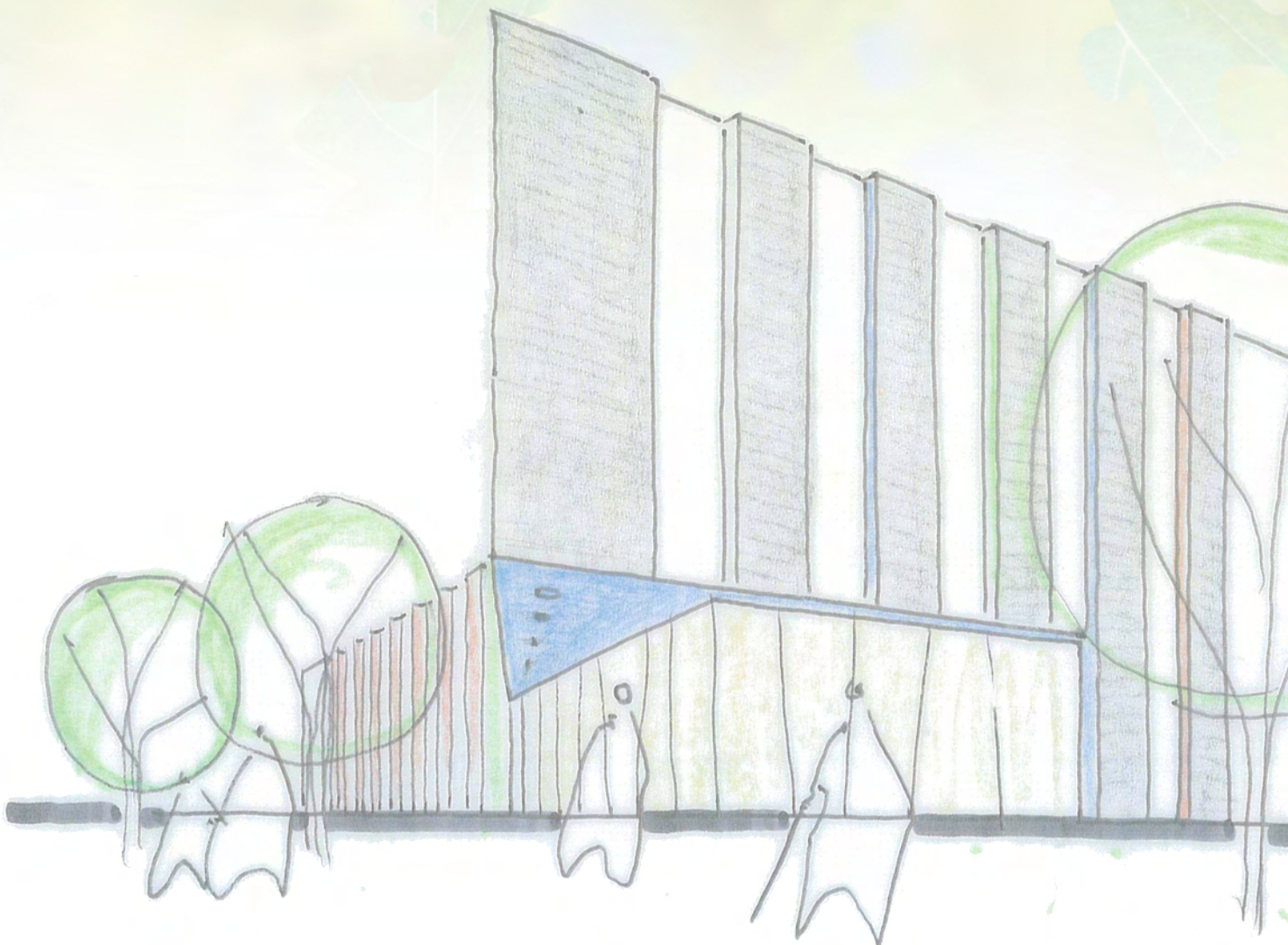
communication isn't a prerequisite in order to adopt an open system approach or stakeholder involvement approach, the organizational cultural towards CSR has equal influences. However, when an organization has CSR embedded in both its strategy and culture, it is able to professionalize and optimize its CSR efforts.



# **Chapter 6:**

# **Conclusion, discussion**

# **& recommendations**





## 6. Conclusion, discussion & recommendations

The previous chapter has discussed and analyzed the case study findings. The first part of this chapter will conclude this research by answering the main research question and related sub questions. The second part will discuss these findings, where after managerial advice will be provided. This thesis ends with the limitations of this research and interesting topics for further research.

### 6.1. Conclusion research question

This section will provide answers to the research question by focusing on what CSR means for architectural enterprises, how they can organize CSR and how they can communicate internally and externally about CSR. For clarity, the research question will be repeated:

*How can architectural enterprises organize CSR and communicate internally and externally about CSR?*

As mentioned in the first chapter, architectural enterprises have a great social impact. They influence the environment in an esthetical and ecological way: decisions including materials, use of energy and installations are made by architects. Since they are one of the first players in the construction sector, their choices are determined for subsequent partners in the chain of construction. So, for architectural enterprises the impact of their external products, the designs, is enormous. The organizations realize this impact and believe they should take responsibility and design in a sustainable way. Sustainability is mainly interpreted as being respectful for this planet, where the fit between building and end-user is determined. When the needs of the end-users are fulfilled, a building is well designed and stands for a long term period.

The architectural enterprises however don't just focus on their designs: CSR implies both the internal as external way of doing business for them. Examples of internal business aspects are a good employee policy with sufficient educational budget available, traineeships for students, separating garbage and a long term view on profit. The architectural enterprises contribute to social interests by e.g. contacting educational organizations in order to match the content of education with practice. Another example is the participation in community projects, where foreign citizens are taught how to ride a bicycle. In short: for architectural enterprises CSR means designing in a sustainable way with respect for the environment and end-users of the buildings, being a good employer and contributing to social interests.

Architectural enterprises can organize CSR in different ways: a distinction exists between smaller organizations that have an informal way of dealing with CSR, and larger organizations that approach CSR in a more formalized and arranged way. Smaller organizations don't have CSR embedded in their strategy in contrast to larger organizations, but have CSR integrated in their organizational culture. An example of an informal way of organizing CSR is the start of plenary sessions and workgroups, where knowledge is shared and employees of the architectural enterprise discuss their view on CSR and what activities they can arrange. Employees are also taken care of, by e.g. offering enough opportunities for development and growth. More formal ways of organizing CSR are rewriting the ISO 9001 handbook with sustainable designing checks intertwined, setting up a female leadership



program, integrating ISO 14001 to map the environmental business effects or ecological footprint. The combination of an emergent and strategic approach is optimal for the embedment of CSR. Strategy, structure and culture should all 'carry' CSR for architectural enterprises to organize CSR in an optimal way. The measurement and evaluating of CSR efforts is an example of acting upon CSR in an arranged way. Architectural enterprises can monitor their designs on sustainability, and measure their organizational footprint or use of paper. This part of CSR needs to be paid more attention to in this branch.

Since the designs of architectural enterprises stand in the middle of the society, an open system approach fits the organizations the best. Architectural enterprises have an interactive relationship with the society. One example is being in contact with educational institutes in order to match the content of education about the construction sector with practice. Another way to fulfill CSR is to make the designs as sustainable as possible, and therefore keeping up with the latest sustainable developments by participating in educational networks or architectural sustainable networks as the Dutch Green Building Council. Architectural enterprises can also arrange community projects and help the society by offering their knowledge or service, for example designing a hospice without financial interest.

The main conclusion regarding CSR communication is that architectural enterprises should communicate their CSR efforts: be good and tell it. Clients and market want to know what architectural enterprises do within the field of CSR. This communication can be strategically embedded at larger organizations or take place less formal at smaller ones. The larger the organization is, the more CSR communication there is, and the more internal and external formal resources are used. For architectural enterprises, plenary presentations, workgroups and Intranet are common ways to communicate internally about CSR. Websites, newsletters, sponsorships and personnel communication are common channels for external CSR communication. Personnel communication is an important way in order to stand close to society. Examples of communication through personnel are participation at symposia about sustainability and cradle-to-cradle, sustainability networks, initiatives for social interests and community projects. Architectural enterprises have a complex and varied network of stakeholders; clients, end-users, suppliers of materials, law, municipality, etc., are all stakeholders that cross the architectural enterprise's path. The involvement and communication with these stakeholders need to become more structured, in order to professionalize and optimize CSR efforts.

## 6.2. Discussion results

This paragraph will discuss interesting findings that have resulted from this explorative research about CSR in the architectural branch.

### What CSR means

Looking at what CSR means for the architectural enterprises, none of the enterprises seem to question the importance of CSR at all. Some of them are explicitly asked by potential clients to communicate their CSR efforts to the outside world. Whether an architectural enterprise acts upon CSR, influences the choice of the client to work with this architectural enterprise in a positive way. This shows the importance of CSR within this branch. Also the selection guideline for European Selections demands architectural enterprises to provide a vision on CSR. These are practical examples of the market requiring architectural enterprises to act upon CSR. It can therefore be



concluded that market parties value CSR efforts and CSR is profitable to act upon and communicate about.

Architectural enterprises relate CSR to both the internal way of doing business as their external designs. The internal way of organizing CSR doesn't seem to differ from organizations in general. A good employee policy, separating garbage, relocating equipment are examples of CSR that can count for organizations operating in multiple industries. The position of the organization in the society and their designs however, are aspects that make the way architectural enterprises act upon CSR and the challenges they face branch-specific. Architectural enterprises link CSR to sustainable designing and thereby ensure that CSR is tailored to their core business. Since the knowledge on sustainability is constantly under development and architectural enterprises are organizations that sell their expertise to clients, it is very important that updated knowledge gets integrated within the architectural enterprises and shared among the employees. Plenary sessions, workgroups, visiting seminars are ways to share knowledge on sustainable designing.

Architectural enterprises act upon philanthropic responsibilities, where the content of these responsibilities are aligned with the core business of the organizations. They don't seem to face difficulties within the highest part of this pyramid. It is imaginable however, that architectural enterprises do face challenges regarding ethical questions. Due to the impact of architectural enterprises on the construction chain, architects are approached by constructors or suppliers of materials that all want to sell their expertise or products. Architectural enterprises need to ensure that their choices don't rely on this pressure. In this industry, it also occurs that architectural enterprises are invited to join activities that are organized by constructors or suppliers, e.g. playing a game of golf together or going out for dinner. These requests require ethical responsible behavior, and the content of CSR thus seems to be most interesting within this ethical part of the pyramid. Architectural enterprises need to discuss these ethical responsibilities internally and develop a policy regarding these situations. A code of conduct can be a helpful tool in order to organize and communicate ethical responsible behavior, internally and externally. In paragraph 6.3, a scientific recommendation will be made by reflecting in a more extensive way on the pyramid of social responsibilities.

### Organizing CSR

As mentioned before, the internal way of organizing CSR at architectural enterprises doesn't seem to differ from other organizations in general. In addition, looking at the way CSR is approached by the larger organizations, this way doesn't differ from other business concepts in general. CSR is at the larger architectural enterprises approached as a business case and has taken its place within the organization's strategy, similar to the way organizations manage other business cases, for example innovation. This result is line with the market demands in relation to organizational developments described by Fisscher, Nijhof, Schreuder and Laan (2001). These authors summarize market demand developments: organizations used to compete at only price level, but later on market demands as quality, flexibility and innovativeness were added as requirements of organizational performance. CSR is the next necessary fit between organizations and the market. Looking at the important role CSR has taken within the architectural branch and at the architectural enterprises themselves, CSR can indeed be seen as the next and current market demand. Smaller architectural enterprises should be aware of this development, and should treat CSR more as a business case, in order to be able to





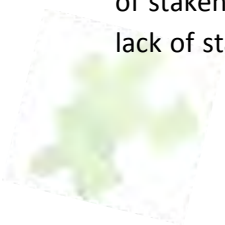
provide insights on their CSR efforts. Only when the organization arranges CSR in a more structured way, efforts can be measured and evaluated, and the organization can improve its efforts.

As mentioned before, differences between smaller and larger organizations exist, but both organizations can stand close to society. So the size regarding CSR is not a determining aspect, more important and interesting is the way architectural enterprises approach CSR and society: the architectural enterprises with an open system approach have an interactive relation with society and add value to their own organization and the society. By participating in networks and acting upon social interests as education, organizations stand close to society, and will receive the latest knowledge on innovative and sustainable developments. They get a good feeling of the market and realize which issues they need to act upon, what in turn results in value for society again.

### CSR communication

It is clear that communication and CSR are interlinked. Looking at the internal communication of architectural enterprises regarding CSR, it is noticeably that the communication within the organization plays an important role in order to organize CSR. The internal communication makes sure employees are informed and involved, and CSR is embedded in culture. Internal communication, communicative resources and organizational culture can be seen as one of the answers to the question how organizations can organize CSR within their organization. Communication is an instrument to organize CSR. The code of conduct is, as previously described, a good example of an instrument that can help architectural enterprises to organize CSR regarding ethical behavior. There are many situations thinkable, where employees of architectural enterprises face the challenges of ethical behavior. When a pallet of bricks for example is disapproved, the employee can request the constructor to deliver these bricks at his own place. Similarly, employees shouldn't provide a contract in their private situation to the same constructor as they cooperate with at their work, since interests become entangled. These situations ask for ethical behavior and a policy on CSR, reflected in a code of conduct. This code of conduct can be used for external communication as well.

Looking at the external communication of the architectural enterprises, the lack of stakeholder management is an interesting result. In literature about CSR communication, much is written about stakeholders, and tools to map and manage them. In practice however, architectural enterprises communicate with different parties in a more informal way, and actually structuring or managing this external communication is missing. The architectural enterprises communicate externally by participating in social initiatives, networks, and meet the stakeholders along the project. Several explanations for the lack of stakeholder management can be thought of: first of all, as mentioned earlier in this thesis, CSR is in its infancy within the architectural branch. Since stakeholder management is a part of CSR and learning to become social responsible is a process, it makes sense that architectural enterprises aren't that well developed yet regarding stakeholder management. A second explanation might be that architectural enterprises experience difficulties regarding the structuring of stakeholders. The branch where the organizations participate in, can be perceived as complex, including many different stakes and stakeholders. Architectural enterprises need to decide which stakeholders absolutely need to be involved on forehand, for example the end-user of the building, and which stakeholders can be communicated with later on in the process, for example a supplier of materials. This complexity is one of the reasons to pay extra attention to the organization of stakeholder communication, in order to clarify the complex situation. A third explanation for the lack of stakeholder management is that structural involvement of stakeholders doesn't have to be a



prerequisite in order to become social responsible. Nijhof and de Bruijn (2007) point out that empirical research shows that many organizations that act upon CSR, don't involve in stakeholder relation- or partnerships. Their research concludes that the role of stakeholders is more nuanced and less crucial for CSR than mostly is assumed. Also Cramer, Jacobs & Jonker (2005) mention to stay critical towards stakeholder management theories and to remember that each organization is unique: the idea of the more communication with stakeholders the better, isn't true. For some organizations, it works best to start with a few internal stakeholders and keep the amount of external stakeholders to a minimum. Stakeholder dialogue has to fit in the situation of the company (Cramer, Jacobs & Jonker, 2005). Since architectural enterprises design buildings that need to fulfill the wishes of the end-user, being in dialogue with these stakeholders is important for the organizations. Communicating the CSR efforts to external parties is another way of stakeholder communication that pays off. It can be concluded that stakeholders should at least be informed with the CSR efforts made by architectural enterprises, but the actual involvement of stakeholders depends on the project and which stakeholders are relevant in that particular situation. Structural managing external stakeholders doesn't necessary has to be a prerequisite for being social responsible in the architectural branch, but is recommended to reduce complexity and receive a clear overview of the situation.

### 6.3. Recommendations

This paragraph is divided in two sections. First of all managerial recommendations will be provided, followed by recommendations for scientific literature in the second part of this paragraph.

#### Managerial recommendations

For architectural enterprises it is first of all recommended to start defining what CSR means for their organization. This research points out that CSR is not only important in the end product of an architectural enterprise, but is relevant within the entire organization. Not only for the architects CSR comes into play, also the technical drawers, project managers and supervisors at the construction location, should be aware of CSR. So, it is recommended that CSR is supported in the entire architectural enterprise.

*Create internal support for CSR by making CSR relevant for all employees in the architectural enterprise.*

CSR should be discussed on strategic level and among employees. Use internal communicative resources as plenary sessions and workgroups in order to involve employees. When the organization knows what CSR means, this definition needs to be spread within the organization in order to make the topic alive and receive support in both the strategy as the culture of the organization. Here, internal communicative resources as plenary sessions, newsletters and Intranet can be used. In the development of a definition, commonly used terminology as Triple P and stakeholders can be helpful.

After it is known what CSR means for the organization, CSR needs to be organized within the organization. The best way of organizing CSR, is when CSR is embedded in both strategy as the organizational culture. The combination of a formal and informal way of dealing with CSR is optimal.

*Formalize CSR and embed it in the organization's culture.*



By formalizing CSR in protocols and anchor checklists for social responsible behavior in manuals, employees and the management of an architectural enterprise cross topics of CSR in their daily practice. An example of formalizing CSR is rewriting the ISO 9001 handbook including social responsible aspects for internal business in general, and integrate sustainability checks in the design process. Tools to embed CSR within the culture are presentations, workgroups and communicating positive results for example the score on sustainability of the designs (with use of e.g. computer program GPR Gebouw). So, CSR can be kept alive within the organization with help of internal communicative resources. When employees of an architectural enterprise helped e.g. with the designing of a hospice, the entire organization is allowed to have feelings of pride and therefore these efforts should be communicated internally.

*Be proud of realized CSR efforts and communicate them internally. This increases involvement and ensures CSR stays alive within the architectural enterprise.*

It is recommended to make somebody responsible for CSR within the organization. This person can fulfill a coordinating role and can answer questions about CSR in relation to architecture. Additionally, this coordinator can scan the environment to see whether there are interesting information days, for example a cradle-to-cradle symposia.

*Make an employee responsible for CSR within the architectural enterprise.*

As mentioned before, the position of architectural enterprises in the chain of construction, results in a great influence within this chain. Therefore, both the design phase as the procurement phase to select a constructor, need to embrace CSR. In the design phase, architectural enterprises should use sustainable checklist regarding materials, environmental friendly solutions, energy saving options, etc. Choosing only sustainable or cradle-to-cradle materials forces suppliers to focus on sustainability as well and the first steps regarding chain responsibility are taken. When the design is completed and the procurement for a construction partner starts, architectural enterprises can choose to use CSR as a selection criterion in addition to price as selection criterion. Building partners should extensively been questioned how they act upon CSR. Hereby the architectural enterprise ensures it only cooperates with organizations that also act upon CSR and fulfills their chain responsibilities.

*Approach other players in the chain of construction about CSR in an active way.*

Since potential clients and other stakeholders want to know what architectural enterprises do within the field of CSR, architectural enterprises should communicate their CSR efforts externally. When an architectural enterprise for example develops a building that is cradle-to-cradle designed or energy generating, it is a positive societal contribution and should be communicated externally. Make sure CSR is embedded internally and communicated externally.

*Be good and tell it!*

External communication about CSR can take place in all kinds of correspondence: contract files, job advertorials, the website, etc.



Another way to act upon CSR and communicate it externally in the same way, is actively participating in networks. This research shows that social responsible architectural enterprises stand close to society and have an interactive relation with the society. The Dutch Green Building Council or Experimental Green Lab at the University of Twente, are initiatives that are recommended for architectural enterprises to join. Participation in these networks and within the educational field has several advantages: first of all the latest developments within this sector come into play and can be transmitted into the organization. Secondly, participating in sustainable networks is an interactive external communicative resource. The architectural enterprise can for example provide guest lectures, gets in contact with potential future employees, and can promote its own organization. A win-win situation for both parties.

*Participate in sustainable and educational networks to ensure latest knowledge, tuning of the organization with society and interactive external communication.*

Active membership in community projects and social interests related networks makes sure the architectural enterprise knows what lives in the market. When organizations act upon CSR, it is recommended to monitor and measure these efforts. In this way, the architectural enterprise can improve itself and external stakeholders get informed about what the organization has realized within the field of CSR and what the ambitions are. A practical example is that the architectural enterprise measures every quartile the amount of used paper. When this is monitored and the results are known, employees can motivate themselves to reduce this amount. This counts for sustainable designing as well: when the expected ecological footprint of a building is known, architects get motivated to improve themselves by designing more sustainable and reducing this ecological footprint.

*Make sure that CSR efforts are monitored and measured, since this motivates employees and increases awareness at external parties.*

Communicating the CSR efforts externally, fulfills the wishes of external parties to know how architectural enterprises act upon CSR. In order to approach CSR communication in a professional way, it is recommended to map stakeholders and manage the stakeholder communication in a structured way. This reduces the complexity of the variety of stakeholders within the architectural branch.



### Scientific recommendations

As written in the introduction of this research, the current state of scientific literature regarding CSR lacks providing concrete answers on the question how organizations, in this particular research architectural enterprises, can deal with CSR. This gap in literature is solved by this research. Practical accomplishments of CSR at architectural enterprises have been provided.

Looking at the theoretical framework applied, the model generally works well to structure the collected data from empery. Two scientific recommendations can be made though. First of all, literature on CSR in general seems to discuss CSR from a strategic point of view, where only larger organizations seem to approach CSR out of strategy. Smaller organizations act upon CSR in a more informal way, not following a structured policy or thinking about CSR as a business case. So, additional to the strategic approach towards CSR, which dominates the current scientific CSR literature, this research points out that an organizational culture that supports CSR is just as important. A combination of cultural support and strategic embedment of CSR leads to an optimal situation.

Secondly, as mentioned earlier in the discussion part of this chapter, it seems that architectural enterprises don't find difficulties acting upon philanthropic responsibilities. Since the organizations align philanthropic responsibilities to their core business, they don't create the idea of redeeming their social obligations. Windowdressing would occur when the organizations for example donated money for charity just to show society how societal involved they are. When philanthropic responsibilities are fulfilled in such way, this responsibility doesn't belong in the top of the pyramid. The top of the pyramid namely implies a rich fulfillment of CSR. It can be argued that ethical responsibilities should take place in the highest part of the pyramid and philanthropic responsibilities need to downgrade to lower levels. The pyramid of Carroll therefore needs to be described and used precisely in scientific literature: if aligned with core business, philanthropic responsibilities belong to the top of social responsible behavior. If not aligned with core business, philanthropic responsibilities should be replaced by ethical responsibilities as richest fulfillment of CSR.

### 6.4. Limitations & further research

This paragraph will discuss the limitations of this research and provide suggestions for further research. Some of the recommendations for further research emerge from the restricted scope of the thesis, others emerge from interesting findings.

The architectural enterprises interviewed in this study, all have different organizational characteristics, e.g. the size of the company, the kind of clients they work for and the particular market they participate in. This has resulted in a variety of data and contributed well to the explorative nature of this research. However, it occurred to be more difficult to actually compare the architectural enterprises, since their organizational characteristics were on forehand quite different. This limitation provides possibilities for further research to investigate CSR at architectural enterprises with more organizational similarities. However, at this point in time it is quite difficult to select architectural enterprises that communicate explicitly about CSR, so selecting multiple organizations acting upon and communicating about CSR with similar organizational characteristics, could be a difficult job. Therefore it is recommended to monitor the developments of CSR within the architectural branch the upcoming years. Monitoring these developments and conduct further research in the future, can also help out another limitation of this research, namely the number of



cases studies examined. Given the time span, scope of this thesis and the selection criteria of this research, four architectural enterprises have been interviewed. In future research an increasing amount of cases can be investigated.

The persons of the architectural enterprises that have been interviewed in this research, mainly are members of the board or management team. This is done on purpose, in order to find the intention behind or companies' strategy regarding CSR. This choice results in a limitation as well, since this thesis cannot provide adequate information about how CSR is experienced at operational level among the employees. This limitation provides the following opportunities for further research: more in depth research needs to be conducted at the operational level of the architectural enterprises. It is interesting to extensively investigate how employees experience CSR. This future research can be of qualitative nature at first, by e.g. applying case study research, where after these explorative findings can be tested in a more quantitative nature of research. The latter should be realized in order to be able to make a statement about how CSR is experienced among employees in the architectural branch in general.

Regarding stakeholder management, different explanations can be thought of on the question why the architectural branch doesn't manage their stakeholders that well structured. Further research is welcome in order to provide more insights what the role of stakeholders actually are and to what extend stakeholders should be managed and involved in a more structural way within this branch. Some organizations have pointed out that they want to improve their efforts within the field of stakeholder management. One of the organizations for example will set up a program to structure their communication with external stakeholders. The organization wishes for a dialogue with a broader range of stakeholders and of qualitative nature. It would be interesting to examine these dialogues in order to find out what the input of external stakeholders is, to what extend this information is valuable for the organization and how the company integrates these suggestions or feedback from the stakeholders within their way of doing business.

Future research could examine whether and how CSR efforts made by architectural enterprises are appreciated and evaluated by stakeholders. These stakeholders can be clients, but could also include the other players of the construction chain. Since architectural enterprises are one of the first players in this chain, it is relevant to evaluate and measure whether acting upon and communicating about CSR by architectural enterprises pays off regarding the image or appreciation of the architectural enterprise at other players in the chain.





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# Appendix I

## Interview Topics

### Introductie

- Bedanken voor de medewerking.
- Aangeven waar het onderzoek precies over gaat: MVO binnen de architectenbranche .
- Onderzoek in samenwerking met **bct** architecten, ingenieurs en adviseurs en de Universiteit Twente.
- Bezwaar dat het gesprek wordt opgenomen?
- Mag de bedrijfsnaam in het verslag vermeld worden of moet ik deze vertrouwelijk behandelen?

### Algemene vragen architectenbureau

- Wat is het aantal medewerkers binnen jullie organisatie?
- In welke orde van grootte kan ik de organisatie plaatsen?
  - Wat is jullie omzet?
  - Wat is de grootte van de opdrachten?
- Welke afdelingen hebben jullie?
  - Hebben jullie een aparte communicatieafdeling?
- Wie zijn jullie opdrachtgevers ?
- In welke sectoren zijn jullie werkzaam?
  - Utiliteitsbouw
  - Woningbouw
- Hebben jullie ook een afdeling voor onderhoudswerkzaamheden?

### Definitie MVO

Mijn onderzoek is opgesplitst in drie deelvragen. Ik zou graag willen weten wat MVO volgens architectenbureaus betekent, hoe jullie MVO interpreteren.

- Hebben jullie een eigen definitie over MVO?
- Wat is volgens jullie MVO?
- Wat betekent het voor jullie?

### Het organiseren van MVO

Het tweede gedeelte gaat over hoe MVO binnen jullie organisatie is georganiseerd.

- Hoe geven jullie invulling aan MVO? Hoe is MVO geborgen?
- Hoe is MVO ontstaan? Wat gaat er nu anders dan voorheen?
- Is MVO van binnenuit opgestart of ontstaan vanuit druk van buitenaf?
- Is er een strategie of beleid op het gebied van MVO?
- Maken jullie gebruik van een systeem, bijvoorbeeld ISO certificering?





- Wat is jullie doel met MVO te bereiken?
- Is er intern draagvlak voor MVO, hoe creëren jullie dit?
  - personeelsbeleid, inspraak
  - milieumanagementsysteem
- Hoe gaan jullie extern om met?
  - Omwonenden
  - Duurzaam bouwen
- Hoe gaan jullie om met belanghebbenden?
  - Wie zijn dit en is er beleid op dit gebied?
  - Worden de belanghebbenden in kaart gebracht?
  - Zijn jullie in dialoog met jullie belanghebbenden?
    - Informatief (inform)
    - hun mening erbij betrekken (involve)?
- Samenwerking: mening rol van de architect
- Wat gebeurt er met winst?

### **MVO communicatie: intern**

Het laatste deel van dit onderzoek gaan over MVO in relatie tot communicatie. Dit deel is opgesplitst in interne communicatie en externe communicatie.

- Hebben jullie een intern communicatie beleid omtrent MVO?
- Welke interne communicatie middelen zetten jullie in?
  - Internet, brochures, MVO jaarverslag?

### **MVO communicatie: extern**

- Hebben jullie een extern communicatie beleid omtrent MVO?
- Welke externe communicatie middelen zetten jullie in?
  - Internet, brochures, MVO jaarverslag, sponsoring?

### **Afsluiting**

Nogmaals hartelijk dank voor het deelnemen aan dit onderzoek. Ik zal dit gesprek verwerken, analyseren en u een verslag doen toekomen.



## Appendix II

### Interviews



