Designing a method for integrating Corporate Social Responsibility into the organizational and ICT dimensions

MASTER'S THESIS BUSINESS INFORMATICS

Audrey Sie

3862801

05 July 2018

Primary supervisor
Dr. Sergio España
s.espana@uu.nl

External supervisor
Dr. Cory Searcy
cory.searcy@ryerson.ca

Secondary supervisor
Dr. Marcela Ruiz
m.ruiz@uu.nl

Utrecht University

Ryerson University

Abstract

Enterprises are showing increased interest in developing their corporate social responsibility (CSR). Nowadays, many businesses do not need to be convinced of the ethical and business value of CSR; the issue is rather how to integrate CSR into their organization.

The goal of this study is to design a method that assists organizations with fully integrating CSR in the organization. This is structured according to the Plan-Do-Study-Act (PDSA) cycle and contains 11 activities and their corresponding in- and outputs. Furthermore, the method is supported by best practices, some of which contain enterprise architecture models to illustrate the different recommendations.

At the foundation of this study lie three research activities: 1) a literature study on CSR, CSR integration, and ICT for CSR, 2) a content analysis on publicly available documents, and 3) interviews with socially responsible organizations and sustainability consultants. The results of all these activities were used to build the CSR integration method. The CSR integration method was validated with the interview participants and additional experts. Overall, the respondents were positive about the method.

This study is carried out as part of the Business Informatics master's program, which is in the Information Science (IS) domain. While CSR does not seem to fit within the IS domain, this study demonstrates that IS practices can be applied in other disciplines, thereby helping to approach challenges in different fields.

In fact, this study has opened up a sub-research line that utilizes IS practices to study CSR integration. Examples of future projects (i.e. Information Science research projects or Business Informatics theses) are: investigating other ways to present the CSR integration method, investigate in more detail the closed concepts of the PDD – e.g. what would an integrated ICT infrastructure look like in practice? -, perform a content analysis to uncover all the different systems for CSR that companies currently use, or make a first attempt at building a best practice repository.

Keywords: corporate social responsibility, CSR, CSR integration, iCSR, enterprise architecture, method engineering

1 Introduction

Nowadays, enterprises are increasingly becoming more responsible (Whelan & Fink, 2016). This trend is labeled Corporate Social Responsibility (CSR).

In literature, CSR entails the conception that enterprises should not only focus on increasing profit, but also take into account the impact of their activities on the social and ecological environment, beyond their legal obligations (España & Brinkkemper, 2016; Sarkar & Searcy, 2016). There are various reasons for enterprises to be concerned with social responsibility, such as adhering to government legislation, taking into account stakeholders who value sustainability, or enhancing their reputation (Ahmed, 2012; Owusu & Frimpong, 2012).

It is currently not the issue of persuading organizations to integrate CSR into their business, but the issue of *how* to integrate CSR into their business (Smith, 2003). In fact, it is highly recommended to move from fragmented approaches to an integrative, holistic practice of CSR (Kurucz, Colbert, & Wheeler, 2008). For instance, an organization could only comply with stakeholder needs for the environment and society, and thereby overlook the ethical part of responsibility: offering good employee benefits. To achieve the holistic practice of CSR, an organization should integrate CSR in a deliberate manner.

There are four aspects related to integrating CSR (Asif, Searcy, Zutshi, & Fisscher, 2013; Dobers, 2009; Guadamillas-Gómez, Donate-Manzanares, & Ŝkerlavaj, 2010; Robinson & Clegg, 1998; Van Der Heijden, Driessen, & Cramer, 2010):

1. the integration of CSR into the corporate strategy;
2. the integration of CSR into business processes;
3. the evaluation and monitoring of CSR by measuring and assessing performance;
4. the reporting of CSR practices and initiatives to communicate their performance to stakeholders.

This thesis is aimed at the first three aspects. The first and second aspect involve the organizational aspect of CSR integration while the third aspect focuses on ICT. As a result, CSR integration is investigated from both an organizational and an ICT

aspect. The fourth aspect is considered out of the scope of this project but can be explored in future work.

1.1 Problem Statement

Literature concerning CSR integration is scarce (Yuan, Bao, & Verbeke, 2011). There are a few studies that focus on integrating CSR in the context of organizational change. This could entail implementing CSR into the organization's strategy to include CSR as a value creator in their business model (Ganescu, 2012; Pedrini & Ferri, 2011), linking CSR with existing routines in the organization, or creating new routines entirely with incorporated CSR (Yuan et al., 2011).

Other studies focus on consolidating different systems – e.g. environmental management systems, reporting systems, business management systems – into a single, comprehensive system, also known as an integrated management system (IMS) (Asif & Searcy, 2014; Asif et al., 2013; Karapetrovic, 2003; Oskarsson & Von Malmborg, 2005). It is argued that an IMS would "provide an important means for the integration of stakeholder requirements into business processes" (Asif et al., 2013), that it "leads to a more effective and simpler form of management structure" (Oskarsson & Von Malmborg, 2005), and that a "single system is easier to manage and control, and organisations report better effectiveness, improved communication and resource management after integration of their management systems" (Castka, Bamber, Bamber, & Sharp, 2004).

To our knowledge, no holistic study has been performed that combines the organizational aspect with the supporting ICT systems. Herein lies a research opportunity, as it is favorable to investigate the role that ICT can play in integrating CSR, since ICT resources are known for enhancing business capabilities (Dao, Langella, & Carbo, 2011).

Furthermore, none of the CSR integration studies define what it means to have integrated CSR. A clear-cut academic definition of integrated CSR is lacking and therefore a foundation for research is missing. Without a definition, how would we recognize integrated CSR when we see it?

1.2 Goal & Research Questions

Our goal is to aid organizations that want to integrate CSR practices into their business. We intend to do achieve our goal with a holistic approach using the field of Enterprise Architecture (EA). EA is concerned with viewing enterprises as a whole (Lankhorst, 2013). It captures an organization's business together with its information systems and ICT infrastructure. Furthermore, it allows for modeling and analyzing enterprises from different perspectives[1], which contributes to our intended holistic study (Frank, 2002).

To help organizations integrate CSR, we design a method that helps transforming organizations from their current situation to the desired situation.

The problem that we aim to solve is decomposed into several research questions. These questions are positioned in Figure 1 above and are discussed in more detail below.

RQ 1. What is the current situation of CSR integration practices in organizations?
The goal of this question is to gain knowledge about the as-is situation. We answer this question through a literature study, a content analysis, and interviews with social enterprises. We are interested both in the organizational aspect (e.g. business processes, strategies) and the technological aspect (e.g. existing information systems and other ICT applications).

RQ 2. How do managers envision integrated CSR in their organization?
The goal of this question is to gain knowledge about the to-be situation; that is, the desired state of the organization once CSR is well-integrated. We answer this question with the information we gather in the interviews.

[1] A perspective refers to the layer of an enterprise architecture model. There are three layers in the field of Enterprise Architecture: business, ICT applications, and ICT infrastructure. In this study we only look at the business and ICT applications layer. We use these layers to analyze and model an organization.

RQ 3. How can CSR practices and CSR management practices be integrated?
This research question is also the main question of this study. The answer to this question is a CSR integration method that supports organizations in the integration of CSR practices into their business. This method consists of a sequence of activities that guides CSR integration, and accompanying products, such as a collection of enterprise architecture models and a list of best practices.

RQ 4. What are the strengths and weaknesses of the CSR integration method?
The goal of this question is to gain knowledge about the value of the CSR integration method with regard to how well it applies to organizations that are willing to perform the CSR integration. In other words, we validate the CSR integration method. We answer this question by sneding a survey to our interview participants and additional experts.

In Figure 1, the research questions are positioned in a reengineering model used for software architecture projects (Kazman, Woods, & Carriere, 1998). The space below the horizontal line represents the real world. That is where RQ 1 and RQ 2 are positioned, as we investigate the real-world as-is and to-be situations. Above the line is the abstract world. Through reconstruction (the left arrow), an abstract representation of the real world is modeled. In this study we do not model every part of the real world. We do model the transformation that brings organizations from the as-is situation to the to-be situation. This is the CSR integration method that answers RQ3. The validation of the method (RQ4) is also part of the transformation step. Finally, according to the reengineering model, the to-be models are refined to fit the real world to-be situation. While we do provide several to-be situation models based on the answer to RQ2, we do not execute the refinement step.

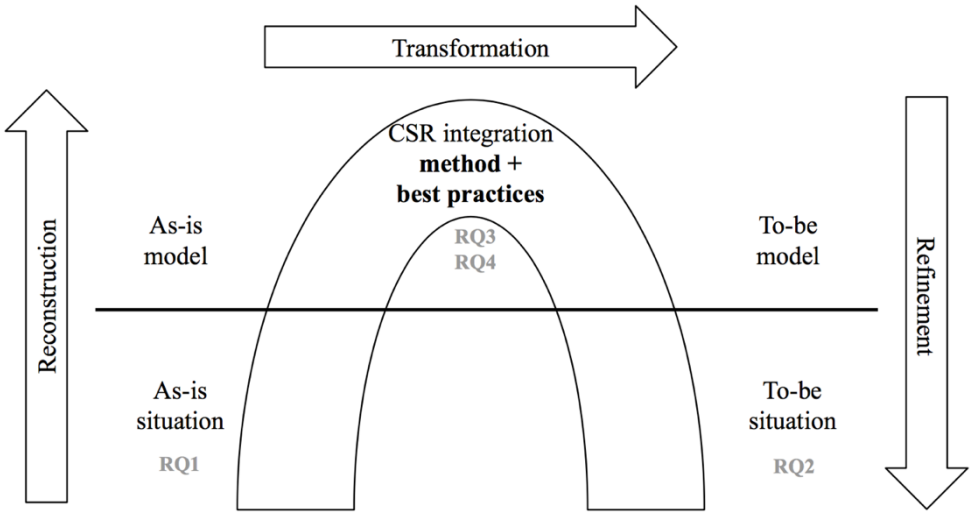


Figure 1: Research questions overview

It is important to note that this study does not concern CSR, but rather the *integration* of CSR. In other words, we focus on the transition from an organization without or with fragmented CSR to an organization with fully integrated CSR. Figure 2 provides a visual explanation.

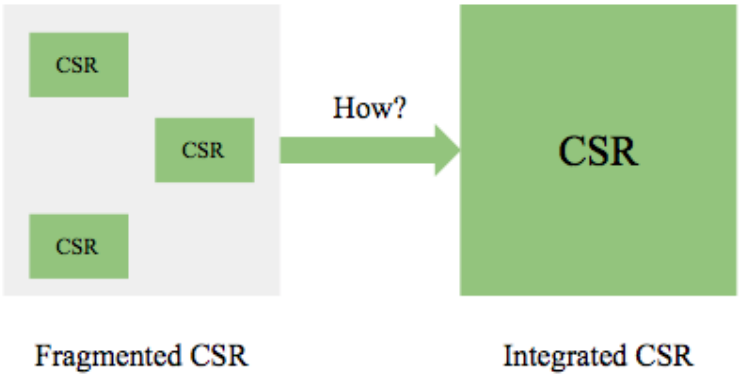


Figure 2: The focus of this study

1.3 Research Contribution

This study contributes to science in several ways. First, we provide a definition of integrated CSR that is currently lacking in existing literature. This is an essential step for future research in this domain, since it lays a foundation for both researchers and business. Establishing what integrated CSR is guides everyone towards the same

goal. Secondly, we combine the organizational aspect of integrating CSR with the ICT aspect[2]. This is unique, since most studies focus on one or the other. Our application of enterprise architecture concepts to CSR integration in organizations contributes to the uniqueness of this study. Furthermore, we apply structure to the existing literature base on the CSR integration domain. Our method combines knowledge from existing literature with knowledge from the business and portrays the result in an orderly manner. Finally, we collect data from three different countries: Canada, the Netherlands, and Spain. This allows for a comparative study in addition to the primary goals of this research.

[2] An aspect is the angle from which we study organizations. In this project we study organizations from the organizational aspect – e.g. business processes – and an ICT aspect – e.g. management systems.

2 Research Method

This research project followed the Design Cycle as described by Wieringa (2010). This Cycle is part of a larger cycle – the Engineering Cycle – which is a "rational problem-solving process". The Engineering Cycle is depicted in Figure 3 below, and the Design Cycle is accentuated with a darker shade.

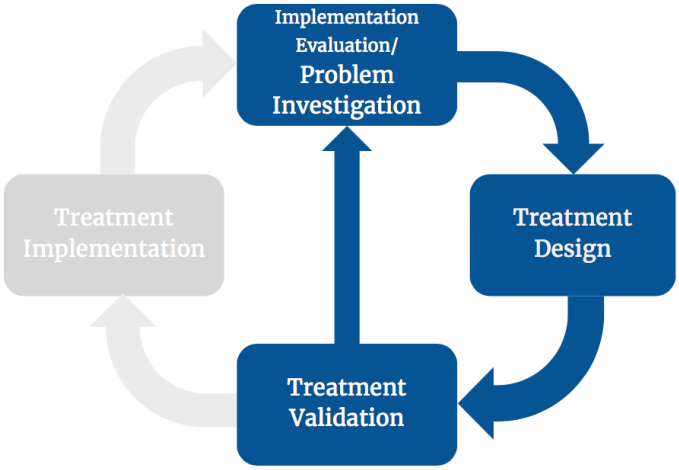


Figure 3: Design Cycle within the Engineering Cycle (Wieringa, 2010)

The Design Cycle consists of three phases: problem investigation, treatment design, and treatment validation. The Engineering Cycle includes a fourth phase – treatment implementation – which is considered out of the scope of this project and is therefore omitted. Each phase is described in more detail below and is linked with the aforementioned research questions.

2.1 Problem Investigation

This phase is meant for exploring the domain of the research project and to learn more about the problem that we aim to treat. During the problem investigation we answer RQ1 and RQ2.

As described in section 1.1, there is a gap in the literature concerning a clear-cut definition of integrated CSR. We therefore conducted a **literature review** to provide a definition. Furthermore, we conducted a literature review to explore CSR integration approaches from both the organizational and the ICT aspect, and to explore CSR management and measurement systems. We then compiled an

overview of existing CSR integration support initiatives and used elements in our own CSR integration method.

In addition to the literature review we performed a **content analysis** on publicly available documents from the 2017 Global 100 Most Sustainable Corporations in the World index and from the interview participants. The Global 100 index is an annual ranking of the top overall sustainability performers in their industries, based on information from publicly available documentation that is tested against 14 key performance indicators, "covering resource, employee and financial management, and supplier performance." (Corporate Knights, 2017b). We chose this index because it is well-established – it was first published in 2005 – and the company behind it, Corporate Knights, is a certified B Corp. Corporate Knights is a Canadian media company and also created a group that advocates "economic and social policy changes that reward responsible corporate behaviour" (Corporate Knights, 2018), which relates to the domain of this study.

The sustainability reports were sourced from the corporations' websites. We selected the most recent versions which were mostly reports from 2016. 36 companies published an integrated report rather than a separate financial and non-financial[3] report. To ensure consistency with the integrated reports, we ran both the financial and non-financial report through the tool, in case they were separate.

The keywords were selected based on our literature review and a manual scan of several reports. First, we noted all the words related to characteristics of integrated CSR found in literature. We also created six different categories corresponding to the characteristics of iCSR, and categorized the keywords accordingly. Then, we added synonyms to the list. We also manually scanned five documents to find more synonyms. Finally, we added plural forms to the longlist.

In total, 10 iterations were needed to assemble the most exhaustive list of keywords. Figure 4 shows that the number of changes to the keyword list does not exceed 10

[3] As the name already suggests: non-financial reports cover non-financial performance. There are other names for these documents, such as 'sustainability report' or 'CSR report', and are used interchangeably. For the purpose of this paper, we use 'non-financial performance' as an umbrella term.

after the 5th iteration. Some of the additions to the keyword list were purely a plural version of a keyword. For instance, in the 9th iteration, out of 8 modifications only 5 were unique and 3 were a plural form. Therefore, we consider the number of modifications after the 5th iteration to stagnate and the keyword list to be saturated. The keywords were categorized according to the different characteristics of integrated CSR, which were defined through the literature review.

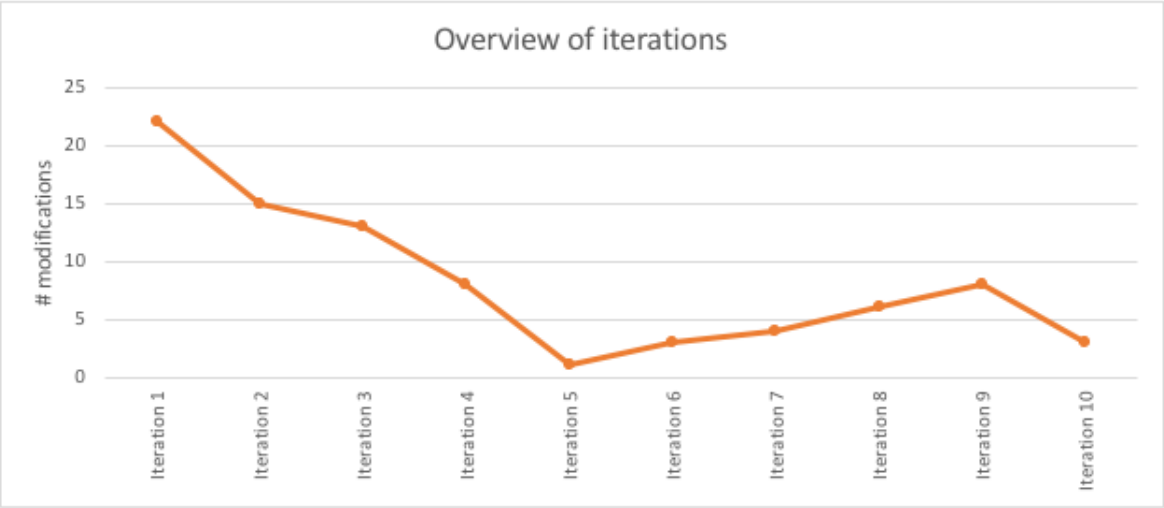


Figure 4: Number of modifications to the keyword list per iteration

The content analysis was performed with a text-analysis tool[4]. The main functionality of the tool is to calculate a score for certain topics based on its occurrence frequency in given documents. The user is required to upload text documents that are to be analyzed, and a document with keywords that are used as input for the analysis. The keyword document is called a longlist. The tool can produce different types of output, such as a word cloud, a table, or a materiality matrix (Jongerius, 2017).

For this study, we uploaded a longlist made in Excel and a company report. The tool then counted the number of occurrences of each keyword in the report and provided an overview. We chose the table output. We then consolidated all results in Excel,

[4] This tool was developed through a collaboration between Utrecht University and Sustainalize, a Dutch consulting company specialized in corporate social responsibility (Mukhopadhyay, 2017).

where the frequencies per characteristic of integrated CSR were summed. Using conditional formatting, we assigned colors to the total counts of each characteristic and turned these colors into a heat map. The heat map enables the reader to see in a single glance in which parts of the enterprise CSR is present. The list of keywords used for the content analysis is included in Appendix I.

Finally, we conducted **interviews** with employees from organizations that already have CSR initiatives in place or organizations that offer consultancy services on CSR. The organizations were Canadian, Dutch, and Spanish. The interviewees are involved with the CSR practices at their organization or implement CSR practices at clients. The interviews served multiple purposes. For one, we validated our literature study by asking the participants if their understanding of CSR integration matches the literature. Furthermore, during the interviews we extracted information on the participants' current CSR integration situation, which enabled us to answer RQ1. Finally, we used the interviews to investigate how CSR practitioners envision an organization with fully integrated CSR, thereby answering RQ2. The questions are based on the results of the literature review. The interview protocol is attached in Appendix IV.

The interviews were mostly held through Skype or over the phone, a handful was conducted in person. The duration of the interviews varied between 40 and 75 minutes. The interview was semi-structured and the questions followed the structure of the conceptual model that flowed from the literature review.

Participation was voluntary. Participants received an informed consent form prior to the interview, along with the interview questions. The Skype interviews were recorded through the software program Audio Hijack, and the in-person interviews were recorded with the app Recorder for iPhone. Permission for recording the interviews was obtained through the informed consent form. The recordings were uploaded in the qualitative software program NVivo. We used this program to transcribe the recordings and code the transcriptions. For the coding part, we created categories (called 'nodes' in NVivo) corresponding to the interview questions. The answers to each question were highlighted and assigned to the corresponding category. As a result, for each question, we had an overview of all the answers given to that question.

2.2 Treatment Design

During this phase we designed a treatment for the problem that we explored in the first phase, thereby answering RQ3. The treatment is a CSR integration method.

To help organizations transform from the as-is to the to-be situation, we designed a **method**. A method is "an approach to perform a systems development project, based on a specific way of thinking, consisting of directions and rules, structured in a systematic way in development activities with corresponding development products." (Brinkkemper, 1996).

Our method consists of a set of activities and their corresponding products. The activities are based on different CSR integration approaches found during the literature review, and based on the results from the interviews. Instead of designing a method from scratch, we used the method assembly technique to combine and recycle elements from existing integration approaches (Brinkkemper, Saeki, & Harmsen, 1999; Deneckère, Hug, Onderstal, & Brinkkemper, 2015).

Furthermore, we support the method with a list of best practices, also based on the interviews and literature. The structure of the best practices is inspired by a template created by the Food and Agriculture Organization of the United Nations (Food and Agriculture Organization of the United Nations, 2016). Some best practices are illustrated with **enterprise architecture models**, created with the ArchiMate modeling language. This language enables us to "visualize the relationships among business domains in an unambiguous way" (The Open Group, 2017). These visualizations capture different perspectives of an organization to provide a comprehensive overview. The following four ArchiMate viewpoints[5] are selected: organizational structure, business process, application cooperation, and the application usage viewpoint (Lankhorst, 2013). Together, these viewpoints represent two layers of an organization: the business layer and the application layer. This focus corresponds with our goal to combine the organizational with the ICT aspect in a single study.

[5] Viewpoints are more specific perspectives. Within a perspective, multiple viewpoints exist. In this project we use five different viewpoints: organizational structure, business process, application cooperation, application usage, and the layered viewpoint.

2.3 Treatment Validation

To ensure that the CSR integration method fits the needs of the intended end users, we validated the method with our interview participants and additional experts.

The validation was carried out with a survey. We sent the survey to 15 people, of which 12 have participated in the interviews and 3 were additional experts. We received 4 completely filled out surveys and one general remark about the model through email; that participant was not able to complete the entire survey. In addition, we scheduled 2 in-person validation sessions and 1 session on the phone. Thus, in total, we received 7 full responses and 1 remark. This yields a response rate of 39%, excluding the remark sent by email.

In the survey, the CSR integration method was broken down into smaller parts to increase the level of detail. This way, the respondents were guided through each phase of the method. The questions were based on an evaluation model for validating information systems design methods (Moody, 2003). Per phase, we asked the respondents the following:

- Are the activity names appropriately chosen?
- Does the overall order of the activities make sense?
- Is this set of activities complete? i.e. Are there any activities or sub-activities missing or redundant?
- Are the listed CONCEPTs correct? i.e. Are they the right input for and output of the activities?
- Are the listed CONCEPTs comprehensive?

To conclude, we asked them a few general questions about the perceived usefulness and usability of the CSR integration method:

- How would you rate the usability of this method?
- How would you rate the usefulness of this method?
- If you were to integrate CSR in your organization, how would you rate your intention to use this method?

These questions were answered on a 5-point Likert scale. Finally, we highlighted several elements in the method as unique contributions of this project. We asked the respondents if they identified any other elements that they regard as a unique contribution. The results of the survey are synthesized in a validation table (Deneckère et al., 2015).

Answers to the first set of questions were used to refine the CSR integration method. The specific impact of the validation on the method is discussed in Chapter 6. Validating the method addresses the fourth and final research question.

To sum up, this study consists of four research activities: a content analysis, interviews, designing the CSR integration method, and validating the CSR integration method. The relationship between these activities and the Design Cycle phases, and the relationship between the activities and the research questions are summarized in Figure 5.

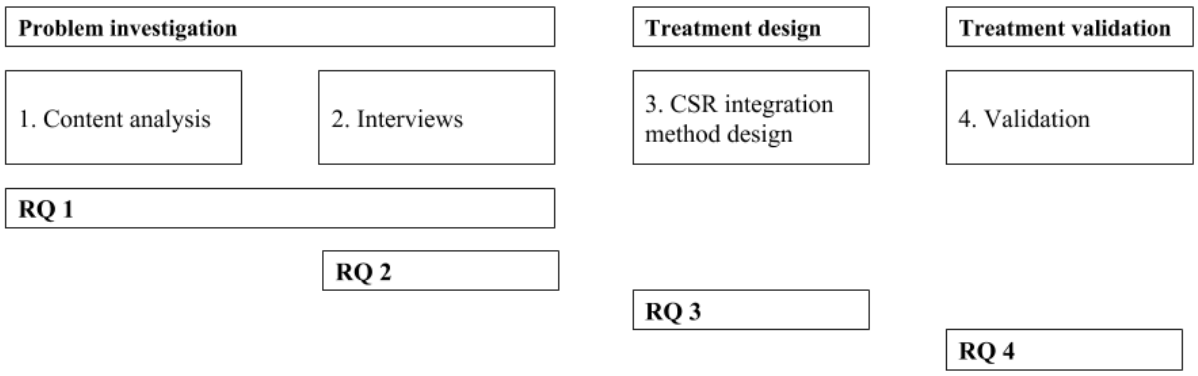


Figure 5: Research activities related to the Design Cycle phases and the research questions

3 Literature Review

This chapter covers existing literature on the domain of CSR that we are investigating in this research project. The first section lays the foundation and describes the evolution of CSR and its definition. The second section digs into integrated CSR and proposes a clear-cut definition, which is currently lacking in existing literature. The definition is supported by characteristics and examples. Finally, the third section elaborates on different approaches for integrating CSR in organizations and supporting management and measurement systems. The literature review is part of the Problem Investigation phase and aims to answer RQ1.

3.1 Corporate Social Responsibility

The term Corporate Social Responsibility (CSR) has been around since the 1950s (Carroll, 1999; Sarkar & Searcy, 2016). However, despite its age, its maturity is lagging. Businesses did not include CSR in their strategic management until the last decade (Williams & Aguilera, 2008). Today, CSR is becoming increasingly prominent, not only in business but also in academics and governance (Garriga & Melé, 2004; Guadamillas-Gómez et al., 2010; Smith, 2003).

3.1.1 Evolution

A book called *Social Responsibilities of the Businessman* by Howard Bowen (1953) is considered the beginning of CSR (Carroll, 1991; Garriga & Melé, 2004; Sarkar & Searcy, 2016). With his book, Bowen sparked a discussion on the impact that firms have on the lives of citizens and the need for firms to start carrying responsibility for their actions. It wasn't until the 1960s that first attempts were made to define CSR. Generally, CSR meant that firms needed to voluntarily look beyond the bottom line of their profit-and-loss statements and their legal obligations. Slowly but surely CSR gained ground in literature and the 1970s saw an explosion of definitions for CSR and attempts to capture the term in conceptual models. This eventually stabilized in the 1980s, where people focused more on creating performance models for measuring CSR. In the 1990s, the CSR concept was linked to alternative themes and was embedded in different theories, such as the stakeholder theory. Finally, in the new millennium, governmental and nongovernmental organizations began to show

interest in CSR and the academic world saw a significant growth in publications on CSR.

3.1.2 Definition

Even though there exists an extensive literature base for CSR and although there is a general understanding of what CSR entails, there is no consensus on the exact definition of CSR (Ganescu, 2012; Sarkar & Searcy, 2016). Sarkar & Searcy (2016) have performed a systematic, quantitative analysis on 110 different CSR definitions. To provide a universal definition of CSR, they propose the following:

"CSR implies that firms must foremost assume their core *economic responsibility* and *voluntarily* go beyond legal minimums so that they are *ethical* in all of their activities and that they take into account the impact of their actions on *stakeholders* in *society*, while simultaneously contributing to global *sustainability*."

In this definition there are six key components, accentuated with italics, which were all distilled from the analyzed definitions. These components are briefly described below.

Economic responsibility refers to the responsibility to do business and pursue profit within the boundaries of the law, and to integrate CSR into business activities. Voluntarily going beyond legal minimums is associated with discretionary and philanthropic activities. Organizations are expected to contribute CSR activities on their own initiative. Being ethical in activities relates to several qualities, such as fairness, openness, transparency, and accountability. Stakeholders refer to the external and internal actors who have an interest in the organization. Organizations hold a responsibility towards society to align business with societal wellbeing. For instance, taking action to improve quality of life, gender equality, or societal health. Finally, sustainability refers to considering environmental concerns while looking out for the welfare of future generations.

3.1.3 Measuring CSR

As the concept of CSR gained popularity and acceptance, several attempts have been made to measure CSR since 1979 (Gallardo-Vázquez & Sanchez-Hernandez, 2014). A

prominent measurement model for CSR in existing literature is a scale developed by Turker (2009). Her scale distinguishes itself from other measurement models by being the only stakeholder-based measuring model (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2015). Furthermore, it allows for analyzing the relationship of CSR to organizational commitment (Gallardo-Vázquez & Sanchez-Hernandez, 2014).

The Turker-scale contains 18 items and represents four stakeholder groups: 1) employees and customers, 2) society, government, and competitors, 3) natural environment and future generations, and 4) nongovernmental organizations (NGOs). For each of these groups, the corresponding responsibilities of an organization were identified through existing literature. Although there are many more possible stakeholders than included in this scale, the combination of the involved stakeholders still forms a balanced unity and provides a useful tool for measuring CSR (Turker, 2009).

Other studies have applied the Turker-scale, albeit in some cases in an adapted version. Some studies applied the scale with a 6-point Likert scale (Aharon, Lior, Yaki, & Gal, 2011), others with a 5-point Likert scale (Story & Neves, 2015). In this study we apply the Turker-scale with a 7-point Likert scale because that is how Turker validated her scale.

3.2 Integrated Corporate Social Responsibility

According to Smith (2003), the issue nowadays is not to convince organizations to adopt CSR, but to assist them in properly integrating CSR. A crucial step is to define what it means to have *integrated CSR* (iCSR). In contrast with the problem of having no consensus on a definition of CSR, we now face a different problem: there are no explicit definitions for integrated CSR.

To fill this gap we introduce a definition in the next section. This definition is supported in section 3.2.2 by recurring characteristics of integrated CSR found in existing literature and is illustrated with examples in section 3.2.3.

3.2.1 Definition

Based on existing literature we propose the following definition:

"Integrated CSR indicates that CSR is a part of an organization's *identity*, is incorporated in the *corporate strategy* and in *every level* – i.e. strategic, tactical, and operational level – of an organization, and is supported by *measurement and management applications*."

There are four key elements to this definition. First, an organization's identity refers to an organization's vision, mission, values, and goals. Secondly, the corporate strategy describes how the organization's vision is carried out and how goals will be achieved. Furthermore, CSR incorporated in every level of the organization implies that CSR is present in the organization's strategic management, business management, and business operations. Finally, an organization should have applications in place to measure their CSR performance and monitor and manage their progress.

Having a definition of integrated CSR is crucial for future research. After all, how can we investigate a concept without understanding its meaning? A definition captures the essence of a concept. We showed our definition to our interview participants and gauged their reactions. Overall they agreed with it. This is discussed in more detail in section 4.2.2.

It should be noted that this definition applies **in addition to** the definition of CSR as mentioned in Section 3.1.2. If any of those conditions are not met, CSR is not integrated. For instance, an organization can have fully embraced CSR and on paper, CSR is present in every aspect of the organization, but if one of the organization's business partners doesn't treat their employees ethically, this organization cannot claim they have fully integrated CSR.

3.2.2 Characteristics

Although existing literature does not provide a definition for integrated CSR, it does contribute to formulating a definition by providing characteristics of integrated CSR. There are several characteristics that occur frequently. These characteristics and their relations are consolidated in a conceptual model, as can be seen in Figure 6. Further elaboration on the characteristics commences after the Figure.

The symbolism, shapes, and colors used in the conceptual model are in compliance with the ArchiMate modeling language. Corporate identity and corporate strategy are modeled as resources. A resource is an asset that is owned or controlled by an organization (The Open Group, 2017). There are different types of assets, such as tangible assets (e.g. financial assets), intangible assets (e.g. reputation or culture), or human assets (e.g. knowledge or skills). Both the corporate identity and the corporate strategy are intangible assets since the corporate identity embodies the organization's reputation or culture, and the corporate strategy enforces the corporate identity.

Strategic management, business management, and business operations represent the three typical organizational levels (i.e. strategic, tactical, and operational). However, they are not modeled as organizational structure units but as business processes in the Business Layer. A business process is defined as a sequence of business behaviors that achieves a specific outcome (The Open Group, 2017). Given the context of this study, we are interested in the way CSR is integrated in management and business practices, more than whether CSR is present in a specific department or hierarchical layer.

The last two characteristics in the conceptual model – measurement and management applications – are modeled as application components from the Application Layer.

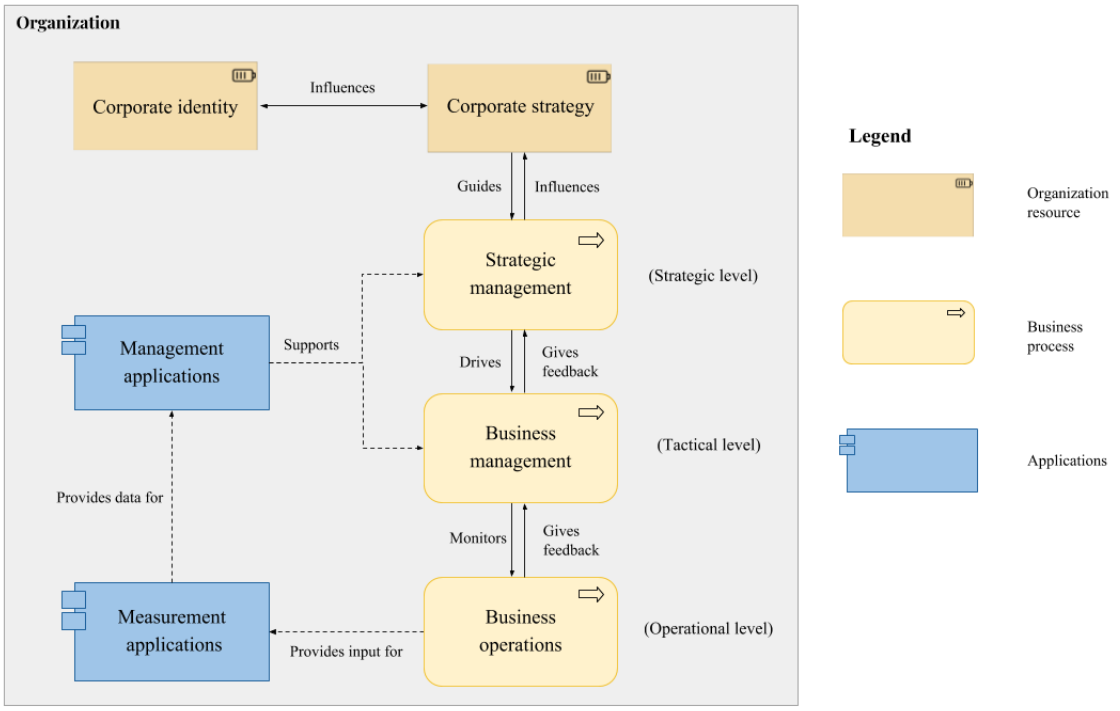


Figure 6: Integrated CSR characteristics and their relationships

Integrated into corporate identity

Several case studies demonstrate integrated CSR by incorporating CSR in their corporate identity, such as the corporate goals, values, vision, and mission (Arevalo & Aravind, 2010; Pedersen & Neergaard, 2008; Pedrini & Ferri, 2011). The corporate identity could be a good starting point for CSR integration since it influences the corporate strategy.

Integrated into corporate strategy

When organizations adopt CSR it is essential that they include CSR in their corporate strategy. The board should define a strategic direction that includes "both the organizational objectives and operational structures necessary to develop a profitable and ethical business" (Castka, Balzarova, Bamber, & Sharp, 2004). The organization should continuously be aware of the objectives and involve their stakeholders in their progress of meeting those objectives. This is supported by Gazzola & Colombo (2014), who argue that by integrating CSR in the corporate strategy, "organizations can ensure that the increasing of shareholder value does not overshadow the need to behave ethically to their stakeholders."

Another study found that the integration of CSR in a firm's strategy positively impacts the level of integrated CSR in the organization (Pedrini & Ferri, 2011). This in turn enforces the firm's corporate identity, because by applying the corporate strategy, the firm can carry out their mission and achieve their goals. Pedersen & Neergaard (2008) add that strategies are necessary to transform a company's vision and mission into something actionable. This way, CSR moves beyond being an abstract idea and becomes tangible and applicable in practice.

Weaved into strategic management

As organizations are generally structured in three levels - the strategic, tactical, and operational level – the top level is concerned with carrying out the corporate strategy. In this context this level is called strategic management. Strategic managers monitor the organization's overall performance, compares that to their competitors' performance, and evaluate the corporate strategy.

Weaved into business management

The business management layer also monitors the organization's performance and does this on a more day-to-day basis compared to strategic management. For effective integration, CSR should be addressed "as an essential strategic imperative of the organization", instead of being isolated from the general business operations (Asif et al., 2013). This will result in an organization-wide adoption of CSR, which enables an organization to address multiple stakeholder requirements. Business managers are therefore responsible for monitoring the integration and presence of CSR in the existing business operations.

Weaved into business operations

As mentioned in the previous paragraph, there is a need to integrate CSR into business operations and day-to-day activities (Asif et al., 2013; Gazzola & Colombo, 2014; Rocha, Searcy, & Karapetrovic, 2007). A study describes this characteristic as "routinizing the CSR undertakings", which means developing CSR initiatives into "stable patterns of decision making and action" to further align CSR with existing business routines (Yuan et al., 2011).

Integrated into measurement and management applications

To monitor their CSR performance and progress, organizations need measurement tools or systems (Castka, Bamber, et al., 2004; Pedrini & Ferri, 2011). Ideally, CSR

should get their own KPIs in the measurement and management tools and should be reported on side by side with the organization's standard performance KPIs (Yuan et al., 2011). These tools support the management level by providing the necessary data to monitor performance.

As mentioned previously, CSR integration extends to the organization's external environment. That includes the law, society, and the various stakeholders including nature. This is in compliance with the basic definition of CSR. An overview of the relationships between an organization and the external environment is shown in Figure 7.

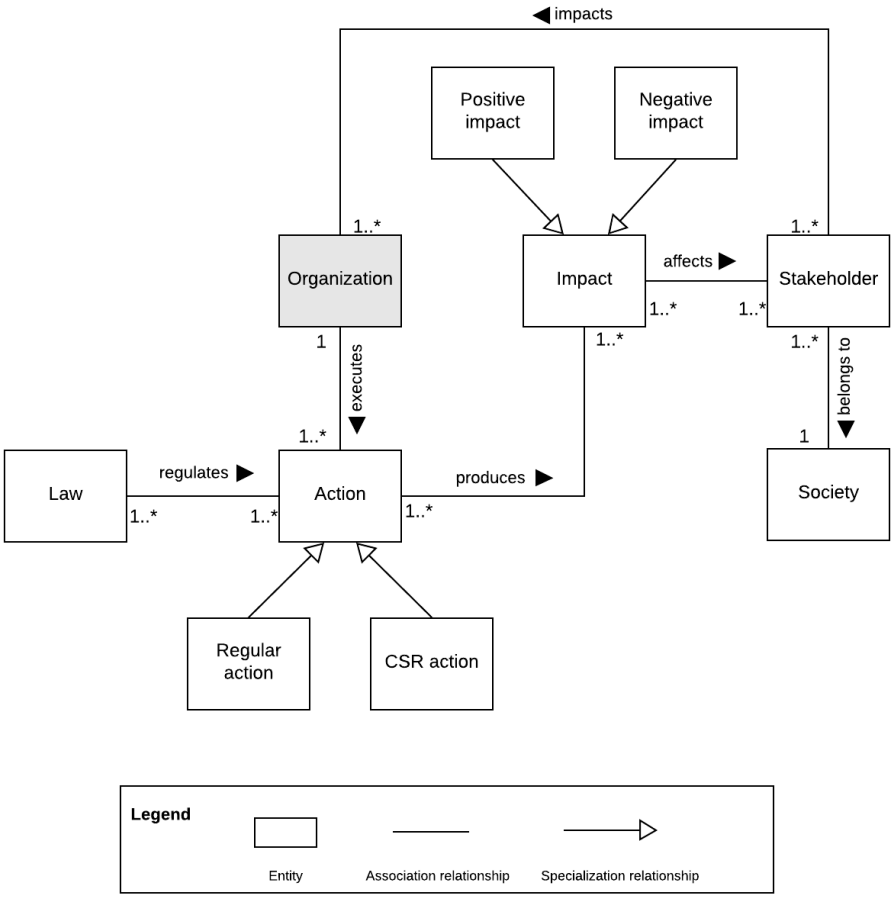


Figure 7: Overview of relationships between organization and external environment

As stated in the definition of CSR, a socially responsible organization takes their impact on society into account, and their impact on their stakeholders in society. In the Figure, this is depicted as an organization executing an action – which could be a regular action or a CSR action – which, in turn, produces an impact that affects a stakeholder. A stakeholder belongs to society and also has an impact on an

organization, through stakeholder needs. Furthermore, the CSR definition states that an organization should comply to the law and should voluntarily go beyond the legal minimum. This is implied in the left of the Figure, where the law regulates organization actions, and in the top of the Figure, where an impact can be positive or negative. When an organization goes beyond the legal minimum, the action has a positive impact *and* is not regulated by a law.

3.2.3 Examples

A case study at Grundfos A/S demonstrates what integrated CSR could look like (Pedersen & Neergaard, 2008). Grundfos A/S is a Danish pump manufacturer with roughly 4,000 employees. It is part of the larger Grundfos Group, a leader in advanced pump solutions and trendsetter in water technology. Grundfos highly values global sustainability and contributes by – among other things – inventing new technologies that reduce their environmental impact. The purpose of the case study was to analyze how CSR could be integrated in performance management models and illustrate it with real examples.

Firstly, CSR is included in Grundfos' core values, corporate brand, corporate vision, and corporate mission. For instance, their corporate brand says 'be think innovate', which translates to 'being responsible, thinking ahead, and innovating is our promise to society and to our customers' (Grundfos, 2017). Furthermore, Grundfos' first core value is 'sustainable'. They demonstrate sustainability by making a product that helps their customers "save natural resources and reduce climate impact" and by treating their employees in an ethically responsible manner.

Secondly, Grundfos maintains a Supplier Code of Conduct. They demand that their suppliers meet certain sustainability and responsibility requirements.

Finally, to benchmark their initiatives and progress, Grundfos has adopted the ISO 14001, EMAS, and OHSAS 18001 standards. This way, they ensure that the company stays focused on environmental, health, and safety issues.

More examples from other companies could be implementing a special social program and demanding that every department commits to the program (Murillo &

Lozano, 2006) and having a comprehensive system in place to track social and environmental progress (Pedersen & Neergaard, 2008).

3.3 Corporate Social Responsibility Integration Approaches

Not much literature exists on integrating CSR in organizations (Yuan et al., 2011). Within this limited pool of studies, only a handful provide explicit steps or an approach to integrate CSR. Table 1 on page 29 provides an overview of these studies. Each of the approaches will be briefly discussed, followed by a description of their potential use for our CSR integration method.

3.3.1 Developing CSR

One study designed a seven-stage approach, divided over three phases, to develop CSR from scratch (Maon, Lindgreen, & Swaen, 2010). In the first phase, **CSR cultural reluctance phase**, CSR is dismissed by the organization, as it is perceived as a constraint to doing business. The organization prefers to focus on short-term reward and takes an introspective stance, thereby ignoring its social and environmental impact. The second phase is called the **CSR cultural grasp phase** and consists of three stages. At first, the organization continues to ignore CSR and only perform CSR activities to satisfy critical stakeholder requirements. After a while, the organization starts to acknowledge CSR, its benefits, and the consequences of not engaging in CSR practices. This leads to the development of CSR policies and eventually, a more open attitude towards stakeholders and society. In the last phase, **CSR cultural embedment**, top management realizes that mere compliance to stakeholder requirements is not enough and that CSR is optimally carried out when it is part of the organization's culture. Furthermore, the realization that CSR reaps long-term benefits leads to CSR being included in the corporate strategy. Finally, during the last stage in this phase, the organization fully integrates CSR into every aspect of the organization and its activities.

3.3.2 Implementing CSR

This study aims to implement CSR in an organization and proposes a four-stage closed-loop framework that is built around the PDCA cycle, albeit without the Act stage (Maon, Lindgreen, & Swaen, 2009). In the first stage, **sensitize**, top

management starts to see the importance of sustainability and needs to raise CSR awareness in the rest of the organization. The second stage, **unfreeze**, corresponds to the **plan** stage of the PDCA cycle. The first step in this stage is to assess the corporate purpose in the societal context. This means that the company's core values and norms need to be reviewed for CSR. When CSR has been embedded in the corporate values, a vision and working definition of CSR can be determined. Next, the current situation regarding CSR practices needs to be assessed to determine where improvements are necessary. After completing the assessment, a strategic plan for integrating CSR can be developed. In the **move** stage, corresponding to **do** and **check**, the strategic plan is implemented. To include the entire organization, top management needs to communicate their CSR commitments and performance to all employees. Finally, in the **refreeze** stage, CSR is institutionalized and embedded in the organizational culture, to ensure continuation of their CSR practices.

3.3.3 Integrating CSR in corporate strategy

This study proposes a three-stage approach for integrating CSR into the corporate strategy (Guadamillas-Gómez et al., 2010). The first stage is the **introduction**, in which ethical principles are introduced and integrated into the company culture. In the second stage, **implementation**, formal CSR plans are made and brought into action. Finally, in the **generalization** stage, CSR has become part of the organization and is weaved into the company culture, mission, and values. In addition, formal systems to measure CSR and report on CSR progress are put in place.

3.3.4 Integrating CSR in business processes

Asif et al. (2013) designed an integration approach within the Plan-Do-Check-Act (PDCA) cycle. They have incorporated two other approaches within the four-stage cycle: a top-down and a bottom-up approach. In the **plan** stage, the top-down approach integrates CSR into organizational processes. It starts with the organization's strategic direction, after which performance measures can be determined, followed by aligning management systems with the performance measures. The bottom-up approach is driven by community and stakeholder demands, which help determine the organization's key priorities. These priorities need to be aligned with management systems too, and thus the top-down and

bottom-up approaches meet each other at the management system level. An illustration is provided in Figure 8.

In the **do** stage, the organizational infrastructure is refined to facilitate the CSR integration. In practice, this means that the management systems are properly embedded in the business operations. Next, in the **check** stage, the CSR integration is monitored and assessed, providing the organization with feedback. In the final stage, **act**, the organization communicates their CSR practices to the external environment, e.g. stakeholders or the community.

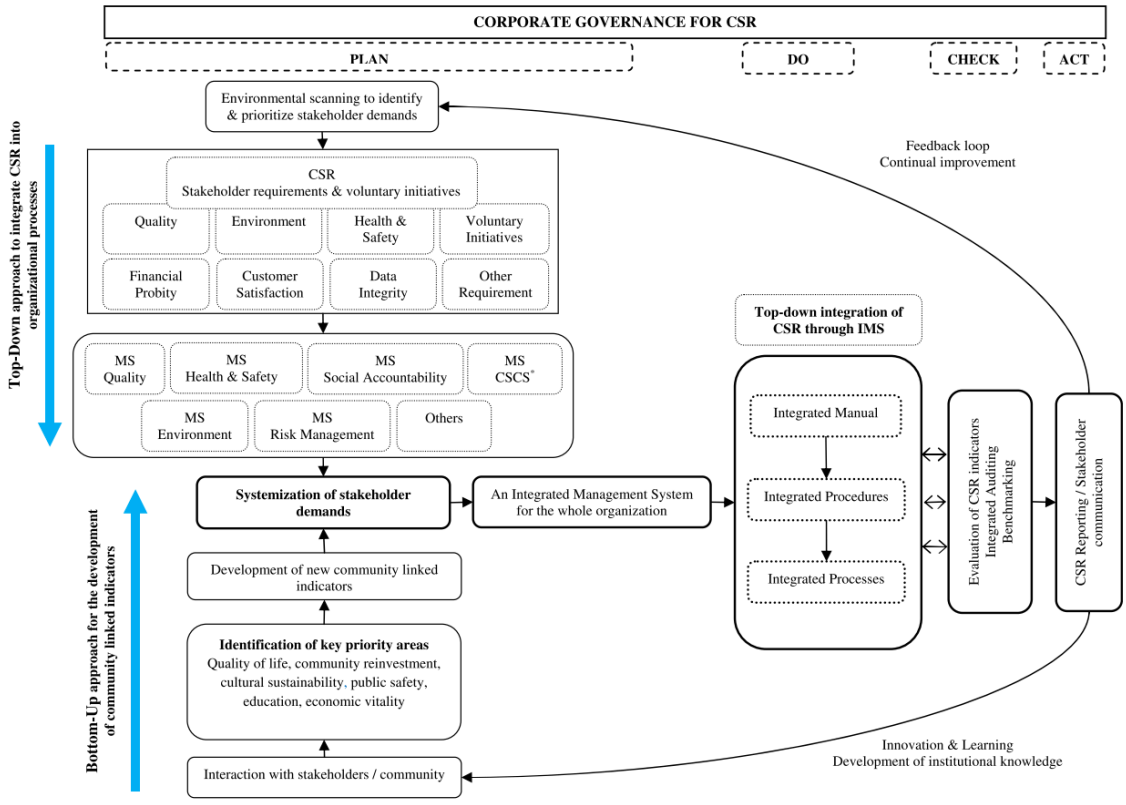


Figure 8: Integrating CSR in business processes (Asif et al., 2013)

3.3.5 ISO 26000

A special case in integrating CSR approaches is ISO 26000:2010, Guidance on social responsibility. This guidance document is developed by the International Organization for Standardardization and aims to help organizations in both the

public and private sector to operate in a socially responsible manner (International Organization for Standardization, 2014).

The document first provides a thorough understanding of CSR, such as relevant concepts and definitions, and then describes how socially responsible behavior can be integrated into the way an organization operates (International Organization for Standardization, 2010). Their guidelines are founded on this visual representation of an organization with integrated CSR, see Figure 9.

Figure 9: Integrating CSR throughout an organization (Source: ISO, 2010, p.69)

ISO 26000:2010 operates in the same realm as this study. We pursue the same goal: provide guidance to organizations to fully integrate CSR. The major difference, however, is the granularity. Our study is focused on the outline of integrating CSR; we aim to develop a method that provides a sequence of steps that every organization should undertake, while ISO 26000:2010 provides the content of those steps with examples and suggestions. As a consequence, the reader should have already decided *what* they want to do before turning to ISO 26000:2010 for guidance on *how* to do it, whereas our CSR integration method provides an ordered sequence of *what* they should do.

Thus, for this study, ISO 26000:2010 can serve as a benchmark. We can pitch the results of the interviews against the general outline of this guidance document and check whether they are in agreement.

3.3.6 Reflection on key findings

How do these approaches fit in this research project? The first study describes the prequel to CSR integration. Although this is out of our project's scope – since we aim to help organizations that are already at some level of CSR – it helps us understand an organization's mental process towards embracing CSR. The second study by Maon et al. (2009) provides concrete steps for implementing CSR in an organization. This forms a good starting point for our own CSR integration method: the concrete steps of this approach could serve as the activities in our method. The other two studies are on a deeper level of detail and present us with concrete steps for specific parts of our method.

A structured overview of these approaches is provided in Table 1 below. This overview is compiled using a formal technique to comparing methodologies (Hong, 2015), whereby each approach is translated into a meta-process model, after which a *supermethodology* - which consists of the smallest common denominator activities - is defined, acting as a benchmark for all approaches. This technique allows for an objective comparison of different methods or approaches.

The left column contains the supermethodology's activities, and each approach occupies its own column. When an activity or an equivalent of the activity occurs in an approach, the corresponding box is checked. As a result, it is clear what aspect of integrating CSR an approach focuses on. For instance, the approach by Maon et al. (2010) is the only one that emphasizes the cultural embedment of CSR, but in turn does not provide activities for the integration of CSR.

Table 1: Overview of existing CSR integration approaches

	Maon et al. (2010)	**Maon et al. (2009)**	**Guadamillas-Gómez et al. (2010)**	**Asif et al. (2013)**
1 Develop CSR	x			
1.1 CSR cultural reluctance phase	x			
1.1.1 Dismissing	x			
1.2 CSR cultural grasp phase	x			
1.2.1 Self-protecting	x			
1.2.2 Compliance-seeking	x			
1.2.3 Capability-seeking	x			
1.3 CSR cultural embedment phase	x	x	x	
1.3.1 Caring	x	x	x	
2 Integrate CSR	x	x	x	x
2.1 Strategize	x	x	x	x
2.1.1 Assess purpose		x		
2.1.2 Establish vision and working definition for CSR		x		
2.1.3 Assess current CSR issues		x		
2.1.4 Develop strategic plan for CSR integration		x	x	x
2.1.5 Develop performance indicators				x
2.1.6 Implement management systems			x	x
2.2 Move (Do & Check)	x	x		x
2.2.1 Implement strategic plan		x	x	x
2.2.2 Implement integrated procedures				x
2.2.3 Communicate about CSR commitments and performance		x		
2.2.4 Evaluate CSR integration				x
2.3 Refreeze		x		
2.3.1 Institutionalize CSR		x		x

3.4 ICT for Corporate Social Responsibility

It is favorable to investigate the role of ICT as a vehicle for integrating CSR, since ICT resources are known for enhancing business capabilities (Dao et al., 2011). As mentioned previously, integrating CSR has not been studied from both an organizational and an ICT perspective before. We aim to fill this gap.

3.4.1 Management systems and standards for management systems

Existing literature covers different standards for management systems. The most prevalent standards are ISO 9001[6], ISO 14001[7] or EMAS[8], OHSAS 18001[9], and SA 8000[10] (Asif & Searcy, 2014; Dobers, 2009; Tine H. Jørgensen, Remmen, & Mellado, 2006; Pedersen & Neergaard, 2008; Robinson & Clegg, 1998; Salomone, 2008; Zwetsloot, 2003). Other occurring standards in literature, albeit to a lesser extent, are ISO 14031[11] (Asif & Searcy, 2014) and AA1000[12] (Rocha et al., 2007; Searcy & Buslovich, 2014).

Management system standards provide rules, guidelines or characteristics for the design of management systems (Hahn, 2012). Adopting a standard is an effective way of driving CSR in an organization (Robinson & Clegg, 1998). For instance, ISO 14001 "helps organizations both to manage better the impact of their activities on the environment and to demonstrate sound environmental management" (International Organization for Standardization, 2009).

A case study by Robinson & Clegg (1998), describes the adoption of an environmental management standard by a SME. By implementing an environmental management system (EMS) that complies to an EMS standard, the SME was able to

---

[6] ISO 9001 is a standard for quality management systems

[7] ISO 14001 is a standard for environmental management systems

[8] EMAS is the European Eco-Management and Audit Scheme

[9] OHSAS 18001 is a standard for occupational health and safety management systems

[10] SA 8000 is a certification for social accountability practices

[11] ISO 14031 is a standard for performance evaluation and environmental indicators

[12] AA1000 is a standard for accountability principles

reduce its inefficiencies and waste, which benefitted both the organization and the environment. In addition, they demonstrated commitment to their stakeholders and the environment.

A study in Italy uncovered different motivations for adopting an environmental management system (EMS) (Salomone, 2008). The most heard motivations were to enhance the organization's image and to drive continual improvement. Other incentives were greater competitiveness on the market, being able to exploit new market opportunities, and reducing management costs.

However, only focusing on the environmental issues will not make an organization socially responsible, since the environment is only one aspect of sustainable development. To address all aspects of social responsibility, a system should be augmented by other systems. Therefore, there is a need for a comprehensive system that addresses all dimensions of sustainable development (Asif & Searcy, 2014).

3.4.2 Integrated management systems

Various studies stress the importance of a comprehensive system for CSR, dubbed an Integrated Management System (IMS) (Asif & Searcy, 2014; Asif et al., 2013; Karapetrovic, 2003; Oskarsson & Von Malmborg, 2005; Salomone, 2008).

They argue that an IMS would "provide an important means for the integration of stakeholder requirements into business processes" (Asif et al., 2013), that it "leads to a more effective and simpler form of management structure" (Oskarsson & Von Malmborg, 2005), and that a "single system is easier to manage and control, and organisations report better effectiveness, improved communication and resource management after integration of their management systems" (Castka, Bamber, et al., 2004). Moreover, it optimizes and unifies audits, reduces the amount of documentation, and subsequently, saves time and effort (Asif et al., 2013; Salomone, 2008).

One study calls for an integrated ISO standard for IMS (Tine Herreborg Jørgensen, 2008). The author argues that merely a connection between different systems is not enough, and that they should rather be synergetic. This will make the IMS more

sustainable, and will thus provide a stable and sustainable foundation for the organization's CSR.

3.4.3 Reflection on key findings

The potential for IMSs has been researched and described in various studies. The message is clear: organizations need a comprehensive system for CSR. Different standards address certain areas of CSR, such as the standard for an environmental management system, but no overarching, comprehensive system has been established. As a compromise, compatibility between different existing systems will also suffice. An integrated ISO standard could be a first step in that direction.

3.5 Conclusion

The literature review yielded interesting insights. First and foremost, a definition for integrated CSR did not exist. With our literature review we attempted to bridge this gap. Secondly, we only found approaches for integrating CSR in specific parts of a business, such as the corporate strategy or business processes. Efforts towards an organization-wide, holistic integration have not been found. This study is a first attempt to a holistic integration approach. Finally, existing literature calls for a comprehensive system to support CSR. It is out of the scope of this project to design such a system, but we do make a light assessment of what businesses need to measure and manage their CSR performance.

4 Content analysis and interview results

This chapter describes the results collected from the content analysis of 166 corporate reports and from the interviews with 16 participants. The content analysis and the interviews are part of the Problem Investigation phase and aim to answer RQ1 and RQ2.

4.1 Content analysis

We performed a content analysis on annual and sustainability reports from 102 companies. The goal of this analysis is to obtain a general sense of what organizations report on with regard to sustainability and CSR.

We analyzed 164 reports from all companies listed in the 2017 Global 100 Most Sustainable Corporations in the World Ranking, published by media company Corporate Knights (Corporate Knights, 2017a) and 2 reports from our interview participants. The total number of analyzed reports (166) is greater than the number of participating companies. This is due to the fact that some companies published an integrated report, and others a separate financial and non-financial report. In case of the latter, we ran both the financial and non-financial report through our analysis tool, to ensure consistency. Finally, most reports covered the year 2016 or 2017, with one exception for 2015. Out of 166 reports, only 36 were integrated reports.

Interestingly, many companies have published their annual financial report for 2017 but their most recent CSR report addresses 2016. This could indicate that the priority for reporting on CSR is lower than reporting on finances – which implies that the interests of shareholders are prioritized over other stakeholders – or that the process for creating a CSR report is not optimized, or both. If this was the case, we analyzed the 2016 financial report.

Since we collect data from three different countries in this project, we counted the number of companies included in the Global 100 Ranking from each country. Canada has the most ranked sustainable companies (6), followed by the Netherlands (5) and Spain (3). An overview of all of the aforementioned statistics is given in Table 2.

Table 2: Characteristics of analyzed reports

Type of report	Number
Financial	65
Non-financial	65
Integrated	36

Year	Number
2017	50
2016	51
2015	1

Country	Number
Canada	6
The Netherlands	5
Spain	3

As stated in the Method chapter, the list of keywords - based on our literature review and on manual searches in several existing reports – was uploaded along with the reports. The tool returned the list with the number of times a keyword occurred in the report. The list of keywords and the results are categorized according to the characteristics of iCSR as shown in Figure 6. This way it is instantly clear how extensively each characteristic is reported on. We have consolidated the results from all companies into a single heat map, as shown in Figure 10. In the bottom right corner of each characteristic the ranking of that characteristic is denoted, based on the number of hits.

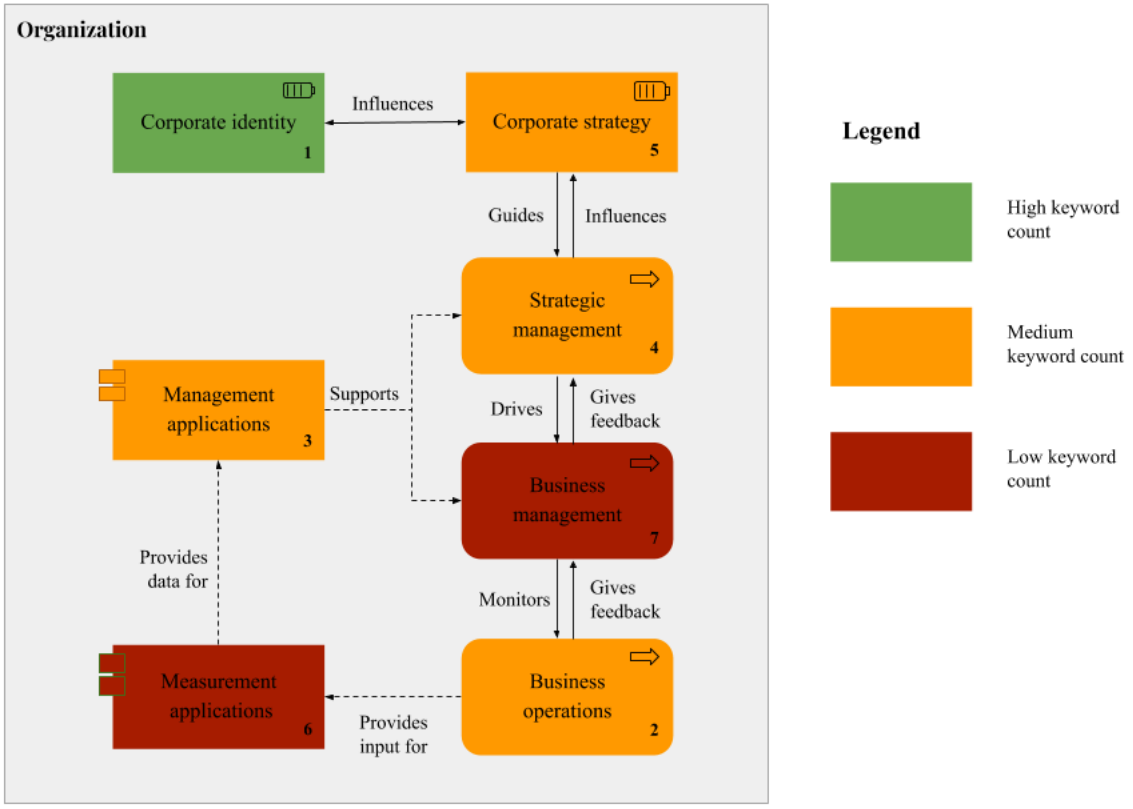


Figure 10: Heat map

The heat map shows that only the Corporate identity (#1 ranking) is well-represented in company reports. This characteristic yielded 15,008 hits in total; the most popular keywords being 'values', 'principles', 'goals', and 'vision'. This is in accordance with our definition of a corporate identity, as described in Section 3.2.2.

Business management (#7) and Measurement applications (#6) were the least represented concepts in annual reports. Business management has less than half of the number of hits Measurement applications has, with 448 and 1128 hits respectively. This is not necessarily a bad sign for Business management since that organizational level is fairly invisible to the outside world and might not be interesting enough to report on. After all, annual reports focus on presenting results, not internal management activities. Yet, it is interesting to point out that 'CSR management' was the keyword with the most hits in Business management. Apparently, whenever an organization report on this level, they make sure to demonstrate that CSR is present.

Regarding the measurement applications, the top-three keywords were 'environmental performance', 'sustainability reporting', and 'sustainability performance'. Actual applications or tools were hardly mentioned.

Regarding the orange colored concepts, Business operations (#2) had the most hits. The biggest contributors were the keywords 'initiative' and its plural form 'initiatives' with 2,008 and 3,362 hits respectively. 'Initiative' occurred in 151 out of 166 reports and 'initiatives' occurred in 156 reports. This is not surprising, since CSR initiatives are useful to report on, and executed on an operational level. However, it could be remarked that an initiative is a red flag for integrated CSR, since it could be interpreted as a fragmented approach to CSR.

In third place is Management applications with nearly 5,000 hits. The most often occurring keywords are 'management system' (987 hits), 'certification' (964 hits), and 'ISO' (807 hits). Furthermore, in terms of more specific keywords, 'environmental management system' and variations on this keyword together yield over 300 hits. This tells us that organizations are much concerned with certified systems, adhering mostly to ISO standards. ISO 14001 is the standard for environmental management systems (EMSs), which could help explain the high occurrence of EMSs.

Finally, in fourth and fifth place are Strategic management (2,530 hits) and Corporate strategy (1,907 hits) respectively. What is interesting is not the keywords with the most hits, but the underrepresented keywords. For instance, in Corporate strategy, there is hardly any mention of strategy programs and sustainable policies, and relatively little mention of CSR strategies. This could be interpreted two ways. Either the organizations have not incorporated CSR sufficiently in their corporate strategy or CSR is incorporated in such a way that they do not have to explicitly mention their CSR strategy. Regarding the lack of sustainable policies and programs, this could indicate a disparity between their strategy and their business operations, since initiatives are elaborately reported on.

Regarding Strategic management, the results are skewed towards two keywords, namely 'senior management' and 'executive board'. These keywords are so generic, such that it is difficult to interpret the results. There is little mention of specific roles at a strategic level, such as 'sustainability director' or 'sustainability board'. The

keyword 'sustainability committee' yields a fair number of hits (42) which could indicate that CSR holds a position on a strategic level.

An overview of all keywords, their number of hits, and the number of reports they occurred in, is included in Appendix II.

A separate content analysis was executed specifically for the ICT systems and standards listed in Section 3.4.1. We ran a list of keywords consisting of the aforementioned standards through the same analysis tool, and analyzed the same 166 reports. We counted the occurrences of each keyword and the number of reports they occurred in. Table 3 summarizes the results.

Table 3: Results of systems and standards occurrences

Keyword	**# Total occurrences**	**# Report occurrences**
ISO 9001	43	26
ISO 14001	318	70
ISO 14031	0	0
EMAS	38	14
OHSAS	136	38
SA 8000	3	2
AA 1000	0	0

As seen in the Table, ISO 14001 – the standard for environmental management systems – is by far the most reported on with 318 hits and being mentioned in 70 (42,1%) reports. ISO 14031 – the standard for performance evaluation and environmental indicators – and AA 1000 – the standard for accountability principles – are not once mentioned.

4.2 Interviews

This section summarizes the most important and relevant details of the interviews. First, we provide a demographic overview of the interview participants. In the second subsection we share remarkable quotes from the participants and the information that influenced the design of the CSR integration method.

4.2.1 Demographic results

We interviewed employees from 16 organizations. From 16 companies, 4 are a consulting agency for CSR, and 7 are certified Benefit Corporations (B Corp). B Corps are "for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency." (B Lab, 2018c). Out of 7 B Corps, 2 are Dutch and the other 5 are Canadian. Regarding the consulting agencies, 1 is Dutch and the other 3 are Canadian. One consulting agency, Quinn & Partners, is also a Certified B Corp, but the interviewee participated as a consultant. One of the Dutch B Corps preferred to stay anonymous and is therefore denoted as X. Two participants do not have a B Corp certification. One of them is a Dutch university with many sustainability initiatives, and the other is a research institute within a Canadian university, specifically focusing on CSR. We also interviewed representatives from 3 Spanish organizations. They are social enterprises as well, but two of them have a different legal and organizational structure than traditional companies. They are called cooperatives. The third Spanish organization is audited by the Economy of Common Good (ECG), which is considered an equivalent of B Corp.

An overview of these demographic details is provided in Table 4.

Table 4: Overview of demographic information of the interviewees

Interviewees	Sector	Nationality	Type of social enterprise
Sustainalize	Consulting	Dutch	
Nathalia Prieto	Consulting	Canadian	
Quinn & Partners	Consulting*	Canadian	B Corp
YSEC	Consulting	Canadian	
Hogeschool Utrecht	Education	Dutch	
High Park Brewery	Food & Beverages	Canadian	B Corp
Ecotone	Software consulting	Canadian	B Corp
TACK10	Marketing &	Canadian	B Corp

	Advertising		
Fiix	Software	Canadian	B Corp
Fairphone	Retail	Dutch	B Corp
LeDaveed	Retail	Canadian	B Corp
X	Retail	Dutch	B Corp
Ryerson CSR Institute	Education	Canadian	
Caixa Popular Particulares	Banking	Spanish	Cooperative
Som Energia	Energy production and sales	Spanish	Cooperative
Ética Patrimonios	Investment management	Spanish	ECG

We purposefully selected B Corps and cooperatives for this study because they are champions with regard to CSR. By investigating how they built their social enterprise, we can find patterns and use them for our CSR integration method. The CSR consultants complement the group of social enterprises. Their knowledge and observations in the field provide us with patterns as well.

The interviewees held different roles within their organizations, varying from Founder to Product manager. An overview is provided in Figure 11. 5 out of 16 interviewees stood at the top of their organization (3 (co-)founders, 1 CEO, and 1 president), 4 interviewees were responsible for CSR (2 CSR managers, 1 green officer, and 1 director of sustainability & corporate responsibility). The remaining interviewees consist of 4 consultants, 2 product managers, and 1 associate professor.

Figure 11: Overview of interviewee roles

Finally, for every participating organization we determined their CSR baseline score using the Turker scale (Turker, 2009). The statements of this scale are included in Appendix III. We applied a 7-point Likert Scale. The box-and-whisker plot in Figure 12 shows the range of average scores from all participants. The lowest average score was a 5.7, the highest was a 7.0, and the mean is a score of 6.4. Overall, the participants scored high, which corresponds with the notion that these organizations are leaders in CSR. It is important to consider the fact that these scores reflect the personal perception of one employee of an organization and therefore might not be fully representative for the organization's actual level of CSR. By virtue of the Turker scale already being validated and applied in other studies, and in absence of a better instrument, we chose scale for our study.

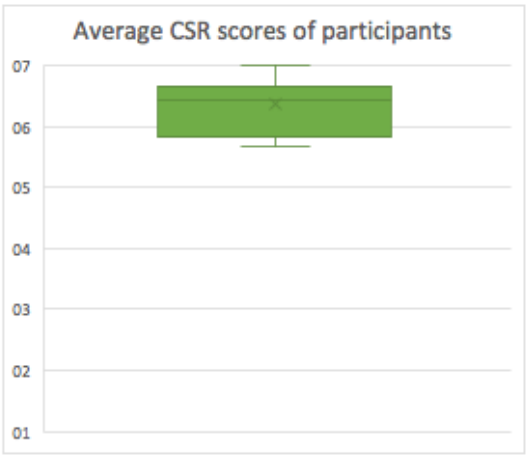


Figure 12: Range of average CSR baseline scores

Complementary to these scores, we asked the interviewees whether they were at their desired level of CSR performance and why (not). All of them acknowledged that they were not at their desired level of CSR performance. A much-heard reason for not being at their desired level is that they need more time to grow. The consultants account it to limited resources and knowledge within organizations. Some of the interviewees added that they never will, or they even hope to never reach their desired level, because they are ambitious and want to improve continuously. This is an interesting quote because it aligns with the general notion that CSR is a continuous loop.

Finally, a comparison between the three nationalities of the participants shows that there is minimal variance between the different scores, see Figure 13. In fact, Spain (n=3) and the Netherlands (n=3) both scored a 6.4, and Canada (n=6) scored a 6.6, only 0.2 points higher. Given the small sample size and the minimal score difference, the difference is probably not significant. We have found no evidence to explain the identical score between the Netherlands and Spain, nor to explain the minimal difference between the European countries and Canada.

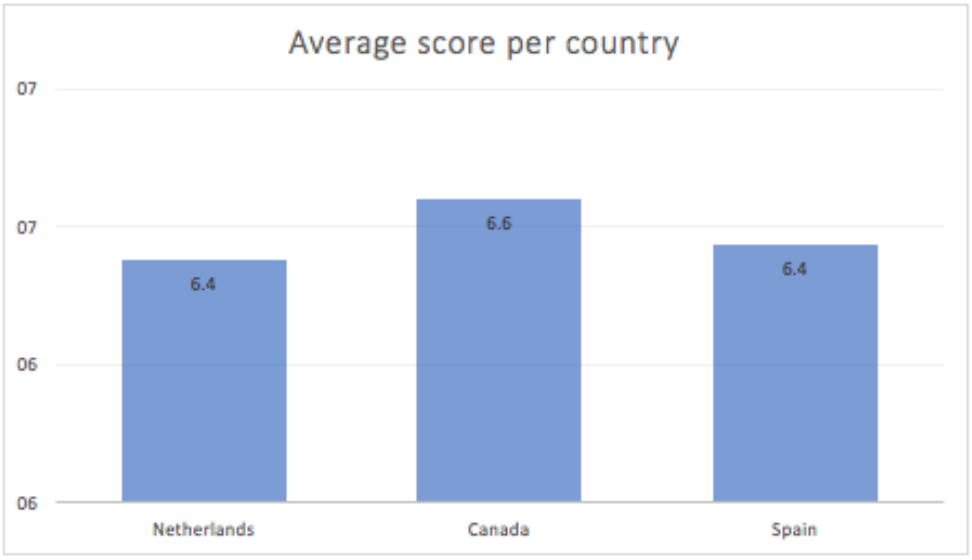


Figure 13: Average CSR baseline score per country

4.2.2 Qualitative results

Several patterns emerged in the interviews. The results are given below, following the same structure as our literature review on integrated CSR in section 3.2.2 and the conceptual model in Figure 5. The interview questions were structured according to this model. Figure 14 provides the same conceptual model as in Figure 6, and also contains the corresponding interview questions. This figure will function as an index for this section's structure.

All interviewees have been randomly assigned a number from 1-16 for confidentiality purposes. These numbers are used to reference quotes in this section.

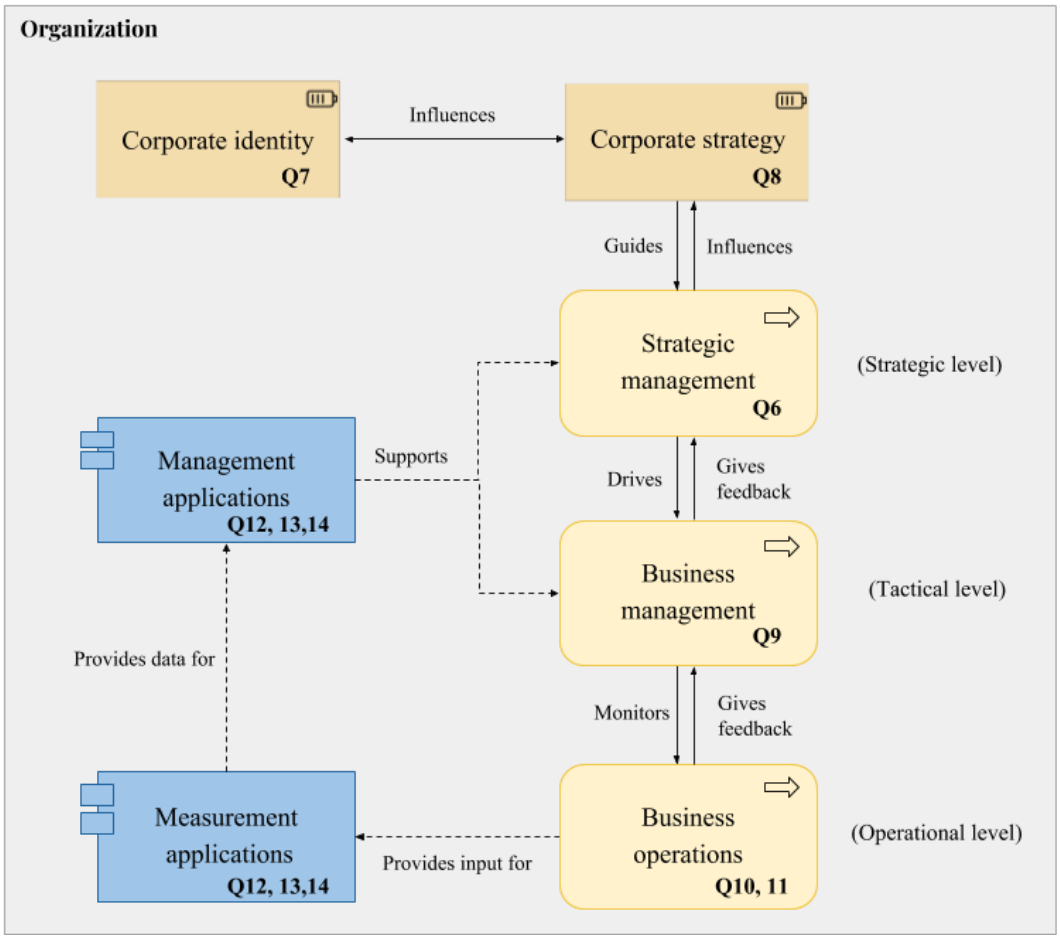


Figure 14: Conceptual model containing corresponding interview questions

Before we entered into asking questions on integrating CSR, we asked them for their perception of fully integrated CSR. Several interviewees said that CSR should be driven from the very top of the organization (Participant 3 10, 16). If the leaders of the organization are not convinced of CSR, their CSR efforts will risk looking like greenwashing. Furthermore, one consultant mentioned that a single strategic plan is vital to fully integrated CSR (Participant 5). Finally, all organizations agreed that CSR should be incorporated in every decision, or that it is built into every facet of the organization.

This last notion in particular is shared among the interviewed consultants. They add that every member of the organization should also be aware of their organization's CSR vision and policies. This is an important addition and it is striking yet fitting that none of the organizations mentioned this. Our premise is that consultants see the bigger picture of an organization and are therefore able to observe that a CSR vision starts at the top, percolates through the organization, but does not quite reach the operational level. Our company interviewees hold top positions at their

organization and therefore do not detect that the CSR vision stagnates in spreading. Another explanation for some of our participants is that their organization is simply too small at this time, so this phenomenon has not (yet) occurred. For them, this is valuable information because now they can take preventive measures.

Integrated into corporate identity (Q7)

All interviewed organizations have included CSR in their corporate identity. This entails the company vision/mission, values, and goals. Two interviewees explained that it helps their branding if CSR is part of their corporate identity: "People want to buy from us because we're a socially responsible company." (Participant 2) and it enables them to sell "a premium product" (Participant 13). One of our participants remarked: "It's not a matter of including it. It's not an add-on, it's all or nothing. If we weren't socially responsible, we wouldn't exist." (Participant 8). One consultant remarked that there is a fine line between branding on the one hand, and a marketing campaign for which CSR can be exploited on the other hand (Participant 14).

This might help explain why the corporate identity scored the highest in the content analysis. Organizations pay much attention to their identity because it builds their reputation and brand. It is reasonable to expect that this would reflect in their reporting.

Integrated into corporate strategy (Q8)

All of our company interviewees stated that they include CSR in their strategy. One organization does not have a strategy yet but would definitely include CSR when they draft the document (Participant 2).

The consultants all agree that CSR should be included in the company strategy. In Canada, larger, more mature organizations mostly integrate CSR with their regular strategy (Participant 14). Smaller organizations are more occupied with articulating and communicating their identity (Participant 10). In the Netherlands there is often still a separate document for CSR strategy but this is slowly changing. However, even in an integrated strategy document, 'sustainable business' would be a separate chapter, which is a red flag for disintegration (Participant 5).

Weaved into strategic management (Q6)

Two of our interviewees were CSR managers. One of them indicated that the title is misleading because everyone in the organization is involved in CSR, it is not the case that the responsibility for CSR is pushed off to a specific role:

> "Social Responsibility does not depend on a person, a department, or is something parallel to the company's business heart (...). The decisions they make penetrate in all the company, and go up and down in the organizational chart. In principle, it is the entire organization and we think it is a cross-cutting issue and it has to be at the level of everyone." (Participant 6)

Their reason for appointing one person as the CSR manager is to have a spokesperson for this topic. This implies that having a separate role for CSR is a red flag or a counter-indicator for integrated CSR. One of the B Corps shares this opinion. Our interviewee said that a separate role or department could be a sign that the company is investing in CSR, but it could also mean that "a person gets that job because it doesn't belong to anyone else. In that case it could be a red flag. Until I see that it gets integrated into other parts of the business, I'd be worried that CSR is not integrated." (Participant 7)

Another B Corp indicated that they would love to have a fulltime CSR manager. Their rationale is that "it's good to have someone that is overlooking and come up with new ideas to be [socially] responsible. (...) Everyone in the company should be acting socially responsible, but with someone driving the train you can do even more." (Participant 2)

One organization strives for a CSR culture that is shared among all members of the organization by only hiring staff based on their values. This way, sustainable and socially responsible values are inherent to the organization. One of the Spanish cooperatives purposefully does not have a CSR department. Instead, they have delegates for CSR. Most importantly, they rotate responsibilities so that every member of the cooperative absorbs CSR values.

> "There is not a unique CSR delegation [i.e. department]. There are delegates [members of the cooperative, workers] that are referents [in CSR], but we try that the different workers do a little bit of everything, that they get imbued by all these [CSR] values. [For instance,] that those who are doing billing and management also think about social impact clause." (Participant 9)

The consultants did not provide a unanimous view on this matter. One consultant said it should be everyone's responsibility (Participant 14), another mentioned that someone on the strategic level should take responsibility for CSR (Participant 5), and another responded that whether or not a specific role for CSR should exist depends on the organization (Participant 16).

Weaved into business management (Q9)

Sometimes a CSR manager would operate on this level as well, in smaller companies even on the operational level too, according to one of the consultants (Participant 5). Overall, this level in the organization would be responsible for analyzing CSR performance, for instance with a sustainability scorecard or social impact metrics. The measurement results would therefore flow back to this level and be consolidated by a manager.

The interviews did not yield much information regarding this level. In part because our participants were small or flat organizations, in part because there is not much CSR responsibility specifically allocated to this layer. This paints a picture similar to the content analysis outcome.

Weaved into business operations (Q10, 11)

All organizations make sure that their supply chain is as ethical as possible. They carefully select their business partners based on shared values (Participant 2, 4, 12). One consultant remarked that they see supplier codes of conduct being signed, but not enforced (Participant 5).

Furthermore, our participants described their main business process and indicated how CSR was considered in each step of the process. We observed that it is not always possible to execute a process step in a specific CSR manner. For instance, one

of our participants, a B Corp bag retailer, described their manufacturing process. The first step is to design a bag. It is an isolated activity that does not impact society, the environment, or the economy. All the other steps in the process are designed to ensure that they run a sustainable business. For example, they carefully select their vendor and materials, so they only work with organic materials and with partners who share their values. Furthermore, their manufacturer has a team of workers that are local, and he treats them well.

Another example worth mentioning is the B Corp beer brewer we interviewed. They are highly mindful of their brewing process and try to minimize their waste, water consumption, and waste water. For instance, after the grain is steeped in hot water, they are left with large amounts of spent grain. They have attempted to feed it to animals in the local zoo as a means of recycling. Moreover, they recycle the hot water and use it in the cooling step of the beer brewing process. This drastically reduces their water consumption and the amount of waste water. Our interviewee added that they are planning to invest in an advanced system that measures their waste water, as opposed to calculating their waste water taxes based on their water consumption. This does not yield an accurate result since they take lengths to recycle water. The new system will be expensive, and it probably will not even save them money in the long run despite their savings on waste water taxes, but it is the right thing to do and therefore worth the investment.

While it is nearly impossible to oversee every step in a supply chain, our interviewees try their best to control as much of it as they can:

> "Behind our production process are many more processes. We have 5 first-tier suppliers and second-tier suppliers (no direct business relationship) around 78. And each supplier has their own supply chain. It's a complex process and not every part is under our control." (Participant 4)

Another interviewee explained that they "work with certified materials and as eco-friendly as possible." (Participant 8), or "make sure all materials are organic and that the vendors are aligned with our values and understand our brand." (Participant 2).

Integrated into measurement and management applications (Q12, 13, 14)
The measurement application mentioned most often is Microsoft Excel. The smaller companies we interviewed all use Excel, and apparently the company size is not an indicator for ICT maturity.

> "Unfortunately, most of the metrics measurement is done in Excel. Even in big companies it's an issue. They get their data from different subsystems but when they're trying to put together a report they are left with an accumulated pile of data. I'm trying to figure out a dashboard that pulls all that data together." (Participant 7).

One of the interviewed consultants provided a possible explanation for this: "First organizations need to understand what they need to measure, and then think about the tools." (Participant 10). This was confirmed by one of the companies:

> "It is important to first define what metrics you want. Only then you can start to develop a fitting system. For now, we use Excel. And when you have it clear, we do the development in the Navision, or in the SAAP, or in one created by yourself. Because at first, you're not going to ask for indicators and ratios that then do not work, they're not worth you, they're a "time thief"." (Participant 12).

Some more established organizations mentioned that they have third parties measuring some of their metrics, for instance measuring their energy consumption (Participant 3), CO_2-emissions (Participant 1) or donation progress (Participant 15). One of our B Corps outsources all measurements: "Only external companies. We don't measure in-house. The B Corp association also assesses our performance." (Participant 8).

Opinions on third party measurement differ amongst our participants. One of our B Corps mentioned that they would love to have a third-party evaluation because it keeps them accountable.

> "We measure manually. We are looking for ways to automate that or to have a third-party evaluation. For instance, we have to hit certain deliverables to keep our B Corp status. When I started this company, I didn't know about B Corps and I was looking for a third-party system to measure or third-party metrics. A third party keeps us accountable." (Participant 13).

Interestingly, one of the Spanish organizations is opposed to third party certifications. For them, social responsibility is already in the philosophy of the company, which does not compel them to seek third party recognition or accreditation.

> "Here we are anti third-party certifications (...). We do not have any quality certificate. We have some certification of social responsible companies, but it is not something that we systematically seek. This is already a matter of philosophy of the entity." (Participant 6).

For in-house application, the current situation is that "… CSR measurement systems and financial measurement systems are separate. There is no communication between the different systems. The data is consolidated by the CSR manager." (Participant 5). In addition, the systems do not measure individual outputs of individual steps in a business process, according to several organizations and one of the consultants. Herein lies an opportunity to further improve an organization's CSR performance.

The ideal situation would be to have "just one system" (Participant 10) that measures both financial and non-financial performance. This corresponds with two other notions mentioned in the interviews. First, CSR should be connected to financial performance. As one of the consultants explained:

> "It should be someone's job to connect CSR to financial performance. Ideally it is. It would be great if there is one big system that's used both for financial and CSR performance. That way links could be formed that would otherwise be overlooked. Often CSR is viewed as an afterthought because the

> conception is that there is no financial implication of doing CSR." (Participant 16).

Following this line of thinking, a single system makes the most sense. Secondly, as described before, it is generally agreed upon that CSR strategy should be included in the company strategy. It would be logical if the annual report is integrated as well. As one of the consultants put it: "In terms of reporting, I would prefer reading a single report. It would make more sense if the data for the report originates from one system." (Participant 10).

At the present time, an integrated measurement or management system is not yet widespread. Furthermore, for smaller organizations or start-ups, an investment like this would be too large. In that case, the next best situation would be to have smaller systems for different purposes but have them communicate with each other so that the (CSR) manager receives consolidated information.

In the content analysis, measurement applications were the second least reported on. The interviews help us understand why. Our interviewees do not have big or integrated systems in place, instead, they customize Excel or outsource the work. They have yet to find a system that fits their needs.

As-is and To-be (Q5, 15, 16, 17)

As our interview participants are champions in CSR, we collected inspiring and exemplary anecdotes for being socially responsible. For instance, one of the B Corps sets "… social, environmental, and financial objectives on equal footing" (Participant 7), as well as another B Corp:

> "A fully integrated company would look like CSR tying the company mission and purpose together. CSR isn't questioned by anyone and you don't have to prove it. It just becomes part of every day. It's commonplace language. We're talking about our sustainability results as much as about our financial results. It's taken into consideration and valued as highly as the financial component." (Participant 3)

and yet another B Corp goes even further and puts CSR ahead of their financial goals:

> "[CSR is] ingrained in the values of the company and manifests in every single decision, every day, all the time. Everything runs around our values. We put CSR ahead of our financial goals. It's also incorporated in our product and in the way we do business with our vendors." (Participant 2).

While these examples are admirable, it should be noted that they come from small organizations that were socially responsible from the very beginning of their existence. For larger, more established companies, achieving this level of CSR would require a big overhaul: "A business driven by values and responsibility is the way to be successful. If it wasn't built from the beginning, it's very hard to make the change." (Participant 2).

For these companies, the insight of our consultant interviewees might be useful. The consultants agree that CSR should start at the top and be clearly defined there: "First you need to align your organization on what you aspire to do, what the targets are, what it means, and what you're going to invest in." (Participant 10, 14). However, the CSR vision does not always reach every corner of the organization. One of the consultants illustrated reality:

> "CSR is mostly present in a company's strategy because directors have a vision and try to implement their ideas. Then CSR usually goes down into the strategic management level, permeates into the tactical level, but on the operational level, only a limited number of people are aware of CSR." (Participant 10).

This problem can be solved by improving the communication structure in the organization. Another consultant describes it in detail: "Communication is the biggest gap. Especially bottom-up communication is behind. The feedback isn't received higher up. The intentions might be great, but the application isn't understood." (Participant 16). Another consultant adds: "Communication should go

both ways or else strategic management will be stuck in their ivory tower." (Participant 5).

When we asked what the organizations would want to improve about their CSR situation, three B Corps answered that they would not change a thing (Participant 2, 8, 13). They are happy with the way they run their business and just want to continue what they are doing.

Several organizations voiced their need for better ICT support. Their problem is that a solution for specific and unique metrics does not exist. As a result, they turn to Excel and customize it to fit their needs, as described previously. Looking at the future, they suggest several options that could solve this problem. First, it would help if CSR was connected to financial performance (Participant 16), and therefore the value of CSR incorporated in financial systems. This was also suggested by one of the consultants. Secondly, an ERP system would be ideal, according to one of the Spanish organizations: "I wish, if we had a big volume, enough for all this, an Enterprise Resource Planning (ERP) would be ideal. But right now, our volume of business and the complexity of everything we manage, would be a pharaonic work." (Participant 12). Finally, a customizable solution would suffice. This will give organizations the flexibility to modify their metrics, which seems to be highly desired.

One consultant generally remarked that organizations should be watchful for whether their measurements actually align with their strategic goals (Participant 5). Another consultant observed that some organizations have not translated objectives into performance indicators yet, which is a crucial step (Participant 14).

Another future vision for CSR involves a performance reward model that also rewards non-financial performance (Participant 7). If employees are only incentivized for financial performance, CSR will never be fully integrated. Related to this, one of the consultants mentioned several times throughout the interview that non-financial performance is connected to financial performance, and that it is wrong to see them as separate: "There needs to be an understanding that CSR practices are just business practices. There is no separation between the two." (Participant 16).

All interviewees agree that it is feasible to fully integrate CSR in every organization. It will take a lot of time, commitment, and effort, especially for the larger, established companies. Several interviewees added that not only is it feasible, it **has to happen**.

During the interview, we showed our participants our proposed definition of integrated CSR. Overall, we received positive reactions. One participant said that "the main idea of the definition is good" and remarked that the entire definition is "a bit wordy", by which they meant that it is lengthy and contains many big words (Participant 14). Three participants explicitly agreed with the definition as it matches with how they imagined integrated CSR (Participant 3, 8, 10) and one participant let out an excited "Yes! This is great!" upon seeing the definition (Participant 16).

4.2.3 Country comparison

We have collected data from three different countries: Canada, the Netherlands, and Spain. There are several observations to be made.

One observation is that Canadian interviewees have expressed admiration for the Netherlands. They are under the impression that the Netherlands is a forerunner in terms of CSR and CSR integration. Whether this is true remains to be proven. In this study we found clues that point in the other direction: there are more Canadian companies in the 2017 Global 100 Most Sustainable Corporations in the World Ranking (6 Canadian versus 5 Dutch companies) (Corporate Knights, 2017a), there are many more Canadian companies listed as a B Corp (223 Canadian versus 56 Dutch companies) (B Lab, 2018a), and the Canadian participants have a higher average CSR baseline score (6.6 versus 6.2). However, we doubt that a 6 to 5 or a 6.6 to 6.2 difference is significant, and the 223 to 56 difference can be explained by the fact that the B Corp movement reached Canada 6 years before it was launched in the Netherlands (B Lab, 2018b; Muff, 2015).

Regarding the B Corp movement, the Netherlands and Spain can be grouped together as European countries. As briefly stated in the previous paragraph, the first Canadian B Corp got certified in 2009, while the B Corp movement only reached Europe in 2015, where it was launched in the Netherlands. Spanish companies joined the B Corp movement a year later (Larraya & Sánchez, 2016).

While the B Corp movement grew in North America, Europe did not remain idle. In 2010, Austria launched the Economy for the Common Good (ECG) movement, which today has 2,400 member organizations (Economy for the Common Good, 2018). This movement advocates a different economic model, one based on "rewarding good behavior and making poor behavior more visible to the public and less profitable" (Felber, 2015). One of our Spanish participants uses ECG standards for their CSR reports and does not pursue a B Corp certification.

Finally, the interview participants from the different nationalities did not provide strikingly different answers. In some cases they differed in approach or opinion, such as whether a CSR manager or a CSR department is a red flag, but we could not trace that back to their nationality.

5 The CSR integration method

Based on our literature review and the interview results, we designed a CSR integration method, thereby answering RQ3. The goal of this method is to provide guidelines to organizations in a structured manner. An overview of the activities in the method and how they were identified is included in Table 5. There are different 'sources' for the activities: the definition of integrated CSR which is a result of the literature review, existing approaches studied in the literature review, the interviews, author initiative, and the validation.

Table 5: Sources of the CSR integration method activities

Activity	**Source**
Assess current CSR integration	Authors
Define CSR integration goals	Authors
Include CSR in corporate identity	Literature: definition
Integrate CSR in corporate strategy	Literature: definition
Define performance metrics	Literature: existing approaches
Communicate CSR vision	Interviews
Establish a conducive organizational structure	Interviews
Integrate CSR in business process	Literature: definition Literature: existing approaches
Implement an integrated ICT infrastructure	Literature: definition Literature: existing approaches
Evaluate CSR integration situation	Authors
Communicate results internally	Validation

As shown in the Table, 3 activities were included on author initiative. Even though no source or support from other studies were found for these activities, they could not be missed from the CSR integration method. The method guides organizations from their as-is CSR integration situation to the desired to-be CSR integration situation. It is therefore crucial to define the as-is and to-be situations. This is done in the first two activities, Assess current CSR integration and Define CSR integration goals. As with all other activities, the method does not prescribe users *how* to define those situations, it rather recommends them to do so.

Since the CSR integration method is designed as a cycle – this is elaborated on below – a form of evaluation is deemed appropriate. For this reason, we included the activity Evaluate CSR integration situation.

Our goal is to deliver an as comprehensive as possible first draft of the CSR integration method. We therefore took the liberty to add activities as we saw fit, for reasons explained above. Further research could explicitly validate these activities.

Our CSR integration method is structured according to the Plan-Do-Study-Act (PDSA) cycle as designed by Deming in 1993 (Moen & Norman, 2006). The cycle represents a circular flow, catered to learning and improving products or processes. There are several reasons for structuring the CSR integration method according to the PDSA cycle. For one, it is a widely known and much applied framework for problem solving in different contexts (Moen & Norman, 2006), and, secondly, two of the existing CSR integration approaches as described in Section 3.3 use the PDCA cycle.

Subsequently, the PDSA cycle implies a circular framework for integrating CSR. This relates to "the circular organization", an emerging field in organizational design (Romme & Van Witteloostuijn, 1999). According to organizational learning theory, our CSR integration method follows double-loop learning. This entails that "errors are corrected by changing the governing values and then the actions" (Argyris, 2002). In other words, in a transformation process, one reflects on whether their current way of doing things *is* the right way, rather than merely focusing on whether they are doing things right, which is called single-loop learning (Romme & Van Witteloostuijn, 1999).

To communicate our CSR integration method we use the PDD-notation (Brinkkemper, 1996). The output of this notation is a diagram with three perspectives. The left-hand side of the diagram represents the input CONCEPTs in rectangle boxes. The middle part of the diagram - with boxes with rounded corners – indicate the activities. The input CONCEPTs therefore support the execution of an activity. The right-hand side of the diagram represents the output CONCEPTs, the result of the execution of an activity. An overview of the method in PDD-notation is provided in Figure 15, after which we elaborate on the details. The design of this method is based on existing literature and the interviews. There are several closed

CONCEPTs – denoted by a black shade – of which enterprise architecture meta-models are included in Appendix V, and all CONCEPTs are explained in a CONCEPT table, which is included in Appendix VI. Finally, a class diagram version of this method is included in Appendix VII.

It should be noted that the CSR integration method is lacking implementation details, such as the main intended user – although we assume that someone at C-level will initiate and oversee the integration project –, what roles are responsible for what activities, and whether any tools or conceptual frameworks are needed for CSR integration (Goldkuhl, Lind, & Seigerroth, 1998). For scoping reasons these details are not included in this study. Future research and/or a case study could help define these details.

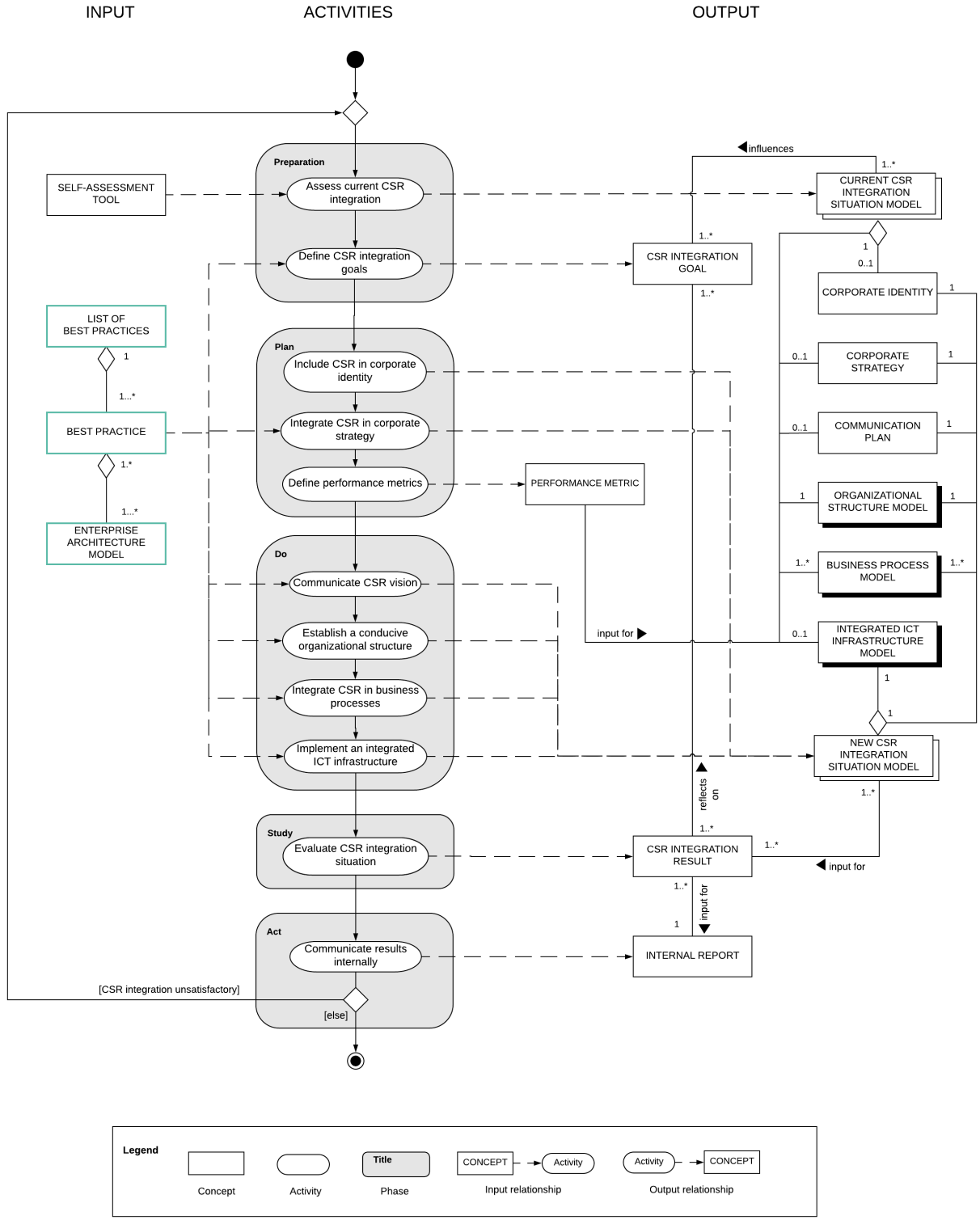


Figure 15: The CSR integration method

5.1 Executive summary

The CSR integration method offers guidance to organizations that seek to build a solid organizational foundation for CSR. The method provides a sequence of 11 activities and their corresponding in- and outputs. The activities are grouped into 5 phases and together will help fully integrate CSR into an organization, thereby building and/or strengthening the organizational foundation for enhancing or enabling CSR performance.

5.2 The CSR integration method design

This section elaborates on the details of the method and argues the design choices. There are five phases in the cycle: Preparation, Plan, Do, Study, and Act. Since it's a cycle, the last phase loops back to the first step and the routine starts again. In the Plan phase a change is planned. This change is aimed at an improvement in a product or process. In the Do phase, the plan for change is carried out. The effect of the change, i.e. the results, is then studied in the third phase, Study. Finally, the plan is adjusted (Act) based on the results, or the plan continuous without alterations.

5.2.1 Preparation phase

The first phase of the original PDSA cycle is preceded with a Preparation phase, which consists of two activities. First, the organization's current CSR integration situation is assessed. For this activity an organization can choose to use a SELF-ASSESSMENT TOOL. The outcome of this activity is an overview of the CURRENT CSR INTEGRATION SITUATION MODEL, consisting of 6 other CONCEPTs: CORPORATE IDENTITY, CORPORATE STRATEGY, COMMUNICATION PLAN, ORGANIZATIONAL STRUCTURE MODEL, BUSINESS PROCESS MODEL, and INTEGRATED ICT INFRASTRUCTURE MODEL. These CONCEPTs are consistent with the conceptual model that flowed from our literature review, and COMMUNICATION PLAN is added based on the interview results.

Based on the assessment results, the CSR integration goals can be defined, which is the second step. The outcome is CSR INTEGRATION GOALs, which are influenced by the CURRENT CSR INTEGRATION SITUATION MODEL.

For inspiration, an organization could consult a LIST OF BEST PRACTICES. A BEST PRACTICE contains recommendations and different examples of how others manage or implement CSR, sometimes illustrated by an ENTERPRISE ARCHITECTURE MODEL. All material in the LIST OF BEST PRACTICES is based on the interviews, as they are recommendations from and for the field.

5.2.2 Plan phase

The Plan phase is meant to prepare for a change. There are 3 activities in this phase.

First, CSR should be included in the corporate identity. Then, CSR should be integrated in the corporate strategy. These two activities contribute to the NEW CSR INTEGRATION SITUATION MODEL.

As mentioned previously, the foundation for a CSR INTEGRATION SITUATION MODEL is the conceptual model of integrated CSR. As the CSR integration method caters to the elements in the conceptual model, the NEW CSR INTEGRATION SITUATION MODEL should contain the same CONCEPTs as the CURRENT CSR INTEGRATION SITUATION MODEL. The CURRENT CSR INTEGRATION SITUATION MODEL serves as a benchmark for any changes carried out by the organization regarding CSR integration.

The final activity in this phase is "Define performance metrics". The output of this activity is PERFORMANCE METRICs and they form input for the INTEGRATED ICT INFRASTRUCTURE MODEL. This activity is included in the CSR integration method because several interviewees have stressed the importance of aligning non-financial and financial performance. CSR should not be seen as a separate business, as it genuinely connects with financial performance. Furthermore, an organization's performance should not only be dependent on finances, environmental and social performance is equally important. This activity stimulates an organization to critically review their current performance metrics and to make sure that their metrics address economy, environment, and society on equal footing.

Similar to the pre-phase, the LIST OF BEST PRACTICES can be consulted. Not every activity has a BEST PRACTICE at the present time, but this could change in the future. The LIST OF BEST PRACTICES is included in Appendix VIII.

5.2.3 Do phase

In the Do phase, the plans for change are executed. There are four activities in this phase.

First, the organization communicates the CSR vision throughout the entire organization. This is necessary to achieve the NEW CSR INTEGRATION SITUATION MODEL because it ensures that the entire organization carries the CSR vision and that every employee executes their work accordingly.

Second, the organization should establish a conducive organizational structure to ensure that CSR is incorporated into every facet of the organization. Our interview participants have different views on what a conducive organizational structure looks like. For instance, one of our B Corps purposefully has a CSR manager role to take the lead on CSR practices, another B Corp plans on creating a CSR manager role as the organization grows, and yet another participant currently holds the CSR manager role, but emphasizes that it is merely to indicate that he is the spokesperson for CSR and that in practice every member of the organization carries CSR. Another element in the organizational structure is a feedback loop. Several interviewees have stated that it is important that bottom-up feedback is made possible and encouraged. This ensures that the top level knows what their staff does and whether that is in accordance with their CSR vision.

Next, CSR should be incorporated into every business process, and finally, the organization should implement a comprehensive system structure. This allows the organization to properly monitor and evaluate their performance. At the moment, not much attention is paid to measuring CSR performance. This is mostly carried out in Excel or by a third party. The CSR manager or someone at top level then consolidates the results from the different tools or systems. There is room for improvement in this area and examples are included in the LIST OF BEST PRACTICES.

For all of the activities in this phase, BEST PRACTICEs exist and can be consulted. The output of these activities all contribute to the NEW CSR INTEGRATION SITUATION MODEL.

5.2.4 Study phase

After a round of integrating CSR, the efforts are evaluated in the Study phase. The outcome of this activity is CSR INTEGRATION RESULT, and it receives information from the NEW CSR INTEGRATION SITUATION MODEL.

The CSR INTEGRATION RESULT should contain the same information as what the CSR INTEGRATION GOALs prescribe. Only then the organization can properly reflect on their CSR integration.

5.2.5 Act phase

Finally, in the Act phase, the CSR integration progress is reported internally. This way, the entire organization is kept up-to-date on the organizational changes. It also provides them with actual results and might benefit their understanding of the COMMUNICATION PLAN.

After this activity there are two options. When the CSR integration is satisfactory, the method ends. If the CSR integration is unsatisfactory, the organization should go back to the beginning. However, going through all the steps is not mandatory; the organization can skip activities as they see fit.

5.3 Notes

A few general remarks regarding the design should be included.

The first remark concerns the external environment of any organization. As stated in Section 3.2, the definition of integrated CSR applies **in addition** to the definition of CSR, which takes into account an organization's stakeholders, society, and the law. However, these elements do not occur in the CSR integration method as described above, since this method focuses on laying an internal, integrated organizational foundation for CSR. Therefore, it is assumed that activities concerning the organization's external environment – such as stakeholder engagement – are done prior to integrating CSR. After all, external requirements and obligations partially dictate how an organization chooses to integrate CSR.

Secondly, in the current version of the CSR integration method, including CSR in the corporate identity precedes integrating CSR in the corporate strategy. This particular order is not conclusive. The validation process, described in more detail in the next chapter, yielded different views on the order of these activities, as did our literature review in Section 3.3. One study posited that the strategy is the foundation for CSR, and once that is implemented and understood throughout the organization, the corporate identity will follow naturally (Guadamillas-Gómez et al., 2010). In contrast, another study suggested that top management should first define what CSR means to them and the organization, establish a corporate purpose and core values – which are all part of the corporate identity – and then base their corporate strategy on that (Maon et al., 2009). Our view on whether the corporate identity should precede the corporate strategy or the other way around aligns with the latter study. However, one of our validation respondents argues that the strategy should be the basis for the corporate identity. Another respondent suggested that the order depends on the current reputation of an organization. Therefore, we cannot state with conviction that the current order is definitive, and therefore conclude that it is up to the user of this CSR integration method to decide which activity comes first.

6 Validation of the CSR integration method

After the Problem Investigation and the Treatment Design phase, we are now in the Treatment Validation phase and aim to answer RQ4. This chapter describes the evolution of the CSR integration method after its validation.

We sent the survey to 15 people, of which 12 have participated in the interviews and 3 were additional experts. We received 3 completely filled out surveys and one general remark about the model through email; that participant was not able to complete the entire survey. In addition, we scheduled 2 in-person validation sessions and 1 session on the phone. Thus, in total, we received 6 full responses and 1 remark. This yields a response rate of 33%, excluding the remark sent by email.

Overall, our respondents support the CSR integration method. One respondent remarked that the model makes sense on a high level (Respondent 4), another respondent said our method looked as if it was well-thought-out (Respondent 5), and another respondent was impressed with the way a lot of information was consolidated in a single figure (Respondent 7). In the same breath, that respondent added that we should not add any more to it.

In the end, 10 changes were made to the CSR integration method: 1 activity was removed, 1 activity and 1 CONCEPT were inserted, and 7 names were changed, of which 6 CONCEPT names and 1 activity name. The changes are summarized in Table 6 below.

Table 6: Results of validation

Method change	**Total**	**Removed**	**Changed**	**Inserted**
Total changes	10	1	7	2
Motivation	-	Replaced by another activity	Unclear names, inaccurate names, wrong order	Activity as a replacement, and the corresponding CONCEPT

One of our respondents did not understand the CONCEPT related to what is now called the INTEGRATED ICT INFRASTRUCTURE MODEL and requested “simpler

words" (Respondent 3). We reviewed this CONCEPT and reworded it, along with the accompanying activity.

Another respondent suggested another name for what is now called CURRENT CSR INTEGRATION SITUATION MODEL. While reviewing that suggestion we discovered that our original name (CURRENT CSR INTEGRATION SITUATION) was not accurate in the first place. As we recall from the first chapter in this report, our study operates on a meta-level by modelling the real world. Therefore, the CSR integration method has an effect on those models and as such, the outcomes of the activities in this method should be a model. We adjusted this for 5 CONCEPTs.
Furthermore, we changed the last activity in the method. Initially, the last step was to 'Continue as-is' when the evaluation results were satisfactory, but one of our experts expressed the need for internal and external reporting on the organization's CSR and CSR integration activities. We agree that internal reporting is useful because it informs the entire organization of what they are trying to achieve with the internal changes they are making and how they are progressing, which also nicely complements the COMMUNICATION PLAN. An activity for internal reporting flows naturally from the evaluation, more so than 'Continue as-is', so therefore we replaced that activity with the current 'Communicate results internally'. We purposefully did not include external reporting because the annual CSR reports would already be an appropriate medium for this type of information.

Several remarks from our respondents were not directed at specific elements in the CSR integration method, but were rather recommendations for the accompanying documentation. For instance, we asked one of our experts to imagine themselves in an executive role and seeing the method for the first time. What is their first impression of the method? Their response was that "executives do not always have time to figure out all the details of the method. They would read an executive summary to decide whether the method is worth their time or purpose." (Respondent 7). This prompted us to include an executive summary.

Moreover, our experts asked critical questions about underlying assumptions. While these questions do not instigate a change to the method, they have helped us solidify the foundation of the method. Examples are the question "Who is the target audience and what do you assume about their existing knowledge?" (Respondent 7) and related to this, another question: "Is CSR a common enough terminology?"

(Respondent 6). In other words, what if there is a whole pool of organizations who use the term 'sustainability' instead of 'CSR'? Would they still be eligible to use this method?

Finally, the usability, perceived usefulness, and intention of use have been rated by four validation participants. The ease of use of the method was rated on average with a 3.3 out of 5. The usefulness was rated with a 3.8 and the intention to use was rated the highest with a 4.0 out of 5. These results are summarized in Figure 16 below.

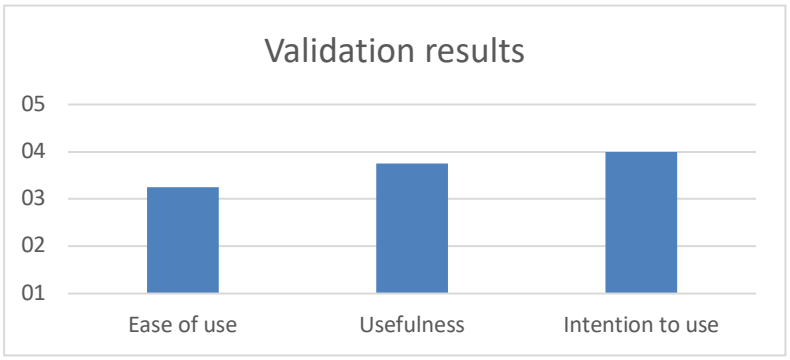


Figure 16: Validation results on the ease of use, usefulness, and intention to use

7 Discussion

Several limitations on this study as a whole, and specifically on the CSR integration method are identified and discussed in this chapter. The limitations are coupled with suggestions for future research. Contributions of this study are articulated as well.

7.1 Limitations on this study

Firstly, based on the literature review we created a conceptual model for integrated CSR. This model shows external factors for CSR while the study only focuses on the organization. Even though external factors are crucial to integrated CSR, we excluded them from the scope of this project. As mentioned previously, we assume that external engagement is done prior to starting the CSR integration process/method. Here lies an opportunity for future research to expand the CSR integration method and include external factors.

Secondly, the content analysis is limited in the sense that the analyzed reports did not hold all the information we were seeking. This is due to the difference between integrated CSR and actual CSR. As we recall from the first chapter, integrated CSR is the foundation for CSR and is therefore in another realm. For example, we were not able to conclude anything about the way companies internally manage CSR, for instance by a bottom-up feedback structure, because that type of information is not disclosed. For future research it would be interesting to perform a content analysis on corporate strategy reports. This could yield insights in an organization's method to integrate CSR.

Furthermore, there is a discrepancy in the content analysis of the ICT systems and standards. We have studied which standards are mentioned the most in literature and submitted those results in a content analysis. However, we did not incorporate questions about these specific standards in the interviews. This does underline the solidity of this study's method: based on a literature review, we created a conceptual model of an organization with fully integrated CSR, which in turn was used as a structure for both the content analysis and the interview protocol.

Moreover, this study operates on the intersection of business and ICT. This area is still young, both in academics as in practice. It was therefore challenging to find

someone who holds knowledge about both business management and the ICT infrastructure in their organization. As a result, in some interviews we did not receive an answer to the ICT-related questions.

The infancy of the intersection of business and ICT in academics is also demonstrated by the underrepresentation of literature on the ICT perspective. At this moment, there is an emphasis on the need to integrate various existing systems or to create a single system that caters to both financial and non-financial performance. While this would indeed be the ideal situation, the practical implications of integrating various systems are not addressed by those studies. Also, an overarching system is not a feasible investment for smaller organizations. More research is recommended to look into more lightweight options for that target group. Moreover, existing literature does not address the flexibility for customization in ICT systems, while this need became explicit in the interviews. In fact, the primary reason for organizations, especially young or smaller organizations, to resort to Excel for monitoring their performance, is that they can fully control the metrics and are not restricted by any existing, rigid system. Another reason is that they need the flexibility to change their metrics while they determine what exactly they want and need to measure. Our recommendation to researchers and system developers is to investigate the possibilities for flexible systems.

7.1.1 Threats to validity

A more specific limitation of this study is validity threat. A couple threats exist in this research project and are explained in this section.

All of our results – the content analysis, the CSR baseline measurement, and the interviews – are all self-reported, thus inserting a risk of bias. We were able to minimize this risk in the interviews by virtue of the interview protocol being semi-structured. That enabled us to request additional explanations and thereby diminishing the chance of bluff. Moreover, the interviews were mostly conducted in-person or through a video call, which creates a bigger environment for trust.

With regard to the CSR baseline measurement, the results are greatly skewed towards a high score. While one could question the reliability of these results, it is important to keep in mind that the respondents are leaders in CSR and CSR

integration. However, this does not eliminate the fact that the CSR baseline measurement results are based on subjectivity, and based on the perception of one employee. We should also consider a social desirability bias. Our respondents pride themselves with working for a social enterprise, therefore they could be inclined to reflect that in the survey.

The advantage of collecting knowledge from B Corps is that they have integrated CSR from the start, instead of first establishing their company and then implement CSR. However, the target audience of our CSR integration method is not B Corps, but established organizations who intend to make their business more socially responsible. Therefore, the interview participants and the target audience do not correspond. As a consequence, we are translating information from the B Corps to a method that caters to a different population. Although this could be regarded as a limitation, we were compelled to collect information from B Corps, who are leaders in this domain, because they are the ones holding the right knowledge.

Finally, the response rate on the validation of the CSR integration method was 33%. Even though the fact that participants and additional experts gave their opinion on the method increases the rigor of this study, a higher response rate would have been more ideal. An even better validation approach would be a case study. We would then be able to observe how the CSR integration method works in practice and what can be improved. The next step could be to apply the method in different sectors or industries to see whether the method is generalizable.

7.2 Limitations on the CSR integration method

Our CSR integration method is based on Deming's PDSA cycle. This framework has recently been 'updated' by other researchers but has not been widely applied. We deliberately chose to stay with the older version of the PDSA cycle because this version is clearly established and widely adopted. As the newer version develops we might want to consider updating our own method.

Several interview participants remarked that a "one size fits all" approach cannot exist. Their main argument is that organizations are unique and therefore the method for integrating CSR should be tailored to their situation and company DNA. We do not disagree. However, we see our method as a generic path that every

organization should follow to integrate CSR. Our method contains and structures the essential activities, which can be generalized. The content of the activities, in other words *how* an organization chooses to carry out the activity, can be tailored to the organization's specific context.

Furthermore, the CSR integration method has gaps in some areas, mostly due to scoping. For one, the listed activities are not exhaustive. More steps can be added as research identifies them as essential. Additionally, the current listed activities are not all equally fleshed out. We have not been able to provide best practices for all activities and even the best practices that we did provide are not exhaustive either. We encourage other studies to build upon this method and continue to add knowledge. Moreover, as organizations are complex bodies, organizational facets exist that have not been regarded in this study. For instance, HR can play an important role in spreading, supporting, and integrating CSR. One of our interview participants even described how their CSR management was shared with HR. Sadly we could not include this in the scope of our study, but we can classify this as an opportunity for future research.

In addition, the chosen PDD-notation comes with its own limitations. For readability purposes we designed the activities in a specific and sequential order, while in some parts it can be argued that activities can be executed in a different or concurrent order. We do allow users of the method to change the order as they see fit. Furthermore, as mentioned previously, the CSR integration method lacks implementation details. We encourage future research to take this up. The method in its current form is a first step towards a tangible aid for integrating CSR.

Finally, we acknowledge that our method is subject to evolution, as it operates in a fast-evolving area. For now, it provides guidance and structure in the current CSR environment.

7.3 Contributions of this study

Although the list of limitations is lengthy, this study has several significant contributions to integrating CSR.

A compelling factor in this study is the unique approach to integrating CSR, namely through an ICT lens. As discussed earlier, not much attention has been paid to ICT for CSR, let alone combining the two topics in a single study. In addition, our educational background in ICT arms us with analytical and modelling skills, which enables us to create and offer schematic representations of integrated CSR that are easy to understand for the public. The notation we used for the CSR integration method, and the enterprise architecture models that support the best practices are examples of this. Subsequently, we have been able to structure information in literature that already existed, but was still fragmented. As a result, our CSR integration method offers a structured and clear starting point for integrating CSR, not only for the business, but also for future research. We have painted the bigger picture that business and academia can build upon.

Another significant contribution is the definition of integrated CSR. This has not been explicitly provided in literature as of yet. By combining implicit clues to what other researchers consider to be integrated CSR we have drafted a formal definition. We have presented the definition during the interviews and it has been met with enthusiasm and confirmation. By establishing a definition of integrated CSR, we provide academics and business with a foundation for future research and development, and we direct everyone towards the same goal.

Finally, due to the different nationalities of the authors we were able to collect data from three different countries: Canada, the Netherlands, and Spain. Although it was not our main goal to do a comparative study, we have been able to make several interesting comparisons, albeit inconclusive.

8 Conclusion

This study aimed to develop a method for integrating CSR into the organizational and ICT dimensions of an organization. At the foundation of this study lies a literature review of CSR, integrated CSR, and ICT for CSR. Furthermore, based on the literature review, we performed a content analysis and conducted interviews with the business and experts in this field. The results of the literature review and the interviews were combined and translated into a CSR integration method, along with a list of best practices. Finally, the method was validated and evaluated with the interview participants and additional experts.

The entire study was decomposed into four research questions. Together, these questions constitute the project goal: to design a method for integrating CSR in an organization. Each question is answered below.

RQ 1. What is the current situation of CSR integration practices in organizations?
The goal of this question was to gain knowledge about the current CSR integration situation. First, we performed a literature review to gain a basic understanding of the research domain. We studied the history of CSR, the definition of CSR, what approaches exist to integrate CSR, and what has been written about ICT applications for CSR. During the literature review we made our own contribution: we composed a definition of integrated CSR, which did not exist before. The definition is accompanied by a conceptual model, which visually illustrates the different characteristics listed in the definition.

Second, we carried out a content analysis on 166 reports from all companies listed in the 2017 Global 100 Most Sustainable Corporations in the World Index, and from two of our interview participants. With this analysis we tested the conceptual model against what is actually reported in practice. The results showed that the corporate identity was extensively present in the corporate reports, and other characteristics of integrated CSR were far less reported on. This could indicate that organizations are focused on establishing their brand and reputation, but have not clearly established how to proceed. However, this is a tentative conclusion since this type of information would likely be disclosed in corporate strategy reports, which were not included in this study.

Finally, we conducted interviews with socially responsible organizations, CSR consultants, and experts. The interviews provided valuable information about the current CSR integration situation in business. For instance, the socially responsible organizations shared their CSR approaches, and the consultants described their observations in the field and what obstacles their clients encounter. In addition, the interviews clarified some of the content analysis outcomes, such as why measurement systems are so little reported on. We translated the interview results into enterprise architecture models where applicable, to demonstrate current CSR practices. Some models portray a current practice that is not ideal, other models illustrate examples of best practices.

RQ 2. How do managers envision integrated CSR in their organization?
This question aimed to determine the business view on integrated CSR, or the integrated CSR situation. We used the interviews to answer this question. We asked our participants how they envisioned the ideal integrated CSR situation, and what would be needed to achieve that. Interestingly, their answers often coincided with our definition of integrated CSR, and several interviewees voiced the need for better ICT support.

As with answering the first research question, we translated some of the results into enterprise architecture models, this time illustrating various aspects of the ideal CSR integration situation.

RQ 3. How can CSR practices and CSR management practices be integrated?
The goal of this question was to develop an approach for integrating CSR in organizations. We combined the results from the first two research questions and developed a CSR integration method. This method provides 11 sequential activities and their corresponding inputs and outputs. The method is structured according to the Plan-Do-Study-Act cycle and is created using the PDD-notation. This notation allows for an intuitive visual representation of the method. Finally, the method is supported by a list of best practices, which was compiled using the interview results. The aforementioned enterprise architecture models support these best practices.

RQ 4. What are the strengths and weaknesses of the CSR integration method?
The final research question focuses on the validation of the CSR integration method. We took our design back to our interview participants and to additional experts and

collected their feedback on the method. Overall, we received positive reactions. We made 10 changes to the method: 6 name changes, 1 activity deletion, 1 activity addition, and 1 CONCEPT addition. Finally, the ease of use, usefulness, and intention to use were rated by three respondents. The scores were 3.3, 3.8, and a 4.0 out of 5 respectively.

In conclusion, we made two significant contributions to academia and business. We created a definition for integrated CSR, and we developed a CSR integration method. Although several limitations apply to this study, both contributions provide a starting point for future research in this domain.

The goal of this study and the previously mentioned contributions are summarized in an infographic in Appendix IX.

Acknowledgements

I would like to thank Francesc Josep Alòs Alabajos, Victoria Pellicer Sifres, Jose Gámiz González, David Wheeler, and Nathalia Prieto for the time they invested in this project. In general, we are thankful for the insightful discussions and feedback we received from all interviewees and survey respondents.

I also thank my team members Sara Martín and Marcela Ruiz for supporting and contributing to this project.

Special thanks for Cory Searcy, for hosting me at Ryerson University and making an amazing experience in Canada possible.

And, last but not least, I extend my gratitude to Sergio España for his mentorship, untiring enthusiasm, and dedication to this project.

References

Aharon, T., Lior, O., Yaki, B., & Gal, K. (2011). Corporate Social Responsibility, Organizational Justice and Job Satisfaction: How do They Interrelate, If at All? *Revista de Psicología Del Trabajo y de Las Organizaciones*, *27*(1), 67–72. https://doi.org/10.5093/tr2011v27n1a7

Ahmed, A. (2012). Social and Environmental Auditing: Some Basic Concept. *Social Science Research Network*, 1–18.

Arevalo, J. A., & Aravind, D. (2010). The impact of the crisis on corporate responsibility: the case of UN global compact participants in the USA. *Corporate Governance: The International Journal of Business in Society*, *10*(4), 406–420. https://doi.org/10.1108/14720701011069641

Argyris, C. (2002). Double-Loop Learning, Teaching, and Research. *Academy of Management Learning & Education*, *1*(2), 206–218.

Asif, M., & Searcy, C. (2014). Towards a standardised management system for corporate sustainable development. *TQM Journal*, *26*(5), 411–430. https://doi.org/10.1108/TQM-08-2012-0057

Asif, M., Searcy, C., Zutshi, A., & Fisscher, O. (2013). An integrated management systems approach to corporate social responsibility. *Journal of Cleaner Production*, *56*, 7–17. https://doi.org/10.1016/j.jclepro.2011.10.034

B Lab. (2018a). Find a B Corp. Retrieved June 8, 2018, from https://www.bcorporation.net/community/find-a-b-corp

B Lab. (2018b). Our History. Retrieved June 8, 2018, from https://www.bcorporation.net/what-are-b-corps/the-non-profit-behind-b-corps/our-history

B Lab. (2018c). What are B Corps? Retrieved February 9, 2018, from https://www.bcorporation.net/what-are-b-corps

Brinkkemper, S. (1996). Method engineering: Engineering of information systems development methods and tools. *Information and Software Technology*, *38*(4 SPEC. ISS.), 275–280. https://doi.org/10.1016/0950-5849(95)01059-9

Brinkkemper, S., Saeki, M., & Harmsen, F. (1999). Meta-Modelling Based Assembly Techniques for Situational Method Engineering. *Elsevier*, *24*(3), 209–228.

Carroll, A. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholder. *Business Horizons*. https://doi.org/10.1016/0007-6813(91)90005-G

Carroll, A. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. *Business & Society*, *38*(3), 268–295. https://doi.org/10.1177/000765039903800303

Castka, P., Balzarova, M. A., Bamber, C. J., & Sharp, J. M. (2004). How can SMEs effectively implement the CSR agenda? A UK case study perspective. *Corporate Social Responsibility and Environmental Management*, *11*(3), 140–149.

https://doi.org/10.1002/csr.062
Castka, P., Bamber, C. J., Bamber, D. J., & Sharp, J. M. (2004). Integrating corporate social responsibility (CSR) into ISO management systems – in search of a feasible CSR management system framework. *The TQM Magazine*, *16*(3), 216–224. https://doi.org/10.1108/09544780410532954
Corporate Knights. (2017a). 2017 Global 100 results. Retrieved from http://www.corporateknights.com/magazines/2017-global-100-issue/2017-global-100-results-14846083/
Corporate Knights. (2017b). The 2017 Global 100: Overview of Methodology. Retrieved June 28, 2018, from http://www.corporateknights.com/reports/2017-global-100/2017-global-100-methodology-14595258/
Corporate Knights. (2018). About us. Retrieved June 28, 2018, from http://www.corporateknights.com/us/about-us/
Dao, V., Langella, I., & Carbo, J. (2011). From green to sustainability: Information Technology and an integrated sustainability framework. *Journal of Strategic Information Systems*, *20*(1), 63–79. https://doi.org/10.1016/j.jsis.2011.01.002
Deneckère, R., Hug, C., Onderstal, J., & Brinkkemper, S. (2015). Method Association Approach: Situational construction and evaluation of an implementation method for software products. *Proceedings - International Conference on Research Challenges in Information Science*, *2015–June*(June), 274–285. https://doi.org/10.1109/RCIS.2015.7128888
Dobers, P. (2009). Corporate social responsibility: management and methods. *Corporate Social Responsibility and Environmental …*, *16*(4), 185–191. Retrieved from http://onlinelibrary.wiley.com/doi/10.1002/csr.201/full
Economy for the Common Good. (2018). Home. Retrieved June 28, 2018, from https://www.ecogood.org/en/
El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (2015). How Do Employees Perceive Corporate Responsibility? Development and Validation of a Multidimensional Corporate Stakeholder Responsibility Scale. *Journal of Management*, *44*(2), 619–657. https://doi.org/10.1177/0149206315569311
España, S., & Brinkkemper, S. (2016). Responsible software: A research agenda to help enterprises become more sustainable. In *4th International Conference on ICT for Sustainability* (pp. 141–150).
Fakhroutdinov, K. (2018). Class. Retrieved from https://www.uml-diagrams.org/class.html
Felber, C. (2015). *Change everything: Creating an economy for the common good. Zed Books Ltd.* Retrieved from https://thenextsystem.org/the-economy-for-the-common-good
Food and Agriculture Organization of the United Nations. (2016). Good Practice Template, 1–7.
Frank, U. (2002). Multi-perspective enterprise modeling (MEMO) conceptual framework and modeling languages. *Proceedings of the Annual Hawaii*

International Conference on System Sciences, *2002–Janua*(February 2002), 1258–1267. https://doi.org/10.1109/HICSS.2002.993989

Gallardo-Vázquez, D., & Sanchez-Hernandez, M. I. (2014). Measuring Corporate Social Responsibility for competitive success at a regional level. *Journal of Cleaner Production*, *72*, 14–22. https://doi.org/10.1016/j.jclepro.2014.02.051

Ganescu, M. C. (2012). Corporate social responsibility, a strategy to create and consolidate sustainable businesses. *Theoretical and Applied Economics*, *576*(11), 91–106.

Garriga, E., & Melé, D. (2004). Corporate Social Responsibility Theories : Mapping the Territory Social Responsibility Corporate Theories : Mapping the Territory. *Journal of Business Ethics*, *53*(1/2), 51–71. https://doi.org/10.1787/9789264122352-de

Gazzola, P., & Colombo, G. (2014). CSR integration into the Corporate strategy. *Cross-Cultural Management Journal*, *XVI*(2), 331–338.

Goldkuhl, G., Lind, M., & Seigerroth, U. (1998). Method integration: the need for a learning perspective. *IEE Proceedings - Software*, *145*(4), 113. https://doi.org/10.1049/ip-sen:19982197

Grundfos. (2017). Be think innovate. Retrieved September 14, 2017, from http://www.grundfos.com/about-us/Our company/be-think-innovate.html

Guadamillas-Gómez, F., Donate-Manzanares, M. J., & Ŝkerlavaj, M. (2010). The integration of corporate social responsibility into the strategy of technology-intensive firms: A case study. *Zbornik Radova Ekonomskog Fakultet Au Rijeci*, *28*(1), 9–34. https://doi.org/http://dx.doi.org/65.012.412:17.026.1:001.11

Hahn, R. (2012). Standardizing social responsibility new perspectives on guidance documents and management system standards for sustainable development. *IEEE Transactions on Engineering Management*, *59*(4), 717–727. https://doi.org/10.1109/TEM.2012.2183639

Hong, S. (2015). A formal approach to the comparison of object-oriented analysis and design methodologies A Formal Approach to the Comparison of Object-Oriented Analysis and Design Methodologies, (March). https://doi.org/10.1109/HICSS.1993.284253

International Organization for Standardization. (2009). Environmental Management: The ISO 14000 family of International Standards. *Environmental Management*, 1–11. https://doi.org/10.1080/00382167.1994.9629674

International Organization for Standardization. (2010). International Standard Organization ISO 26000:2010. *ISO 9613-1*, *2010*, 86.

International Organization for Standardization. (2014). Discovering ISO 26000, 1–20. Retrieved from https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/iso_26000_project_overview-es.pdf

Jongerius, C. (2017). *Materiality Assessment Tool*. Utrecht University.

Jørgensen, T. H. (2008). Towards more sustainable management systems: through

life cycle management and integration. *Journal of Cleaner Production*, *16*(10), 1071–1080. https://doi.org/10.1016/j.jclepro.2007.06.006

Jørgensen, T. H., Remmen, A., & Mellado, M. D. (2006). Integrated management systems - Three different levels of integration. *Journal of Cleaner Production*, *14*(8), 713–722. https://doi.org/10.1016/j.jclepro.2005.04.005

Karapetrovic, S. (2003). Musings on integrated management systems. *Measuring Business Excellence*, *7*(1), 4–13. https://doi.org/10.1108/13683040310466681

Kazman, R., Woods, S. G. S. G., & Carriere, S. J. (1998). Requirements for integrating software architecture and reengineering models: CORUM II. *Reverse Engineering - Working Conference Proceedings*, 154–163. https://doi.org/10.1109/WCRE.1998.723185

Kurucz, E., Colbert, B., & Wheeler, D. (2008). The business case for corporate social responsibility. In A. Crane, A. Mcwilliams, D. Matten, J. Moon, & D. Seigel (Eds.), *The Oxford Handbook on Corporate Social Responsibility* (pp. 83–112). Oxford: Oxford University Press.

Lankhorst, M. (2013). *Enterprise Architecture at Work: Modeling, Communication and Analysis the Third Edition On*. *Springer* (3rd ed., Vol. 36). Springer-Verlag Berlin Heidelberg. https://doi.org/10.1016/B978-0-12-387667-6.00013-0

Larraya, I., & Sánchez, P. (2016). Nace oficialmente en España el movimiento B Corp, un movimiento mundial que está redefiniendo el ADN de la empresa en el siglo XXl. Retrieved from http://ecodes.org/notas-de-prensa/nace-en-espana-el-movimiento-bcorp

Maon, F., Lindgreen, A., & Swaen, V. (2009). Designing and implementing corporate social responsibility: An integrative framework grounded in theory and practice. *Journal of Business Ethics*, *87*(SUPPL. 1), 71–89. https://doi.org/10.1007/s10551-008-9804-2

Maon, F., Lindgreen, A., & Swaen, V. (2010). Organizational Stages and Cultural Phases: A Critical Review and a Consolidative Model of Corporate Social Responsibility Development. *International Journal of Management Reviews*, 20–38. https://doi.org/10.1111/j.1468-2370.2009.00278.x

Moen, R., & Norman, C. (2006). Evolution of the PDCA Cycle. *Society*, 1–11.

Moody, D. L. (2003). The Method Evaluation Model : A Theoretical Model for Validating Information Systems Design Methods. *Information Systems Journal*, 1327–1336. Retrieved from http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.108.3682&rep=rep1&type=pdf

Muff, K. (2015). Reflections about the B-Corp movement launch in Europe.

Mukhopadhyay, R. (2017). *Navigating the Sustainability Reporting landscape – Method Specification and tool for Materiality Assessment*. Utrecht University.

Murillo, D., & Lozano, J. M. (2006). SMEs and CSR: An approach to CSR in their own words. *Journal of Business Ethics*, *67*(3), 227–240. https://doi.org/10.1007/s10551-006-9181-7

Oskarsson, K., & Von Malmborg, F. (2005). Integrated management systems as a corporate response to sustainable development. *Corporate Social Responsibility and Environmental Management*, *12*(3), 121–128. https://doi.org/10.1002/csr.78

Owusu, C. A., & Frimpong, S. (2012). Corporate Social and Environmental Auditing: Perceived Responsibility or Regulatory Requirement? *Research Journal of Finance and Accounting*, *3*(4), 47–57.

Pedersen, E. R., & Neergaard, P. (2008). From periphery to center: how CSR is integrated in mainstream performance management frameworks. *Measuring Business Excellence*, *12*(1), 4–12. https://doi.org/10.1108/13683040810864341

Pedrini, M., & Ferri, L. M. (2011). Implementing Corporate Social Responsibility. An Exploratory Study of Strategy Integration and CSR Officers' Duty. *Economia Aziendale Online*, *2*(2), 175–187.

Robinson, D., & Clegg, A. (1998). Environmental leadership and competitive advantage through environmental management system standards. *Eco-Management and Auditing*, *5*(1), 6–14. https://doi.org/10.1002/(SICI)1099-0925(199803)5:1<6::AID-EMA74>3.0.CO;2-I

Rocha, M., Searcy, C., & Karapetrovic, S. (2007). Integrating Sustainable Development into Existing Management Systems. *Total Quality Management & Business Excellence*, *18*(1–2), 83–92. https://doi.org/10.1080/14783360601051594

Romme, G., & Van Witteloostuijn, A. (1999). Circular organizing and triple loop learning. *Journal of Organizational Change Management*, *12*(5), 439–454. https://doi.org/10.1108/09534819910289110

Salomone, R. (2008). Integrated management systems: experiences in Italian organizations. *Journal of Cleaner Production*, *16*(16), 1786–1806. https://doi.org/10.1016/j.jclepro.2007.12.003

Sarkar, S., & Searcy, C. (2016). Zeitgeist or chameleon? A quantitative analysis of CSR definitions. *Journal of Cleaner Production*, *135*, 1423–1435. https://doi.org/10.1016/j.jclepro.2016.06.157

Searcy, C., & Buslovich, R. (2014). Corporate Perspectives on the Development and Use of Sustainability Reports. *Journal of Business Ethics*, *121*(2), 149–169. https://doi.org/10.1007/s10551-013-1701-7

Smith, N. C. (2003). Corporate Social Responsibility: Not Whether, But How? *Centre for Marketing Working Paper No. 03-701*, *44*(03), 1–37. https://doi.org/10.2307/41166188

Story, J., & Neves, P. (2015). When corporate social responsibility (CSR) increases performance: exploring the role of intrinsic and extrinsic CSR attribution. *Business Ethics: A European Review*, *24*(2), 111–124. https://doi.org/10.1111/beer.12084

The Open Group. (2017). ArchiMate® 3.0.1 Specification. Retrieved November 5, 2017, from http://pubs.opengroup.org/architecture/archimate3-doc/toc.html

Turker, D. (2009). Measuring Corporate Social Responsibility: A Scale Development Study. *Journal of Business Ethics*, *85*(4), 411–427. https://doi.org/10.1007/sl0551-

009-0224-8
Van Der Heijden, A., Driessen, P. P. J., & Cramer, J. M. (2010). Making sense of Corporate Social Responsibility: Exploring organizational processes and strategies. *Journal of Cleaner Production*, *18*(18), 1787–1796. https://doi.org/10.1016/j.jclepro.2010.07.024
Whelan, T., & Fink, C. (2016). The comprehensive business case for sustainability. *Harvard Business Review*, (October 2016), 10. https://doi.org/10.1097/01.NAJ.0000362031.46612.bf
Wieringa, R. (2010). *Design science methodology*. *Proceedings of the 32nd ACM/IEEE International Conference on Software Engineering - ICSE '10* (Vol. 2). https://doi.org/10.1145/1810295.1810446
Williams, C. A., & Aguilera, R. V. (2008). Corporate Social Responsibility in a Comparative Perspective. *Oxford Handbook of Corporate Social Responsibility*, 452–472. Retrieved from http://digitalcommons.osgoode.yorku.ca/scholarly_works
Yuan, W., Bao, Y., & Verbeke, A. (2011). Integrating CSR Initiatives in Business: An Organizing Framework. *Journal of Business Ethics*, *101*(1), 75–92. https://doi.org/10.1098/rstb.20
Zwetsloot, G. I. J. M. (2003). From Management Systems to Corporate Social Responsibility. *Journal of Business Ethics*, *44*(2), 201–207. https://doi.org/10.1023/A:1023303917699

Appendices

Appendix I: Content analysis keywords

Appendix II: Conent analysis results

Appendix III: CSR baseline score

Appendix IV: Interview protocol

Appendix V: Closed CONCEPT examples

Appendix VI: CONCEPT tables for CSR integration method

Appendix VII: CSR integration method class diagram

Appendix VIII: Best practices

Appendix IX: Infographic

Content analysis keywords

The table below lists the keywords for each characteristic of integrated CSR as shown in the conceptual model (Figure 6, section 3.2.2). To check how each characteristic is represented in annual and social reports, we ran these keywords through a text-analysis tool.

Category	Keywords
Corporate identity	Corporate identity Values Common values Shared values Our values Core values Fair values Values-based Principles Goals Sustainability goals Sustainable Development Goals Vision Mission Our purpose Reputation Purpose-driven
Corporate strategy	Corporate strategy Strategic core Strategic direction Strategic plan Strategy program Strategy programs CSR strategy CSR strategies CR strategy Corporate responsibility

	Corporate responsibility strategy Sustainability strategy Sustainability program Sustainability programs Sustainable policy Sustainable policies Responsibility policy Environmental strategy Environmental strategies CSR governance
Strategic management	Top management Senior management Executive management Executive board Top executive Top executives Sustainability leaders Sustainability board Sustainability committee Sustainability executive Sustainability executives Sustainability director Sustainability directors
Business management	Middle management Sustainability manager Sustainability managers Sustainability management Sustainability team Sustainability teams Sustainable management CSR manager CSR managers CSR management
Business operations	Technical core Day-to-day

	Core business Responsible business Sustainability activities Sustainability commitments Sustainability efforts Sustainable supply chain Supply chain management Initiative Initiatives Business functions
Measurement applications	Sustainability reporting Measurement tool Measurement system Measurement systems Monitoring tool Evaluation tool Evaluation tools Assessment tool Assessment tools Sustainability assessment Sustainability assessments Sustainability measurement Sustainability measurements Sustainability audit Sustainability auditing Impact measurement Social audit Environmental audit Socio-environmental auditing Third-party audit Third-party evaluation Third-party evaluations Sustainability performance Sustainable performance Environmental performance

	CSR performance Corporate social responsibility performance
Management applications	Management system Management systems CSR management system Integrated management system Integrated management systems Energy management system Environmental management system Environmental management systems EMS Environmental management tool Environmental management tools Management tool Management tools ISO OHSAS EMAS Certification Certified Third-party certification Third-party certifications Reporting tool Reporting tools Reporting system Reporting systems Decision support system Decision support systems DSS Balanced scorecard Business intelligence

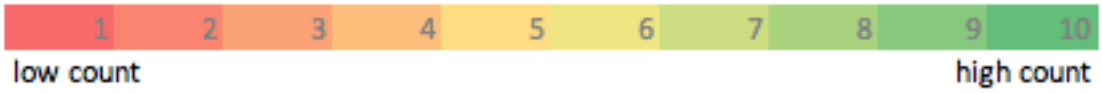
Content analysis results

The table below summarizes the results of the content analysis. As explained previously, we counted the keyword occurrence for each integrated CSR characteristic in annual and social reports, using a text-analysis tool. We analyzed 164 reports.

The third column represents the total number of occurences of a keyword in all reports. The fourth column shows in how many different reports the keyword was found.

The cells in the third and fourth column are color-coded according to the count, and relative to each other. The lowest occurring count is coded deep red and the highest is coded bright green. Everything in between is color-coded in a shade that corresponds to its position in the range.

Legend



Categories	Longlist	Score	occurrences
Corporate identity	Corporate identity	12	8
	Values	3738	159
	Common values	8	6
	Shared values	45	18
	Our values	287	73
	Core values	128	54
	Fair values	985	71
	Values-based	28	9
	Principles	4024	155
	Goals	2394	155
	Sustainability goals	169	32

	Sustainable Development Goals	350	79
	Vision	1302	142
	Mission	555	112
	Our purpose	101	33
	Reputation	851	125
15008	Purpose-driven	31	12
Corporate strategy	Corporate strategy	205	56
	Strategic core	8	4
	Strategic direction	72	45
	Strategic plan	144	41
	Strategy program	2	1
	Strategy programs	3	3
	CSR strategy	50	10
	CSR strategies	12	2
	CR strategy	20	4
	Corporate responsibility	1002	75
	Corporate responsibility strategy	33	12
	Sustainability strategy	162	39
	Sustainability program	62	14
	Sustainability programs	17	12
	Sustainable policy	1	1
	Sustainable policies	1	1
	Responsibility policy	57	18
	Environmental strategy	34	15
	Environmental strategies	4	4
1907	CSR governance	18	3
Strategic management	Top management	103	36
	Senior management	879	118
	Executive management	211	56
	Executive board	1231	34
	Top executive	7	5
	Top executives	11	9
	Sustainability leaders	11	8
	Sustainability board	24	9
	Sustainability committee	42	16
	Sustainability executive	10	3
	Sustainability executives	0	0
	Sustainability director	1	1
2530	Sustainability directors	0	0
Business management	Middle management	38	16
	Sustainability manager	5	3

	Sustainability managers	2	2
	Sustainability management	72	16
	Sustainability team	33	14
	Sustainability teams	4	4
	Sustainable management	122	29
	CSR manager	13	1
	CSR managers	3	2
448	CSR management	156	8
Business operations	Technical core	0	0
	Day-to-day	256	90
	Core business	183	69
	Business process	41	21
	Responsible business	361	60
	Sustainability activities	26	13
	Sustainability commitments	18	12
	Sustainability efforts	45	29
	Sustainable supply chain	28	13
	Supply chain management	142	39
	Initiative	2008	151
	Initiatives	3362	156
6589	Business functions	119	32
Measurement applications	Sustainability reporting	229	76
	Measurement tool	65	4
	Measurement system	12	5
	Measurement systems	10	9
	Monitoring tool	10	9
	Evaluation tool	4	4
	Evaluation tools	4	3
	Assessment tool	26	18
	Assessment tools	10	9
	Sustainability assessment	13	11
	Sustainability assessments	10	6
	Sustainability measurement	3	2
	Sustainability measurements	0	0
	Sustainability criteria	24	15
	Sustainability audit	4	3
	Sustainability auditing	0	0
	Impact measurement	10	8
	Social audit	6	1
	Environmental audit	4	3
	Socio-environmental auditing	0	0
	Third-party audit	12	9

	Third-party evaluation	0	0
	Third-party evaluations	4	3
	Sustainability performance	169	54
	Sustainable performance	22	17
	Environmental performance	296	81
	CSR performance	61	16
1128	Corporate social responsibility performance	1	1
Management applications	Management system	987	117
	Management systems	532	100
	CSR management system	15	3
	Integrated management system	11	3
	Integrated management systems	7	2
	Energy management system	26	13
	Environmental management system	139	47
	Environmental management systems	74	28
	EMS	107	25
	Environmental management tool	0	0
	Environmental management tools	0	0
	Management tool	25	19
	Management tools	41	32
	ISO	807	97
	OHSAS	158	41
	EMAS	37	14
	Certification	964	125
	Certified	764	127
	Third-party certification	23	8
	Third-party certifications	0	0
	Reporting tool	15	11
	Reporting tools	18	13
	Reporting system	98	41
	Reporting systems	30	21
	Decision support system	1	1
	Decision support systems	2	2
	DSS	7	2
	Balanced scorecard	24	8
4927	Business intelligence	15	10

CSR baseline score

To assess the level of CSR of our participating organizations, we asked our participants to fill out a survey, the Turker scale. This scale consists of 18 statements, and our participants were asked to indicate on a 7-Point Likert Scale how much each statement applies to their organization.

The 18 statements are as follows:

1. Our company supports employees who want to acquire additional education.
2. Our company policies encourage the employees to develop their skills and careers.
3. Our company implements flexible policies to provide a good work & life balance for its employees.
4. The management of our company is primarily concerned with employees' needs and wants.
5. The managerial decisions related with the employees are usually fair.
6. Our company provides full and accurate information about its products to its customers.
7. Our company respects consumer rights beyond the legal requirements.
8. Customer satisfaction is highly important for our company.
9. Our company emphasizes the importance of its social responsibilities to the society.
10. Our company contributes to campaigns and projects that promote the well-being of the society.
11. Our company always pays its taxes on a regular and continuing basis
12. Our company complies with legal regulations completely and promptly.
13. Our company implements special programs to minimize its negative impact on the natural environment.
14. Our company participates in activities which aim to protect and improve the quality of the natural environment.
15. Our company targets sustainable growth which considers future generations.
16. Our company makes investments to create a better life for future generations.
17. Our company encourages its employees to participate in voluntary activities.
18. Our company supports non-governmental organizations working in problematic areas.

Interview protocol

Introduction

Loose script:
Thank you for making the time for this interview. The goal of this interview is to assess your current CSR practices and to determine how you envision the perfect situation with regard to CSR integration. For result processing purposes, I will record this session. Do you have any questions before we start?

For starters, I would like to ask you some questions about your role in the organization.

- What is the name of your job function?
- How long have you been working at [organization]?
- To what extent are you involved with CSR practices/management?

Question	If applicable, checklist of possible answers	Remarks
General		
1. What are your drivers for performing CSR?	□ Reputation □ Cost and cost reduction □ Attractiveness as an employer □ Own ethical values □ Stakeholders □ Government □ Other …	Loosely based on Mazurkiewicz (2004)
2. Is your organization at its desired level of CSR performance?		Answer indicates whether they want to improve or not
3. What are the reasons for (not) being at the desired level of CSR performance?		Answers can't be too concrete. Keep it on CSR performance. Focus on **why** not **how**
4. Could you describe what it means to have fully integrated CSR?		Broad question. If participant digresses, ask for some characteristics. After free thinking, provide

		our definition.
CSR integration - As-is		
5. How is CSR currently embedded in your organization?		Participant speaks freely. Map answers to conceptual model.
6. Do you have a specific organizational structure for CSR?		Map their structure to our conceptual model. Let participant draw 2 lines to distinguish between 3 organizational levels.
7. How is CSR included in your organization's identity and culture?	□ Vision/mission □ Values □ Goals □ Other …	
8. Is CSR included in your company's strategy? Please elaborate.		
9. How is CSR managed and monitored?		Possible answers could include CSR department, CSR officer, CSR policies, etc.
10. How is CSR integrated in the organization's day-to-day operations?	□ Sustainable supply chain □ Ethical treatment of employees □ Other…	
11. Could you describe your main business process and indicate how CSR is embedded in each step of the process?		
12. Which systems or tools do you use to measure CSR?		Company should ideally put together social and economic performance to make decisions
13. Are those systems also used for measuring financial performance?		Yes indicates integration
14. Which management systems or tools do you have in which CSR is included?		
15. Do you see any gaps in your current CSR integration? Where?		Refer back to Q2, Q3, Q5. Keep a list of pain points throughout the interview

		(Q5-12), discuss list here + ask if they want to add anything else.
CSR integration - To be		
16. How would you like CSR to be integrated in your organization?		
17. Which changes are necessary to achieve that?		
18. In your opinion, are the discussed changes feasible?		

Ending

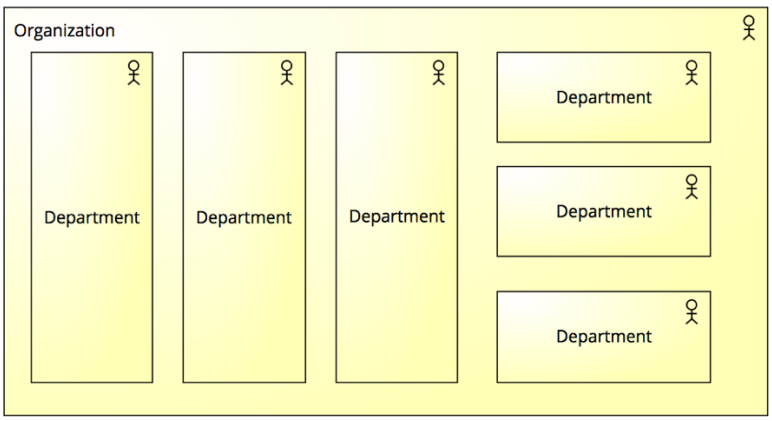
Thank you again for your time. Is there anything you would still like to add or mention?

Closed CONCEPT examples

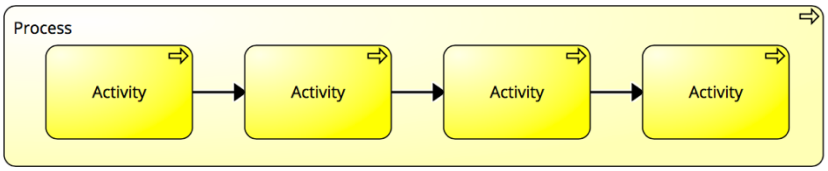
There are three closed CONCEPTs in the CSR integration method: ORGANIZATIONAL STRUCTURE MODEL, BUSINESS PROCESS MODEL, and INTEGRATED ICT INFRASTRUCTURE. These CONCEPTs are purposefully kept closed. The main reason for this is that the diagram would become unmanageable if we provided all possible sub-diagrams for every closed CONCEPT. To illustrate, the ArchiMate modelling language harbors 16 different viewpoints (Lankhorst, 2013). Besides, in every viewpoint many different variations are possible as well, significantly increasing the number of possible sub-diagrams. Additionally, if we were to include BPMN diagrams for BUSINESS PROCESS MODEL, the number of sub-diagrams would increase even more.

Examples of sub-diagrams for each of these CONCEPTs are provided below.

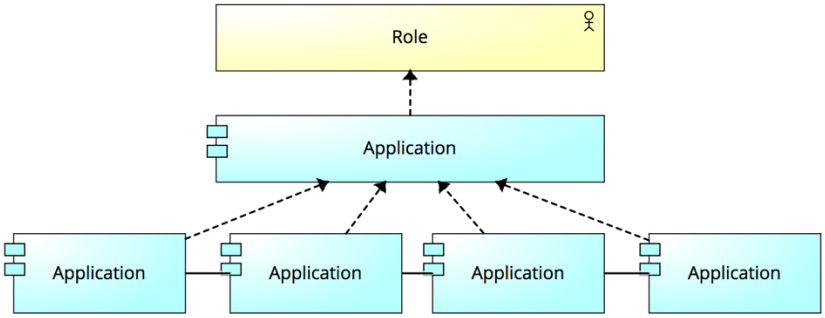
The first sub-diagram is a template for an ORGANIZATIONAL STRUCTURE MODEL. This is one way to depict the organizatonal structure.



The sub-diagram below is a template for a BUSINESS PROCESS MODEL. Different activities within a process can be modeled this way.



The last sub-diagram is an example of an INTEGRATED ICT INFRASTRUCTURE. Different applications communicate with each other and are linked to an overarching application, which is a step towards integration.


Role
Application
Application
Application
Application
Application

CONCEPT tables for CSR integration method

Concept	Description
SELF-ASSESSMENT TOOL	A SELF-ASSESSMENT TOOL enables an organization to assess their CSR integration. This tool can vary from a survey to a framework. It is up to the organization to choose what fits their needs the best.
CURRENT CSR INTEGRATION SITUATION MODEL	The CURRENT CSR INTEGRATION SITUATION MODEL is an overview of where an organization stands with regard to CSR integration. It consists of the following CONCEPTs: CORPORATE IDENTITY, CORPORATE STRATEGY, COMMUNICATION PLAN, ORGANIZATIONAL STRUCTURE MODEL, BUSINESS PROCESS MODEL, and INTEGRATED ICT INFRASTRUCTURE MODEL. These CONCEPTs are explained below.
CORPORATE IDENTITY	The CORPORATE IDENTITY is how the organization presents themselves to the world. According to literature, the CORPORATE IDENTITY consists of corporate goals, values, vision, and mission (Arevalo & Aravind, 2010; Pedersen & Neergaard, 2008; Pedrini & Ferri, 2011).
CORPORATE STRATEGY	The CORPORATE STRATEGY is a description of the overall scope and direction of a corporation and the way in which its various business operations work together to achieve particular goals (Business Dictionary, n.d.).
COMMUNICATION PLAN	A COMMUNICATION PLAN helps the top level of the organization communicate their CSR vision throughout the organization, to ensure that every member at every level of the organization understands what they are trying to achieve and behaves accordingly.
ORGANIZATIONAL STRUCTURE MODEL	The ORGANIZATIONAL STRUCTURE MODEL in the context of this study entails the roles, departments, and responsibilities that members of the organization

	have, including an organizational structure for bottom-up feedback.
BUSINESS PROCESS MODEL	A BUSINESS PROCESS MODEL is a series of logically related activities or tasks (such as planning, production, or sales) performed together to produce a defined set of results (Business Dictionary, n.d.).
INTEGRATED ICT INFRASTRUCTURE MODEL	An INTEGRATED ICT INFRASTRUCTURE MODEL entails the notion that performance should be measured either by a single system or by multiple systems that communicate with each other and consolidate the results so that the top level of an organization can understand their performance status in a single glance.
NEW CSR INTEGRATION SITUATION MODEL	The NEW CSR INTEGRATION SITUATION MODEL is an overview of where an organization stands with regard to CSR integration, **after** an iteration of CSR integration. It consists of the same CONCEPTs as the CURRENT CSR INTEGRATION SITUATION MODEL.
CSR INTEGRATION GOAL	A CSR INTEGRATION GOAL is a goal specifically for CSR integration, for instance having established a bottom-up feedback structure for CSR performance. Goals can be created based on the CURRENT CSR INTEGRATION SITUATION MODEL.
CSR INTEGRATION RESULT	A CSR INTEGRATION RESULT consists of information from the NEW CSR INTEGRATION SITUATION and should be directly comparable to the CSR INTEGRATION GOALs.
PERFORMANCE METRIC	A PERFORMANCE METRIC is used to measure and/or benchmark performance.
INTERNAL REPORT	The INTERNAL REPORT communicates information on the CSR integration practices and progress to the entire organization. It receives input from the CSR INTEGRATION RESULT.
LIST OF BEST PRACTICES	A LIST OF BEST PRACTICES is a document that contains BEST PRACTICEs.

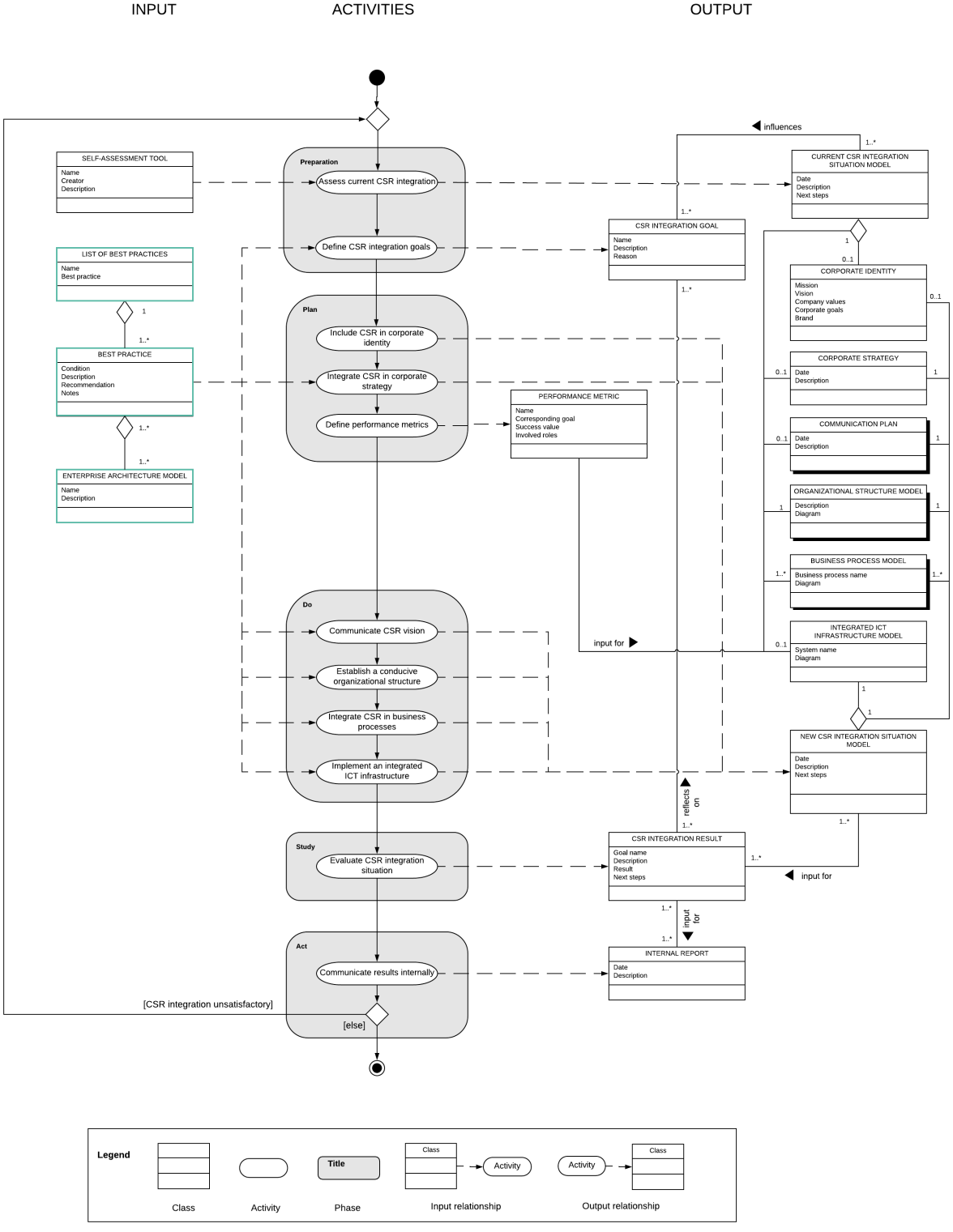
BEST PRACTICE	A BEST PRACTICE is an example or recommendation for CSR integration practices, catered to organizations that want to improve their CSR integration.
ENTERPRISE ARCHITECTURE MODEL	ENTERPRISE ARCHITECTURE MODELs capture a specific perspective of an organization and displays it in such a way that it is comprehensible for everyone (Lankhorst, 2013).

CSR integration method class diagram

This figure shows the CSR integration method as a class diagram. This notation provides more information on the individual CONCEPTS in the method, as opposed to the PDD-notation.

Each CONCEPT has a title, which is the CONCEPT name, in the top compartment, and attributes in the middle compartment. An attribute is a "property that [is] owned by the class" (Fakhroutdinov, 2018), such as a name, or a description.

This level of detail is not necessary for the average reader of this report and the PDD-notation portrays the CSR integration method in a cleaner way. The class diagram caters to those who are more familiar with UML and who seek a more in-depth understanding of the method.


INPUT
ACTIVITIES
OUTPUT
SELF-ASSESSMENT TOOL
Name
Creator
Description
LIST OF BEST PRACTICES
Name
Best practice
BEST PRACTICE
Condition
Description
Recommendation
Notes
ENTERPRISE ARCHITECTURE MODEL
Name
Description
Preparation
Assess current CSR integration
Define CSR integration goals
Plan
Include CSR in corporate identity
Integrate CSR in corporate strategy
Define performance metrics
Do
Communicate CSR vision
Establish a conducive organizational structure
Integrate CSR in business processes
Implement an integrated ICT infrastructure
Study
Evaluate CSR integration situation
Act
Communicate results internally
[CSR integration unsatisfactory]
[else]
influences
CURRENT CSR INTEGRATION SITUATION MODEL
Date
Description
Next steps
CSR INTEGRATION GOAL
Name
Description
Reason
CORPORATE IDENTITY
Mission
Vision
Company values
Corporate goals
Brand
CORPORATE STRATEGY
Date
Description
COMMUNICATION PLAN
Date
Description
ORGANIZATIONAL STRUCTURE MODEL
Description
Diagram
BUSINESS PROCESS MODEL
Business process name
Diagram
INTEGRATED ICT INFRASTRUCTURE MODEL
System name
Diagram
PERFORMANCE METRIC
Name
Corresponding goal
Success value
Involved roles
input for
NEW CSR INTEGRATION SITUATION MODEL
Date
Description
Next steps
reflects on
CSR INTEGRATION RESULT
Goal name
Description
Result
Next steps
input for
input for
INTERNAL REPORT
Date
Description
Legend
Class
Activity
Title
Phase
Class
Activity
Input relationship
Activity
Class
Output relationship

Best practices

Introduction

Based on the interview results, we compiled 6 best practices. Some best practices have multiple recommendations or examples, and some are accompanied or illustrated by enterprise architecture models.

Each best practice follows a template and has a unique identifier. The elements in the template are described in more detail in Table I.

Table I: Best practice template

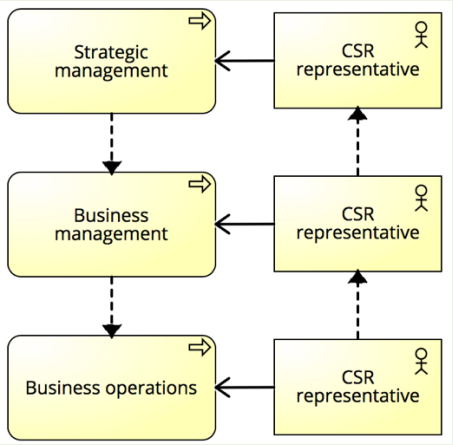
iCSR_BP_0x	iCSR = integrated CSR BP = best practice 0x = number
Subject	This field indicates the subject of the best practice and is connected to an activity in the CSR integration method. This helps the user understand when to apply the best practice.
Situation	This field describes a situation that could be improved. It is formulated in such a way that readers will recognize whether it applies to their organization.
Risk	This field elaborates on the risk that the situation might bring and argues why the situation should be improved.
Objective	This field states the objective of the best practice.
Recommendation or example	Recommendations or examples are provided to explain what an improved or desired situation looks like. Some best practices contain illustrative enterprise architecture models.
Notes	This field provides extra commentary about the best practice or a situation. Not every best practice has this field.
Recommended by	This field indicates the number of interview participants who have recommended this best practice or who inspired the best practice. For confidentialiality purposes we do not name the participants or organizations.

Best practices

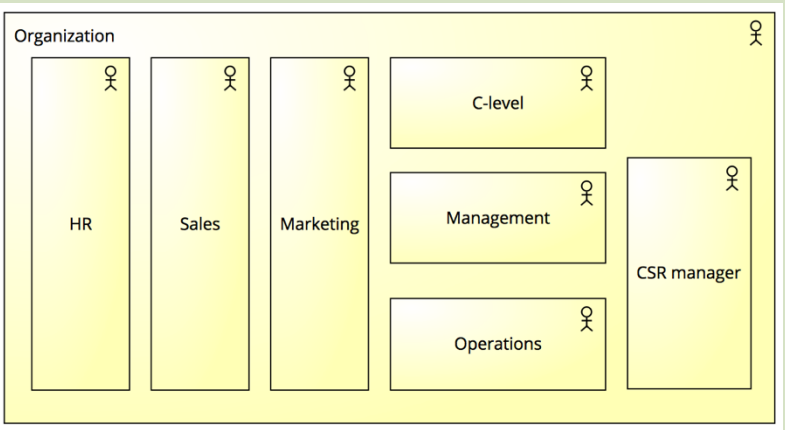
iCSR_BP_01	
Subject	Integrate CSR in the corporate strategy
Situation	My organization prioritizes financial impact on shareholders over any other impact, such as environmental or social impact.
Risk	When financial impact or performance is prioritized, the organization signals to the world that they are not concerned with sustainability or social responsibility. For these organizations, CSR is an add-on and not part of everyday business.
Objective	Financial and non-financial impact are treated on equal footing.
Recommendation	Connect non-financial performance with financial performance. Understand that sustainability and CSR positively impact financial performance. They should not be seen as separate business practices.
Recommended by	2 B Corps 1 Consultant

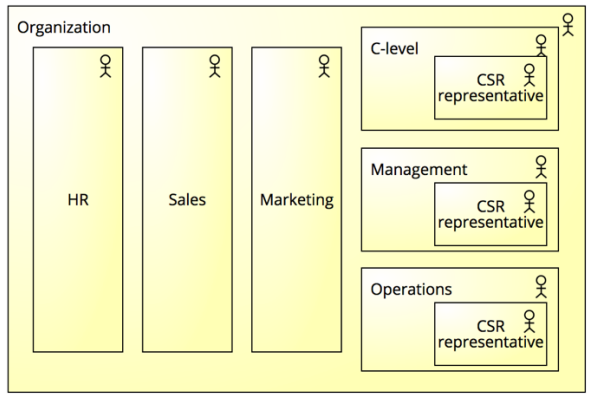
iCSR_BP_02	
Subject	Integrate CSR in the corporate strategy.
Situation	My organization has a separate document for CSR strategy.
Risk	Not only is it essential to include CSR in the corporate strategy, the way it is done is equally important. If CSR is truly integrated, then it will reflect in every section of the corporate strategy, and there will not be a need to include CSR or sustainability separately or explicitly.
Objective	A single document for corporate strategy.
Recommendation	For every section in the corporate strategy, assess how CSR is involved and explain it where it is appropriate, instead of in a separate chapter.
Recommended by	6 B Corps

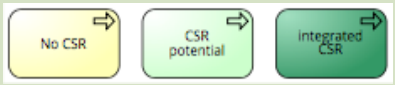
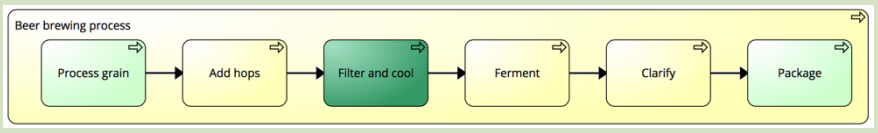
	2 Cooperatives 4 Consultants

iCSR_BP_03	
Subject	Communicate CSR vision
Situation	The CSR vision is clear at the top, but does not percolate into the rest of the organization.
Risk	Even though the CSR vision and direction should be established at the top, it should also be carried by the entire organization. Otherwise, the organization risks being perceived as a 'greenwasher'. More importantly, how will the organization live up to their CSR vision if it is not being carried out?
Objective	Every employee is aware of the organization's CSR vision and behaves accordingly.
Recommendation #1	Reward non-financial performance in addition to financial performance to incentivize the staff.
Recommendation #2	Stimulate bottom-up feedback to make sure that all levels of the organization understand the CSR vision and do their work accordingly, see Figure 3.1.  Figure 3.1: Organizational structure that promotes

	bottom-up feedback
Recommended by	1 B Corp 2 Organizations 2 Consultants

iCSR_BP_04	
Subject	Establish a conducive organizational structure
Situation	My organization has a separate role or department for CSR.
Risk	A separate role or department for CSR could be a counter-indicator for integrated CSR. It could be perceived two ways: either as a sign that the organization is investing in CSR, or as a sign that the responsibility belongs to no one else in the organization, in which case the role or department is a red flag. The separate role or department can be a temporary solution, meant as a segue into fully integrated CSR, but as long as it exists, it could be a red flag.
Objective	CSR is present in every member of the organization and/or is represented on every level.
Example #1	Figure 4.1 portrays an organization with a **separate** CSR role (the CSR manager). In practice, the position of this manager is in between C-level and Management, and the manager  operates on the Management and Operations level. Figure 4.1: Separate role for CSR
Example #2	Figure 4.2 demonstrates an alternative structure. Each organizational level has a CSR representative, which is not a separate role, but rather an extra responsibility given to someone or someones on each level. These representatives are responsible for communicating CSR performance and

	issues.  Figure 4.2: Integrated role for CSR
Notes	It has occurred that an organization purposefully chose to appoint the CSR manager role to one employee, even though every member of that organization is socially responsible. Their intention of creating this role is to have a spokesperson for the outside world about their CSR practices.
Recommended by	2 B Corps 1 Cooperative 2 Consultants

iCSR_BP_05	
Subject	Integrate CSR in business processes
Situation	We do not see how every step in our business process can be sustainable or socially responsible.
Risk	Not incorporating sustainability or CSR into (core) business processes is a red flag for outsiders. Sometimes it seems impossible to make a certain step in a business process more sustainable because on the surface that step does not seem to have an impact on the environment or society. That could be the case indeed, but it is recommended to be mindful of possible hidden impacts. Several examples are provided below for inspiration.
Objective	CSR is present in every step of every business process or is at least considered for each step.
Example #1	A beer brewer shared their brewing process and elaborated on their efforts to spare the environment where possible. Figure 5.1 shows the entire process. The dark green shade indicates that the organization actively takes measures to be sustainable in that step, the light green shade indicates that there is sustainability potential in those steps, but they have not realized it yet. Yellow indicates that those steps are left as they are, possibly because they have a neutral impact or because they do not know how to build in CSR. **Legend**   Figure 5.1: Beer brewing process

The first step is to process grain. This entails grinding the grain and then steeping it in hot water. After this, the brewery is left with spent grain. They are looking into ways to recycle this, for instance by feeding it to local cattle.

In the second step, hops are added. Then the mixture is filtered and cooled. In this step, the brewery makes sure to recycle the water and use it for other steps in the entire process. This way they are able to minimize the amount of waste water they produce.

After this, the beer ages in the fermentation tank and then clarified in a break tank. Finally, the beer is packaged. The brewery wishes to use recyclable and recycled materials for packaging, but at the moment this is still hard to find.

Example #2

A standard core business process is procurement. One of the interviewed consultants provided the steps and an explanation as to how CSR can be incorporated in the steps. An overview is provided in Figure 5.2.

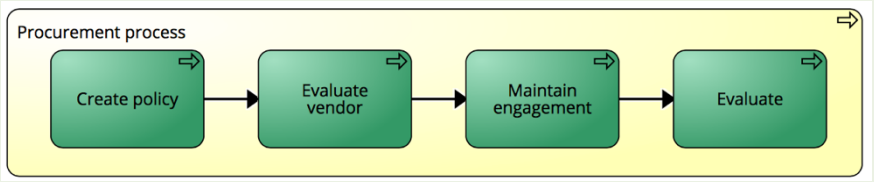
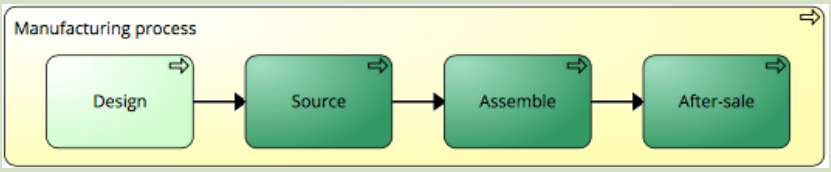


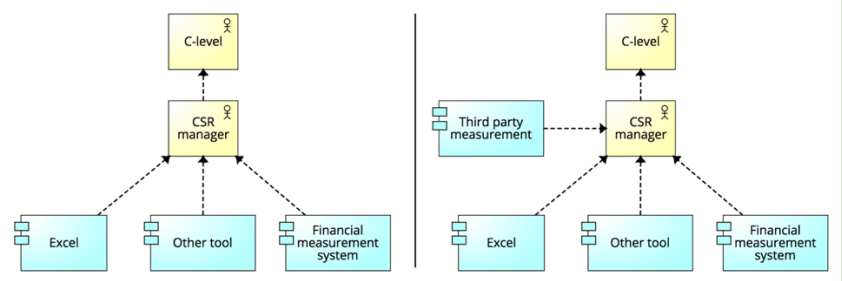
Figure 5.2: Procurement process

The first step in procurement is to create a policy. If CSR is embedded in this step, the organization should consider the characteristics they require of their vendors, as well as the requirements for the products or services they receive from their vendors.

Then, the vendor and their product or service are evaluated or audited. In this evaluation, criteria related to sustainability and CSR are included.

	When the vendor passes the evaluation, the business relationship or engagement is maintained by monitoring whether the same values are shared and by frequently providing feedback on performance. The last step of this process is a continuous step. The organization keeps on evaluating the business relationship and uses the results to make procurement decisions.
Example #3	Several B Corps in retail have shared their manufacturing process. The results are merged into a single model, as shown in Figure 5.3.  Figure 5.3: Manufacturing process First, the product is designed. On the surface, it might not seem as if there are many options for incorporating CSR. However, there might be potential for designing a product in such a way that it minimizes the amount of necessary material. For instance, Fairphone has a modular design for their phones, which is long-lasting on the one hand, and on the other hand it allows for consumers to replace parts of their phone instead of being forced to buy an entirely new phone. Secondly, the materials are sourced. Our participants make sure that the materials they use are organic, certified, and/or eco-friendly. Ideally, they have insight in the entire supply chain but that is challenging. Also, similar to the procurement process, they make sure that their vendors share the same values and understand their brand. For assembling the product, one of our B Corps selected their manufacturer based on their team of workers. The team is

	local, and therefore the labor is not outsourced to another country where the working environment is toxic or unethical. Our B Corp knows that their manufacturer treats their employees well. Finally, in the after-sales step, the service continues. For instance, a product or parts of the product can be handed in for recycling or repair. This prolongs the life cycle of a product.
Notes	The processes described above are not meant as a prescription. There are many possible variations in a process and every organization should feel free to tailor the process to their needs. These examples can be used for inspiration.
Recommended by	4 B Corps 1 Consultant

iCSR_BP_06	
Subject	Implement an integrated ICT infrastructure
Situation	We get our performance data from multiple subsystems
Risk	When data is collected from multiple systems, they will have to be consolidated somehow. Currently, this is done by the CSR manager or someone at C-level. This is a non-effective, time-consuming activity, which can easily be outsourced to ICT systems. Besides, if the ultimate goal is to produce an integrated annual report – i.e. a report that addresses both financial and non-financial performance – it would make more sense to extract the data from an integrated system. Figure 6.1 illustrates two examples of the current system structure.  Figure 6.1: Data from different subsystems are consolidated by the CSR manager The diagram on the left illustrates how several in-house systems or tools are used to capture data, and it is the CSR manager's responsibility to consolidate the data and report to C-level. The diagram on the right illustrates the same situation, but with third party measurements. Some organizations choose to outsource some of the measurements, for instance greenhouse gas emissions or charity donations.
Objective	Minimize the number of systems to extract data from.
Recommendation #1	Ideally, a single system collects all the data, both financial and non-financial. Since this is not an available option at the present time, the next best solution would be an

integrated management system (IMS) that consolidates the relevant data from the different subsystems. The C-level employee then receives complete and ready-to-use data. An example is shown in Figure 6.2. Please note that the subsystems in this Figure are illustrative, and therefore not exhaustive.

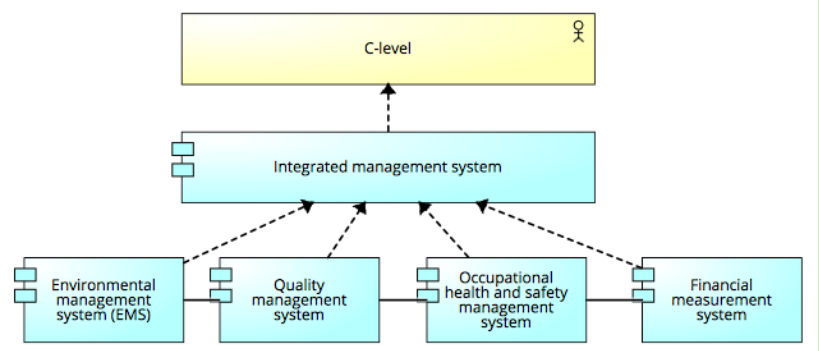


Figure 6.2: The integrated management system consolidates the data from different subsystems

Recommendation #2

If an IMS is too ambitious or too costly, an in-between solution would be to have a CSR measurement system and a financial measurement system. This way, the number of subsystems is reduced to two. Additionally, in the ideal situation, the CSR measurements are connected to financial performance, which will yield one set of data. With such a structure, the data can flow straight to C-level, without interference of a CSR manager. A visual representation of this recommendation is included on the left side of Figure 6.3.

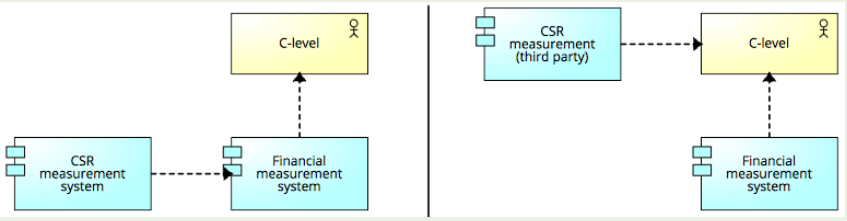


Figure 6.3: Reduction of number of subsystems and data flows straight to C-level

	The right diagram illustrates the situation when an organization chooses to outsource the CSR measurements to a third party. In that case some level of consolidation still needs to be done but a CSR manager is not needed for that.
Notes	It is common for small and young organizations to neglect ICT support. However, incorporating a comprehensive ICT system structure from the very beginning can jumpstart growth because it streamlines information.
Recommended by	1 B Corp 1 Cooperative 2 Consultants

DESIGNING A METHOD TO INTEGRATE CORPORATE SOCIAL RESPONSIBILITY INTO THE ORGANIZATIONAL AND ICT DIMENSIONS

2,500+ B CORPS

50+ COUNTRIES

B Lab, 2018

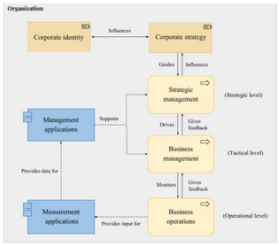
GOAL

To fully integrate Corporate Social Responsibility (CSR) into an organization

CSR

Firms must assume their core economic responsibility and voluntarily go beyond legal minimums to be ethical in all of their activities and that they take into account the impact of their actions on stakeholders in society, while simultaneously contributing to global sustainability.

PEOPLE **PLANET** **PROFIT**



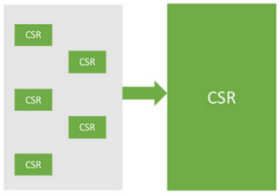
Integrated CSR

CSR is a part of an organization's identity, is incorporated in the corporate strategy and in every level – i.e. strategic, tactical, and operational level – of an organization, and is supported by measurement and management applications.

How to integrate?

5 Phases

11 Activities



Result

From a fragmented approach

To an integrative and holistic practice of CSR

CONTRIBUTE TO A GREENER WORLD

author: *Audrey Sie*