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DOING WELL WHILE DOING GOOD: A CASE STUDY EXAMINATION OF  
CORPORATE SOCIAL RESPONSIBILITY

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## ABSTRACT

Ambiguity surrounding corporate social responsibility has made the topic a highly-polarizing subject in both the academic and corporate realms. Despite some skepticism, pressing societal issues such as climate change and world hunger have made the adoption of corporate social responsibility initiatives more critical than ever. Realizing our world's current state, this study set out to resolve some of the uncertainties hindering the adoption corporate social responsibility as a sustainable business practice by examining five corporations that are proving that they can do well financially while also doing good for the greater global community. The cases examined focus on corporate social responsibility initiatives in the five impact segments of Economic Opportunity, Education, Environment, Human Rights, and Public Health, and all derive from *Fortune Magazine's* 2016 Change the World list. Selected companies include MasterCard, Intel, Unilever, Gap, and Nestlé, which were individually chosen to represent a variety of industry sectors. While it is evident that each of these cases is unique to their specific company, common trends and patterns reveal strategies promising to the achievement of a desired impact of an initiative as well as overall success of a company. Of these observations, the most influential is the adoption of a purpose that transcends corporate social responsibility and permeates a company's business model.

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## **Chapter 1**

### **Introduction**

Corporate social responsibility is often a confusing issue in the corporate world. At its core, corporate social responsibility refers to an organization's contributions to society (see Appendix for list of definitions). Despite its wholesome foundation, contrasting interpretations and questions of validity and implementation surrounding the subject have left it to hover in an ambiguous territory that many organizational executives and even academics are wary to approach (Crane, McWilliams, Matten, Moon & Siegel, 2008). Although corporate social responsibility is a complex concept to confirm and address, its rising relevance on the global agenda proves it be a needed area of study.

### **History**

Corporate social responsibility is not a new phenomenon. Socially responsible practices have been observed as early as the Industrial Revolution, but it was during the 1950s that efforts began to be articulated and not until the 1990s and 2000s that these practices became a notable topic of discussion (Carroll, 2008).

One of the first and most credible spokespeople to speak on corporate social responsibility actually spoke in opposition of it. In his book *Capitalism and Freedom*, American

economist Milton Friedman (1962) labeled corporate social responsibility as a “misconception” as well as a “fundamentally subversive doctrine” (p. 13). He elaborated, “In such an economy, there is one and only one social responsibility of business - to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game,” (p. 111). Notable executives have stood by Friedman’s mantra, such as businessman Jack Welch who served as CEO of General Electric from 1981 to 2001. During the 2011 Tulsa Business Forum at Oklahoma State, Welch admitted that he was not enthusiastic about the new alternative-energy direction that General Electric was being taken. He said, “If it doesn’t turn green into green, it doesn’t turn out to be a helluva good business. The whole idea is to grow jobs. The main responsibility of a company is to win” (Singh, 2011, para. 4).

While Friedman and Welch can certainly be viewed as experts in their field, it is fair to say that a significant amount has changed since Friedman first spoke on the subject in the 1960s and Welch ran General Electric in the 1980s. In their book *Strategic Corporate Social Responsibility*, Werther and Chandler (2006) cite four recent, identifiable trends that have led to the heightened importance of corporate social responsibility, including increasing affluence, changing social expectations, globalization and the free flow of information, and economic sustainability. Werther and Chandler reason that increasing affluence allows consumers to pick and choose which brand they feel most confident in and that consumers will pay more for a brand that they view as ‘good.’ Changing social expectations similarly relate to perceived trust and rationalize that today’s consumers expect a higher standard of honesty and integrity from companies. Globalization and the free flow of information allow activist groups to target and report on unethical or undesirable business practices, holding companies highly accountable for their actions. Conclusively, the introduction of climate change has made sustainability a

considerable aspect for many consumers when deciding on a company or brand. Realizing these four trends, Werther and Chandler argue that socially responsible practices have been necessary to adopt in order to satisfy consumer demands and maintain sales. In recent years, even Jack Welch has backtracked on his adverse stance on corporate social responsibility. During a press tour for his book *The Real Life MBA: Your No-BS Guide to Winning the Game, Building A Team, and Growing Your Career*, Welch told *Forbes* magazine, “Companies have got to have a set of values – by which we mean behaviors – that define how they’re going to fulfill their mission... To our minds, leadership today and tomorrow is all about truth and trust – relentlessly seeking the former in every conversation and meeting and relationship, and doggedly building the latter, with transparency, candor, and integrity,” (Schawbel, 2015, para. 6). Although Welch did not outrightly advocate for corporate social responsibility during his interview, his disposition notably shifted from his earlier ‘winning’ sentiment.

Although these four trends may have changed some minds, there are still critics who perceive corporate social responsibility to be a superficial veneer created to further a company’s financial motives. In a report titled *What’s Wrong With Corporate Social Responsibility?* Corporate Watch (2006) claims that “CSR enables business to claim progress despite the lack of evidence of verifiable change” and that “CSR will continue to be little more than PR for as long as it is easier and cheaper to spin than to change” (p. 12). Those who agree with this perspective view corporate social responsibility efforts as one-off initiatives designed by companies to lure in wide-eyed consumers and side-step stringent government regulations. Perhaps a cynical take on corporate social responsibility, in the past companies have fallen short on their proclamations of self-righteousness, thus substantiating this claim. Unfortunately, the companies included in this study are no exception.

Over the years, Intel, Gap Inc., and Nestlé have all come under fire for questionable business practices despite their projected image as responsibility experts. In 2000, Intel was accosted by the media for failing to warn customers about a fault in one of their computer chips (“Intel Hit By Pentium III Flaw,” 2000). In 2007, Gap Inc. similarly came under attack after the discovery of child sweatshops in New Delhi (McDougall, 2007). In 2015, Nestlé was chastised for their collection of water during a declared state of drought in California (Smith, 2015). If such reputable companies can disappoint in their promises, it begs the question - is corporate social responsibility a genuine practice?

### **Significance**

As evidenced by emerging trends in the industry (Werther & Chandler, 2006), today more corporations recognize the mutually beneficial interdependence between their enterprise and the society in which they operate, making corporate social responsibility an essential segment to understand.

Unilever CEO Paul Polman discussed this interdependence at length during a 2016 speech at the Stanford Graduate School of Business. In his speech, Polman spoke of overconsumption and the Earth’s diminishing supply of natural resources, assigning a large portion of fault to unsustainable corporate practices. According to Polman 93 percent of the United States’ equities are at risk due to the damaging effects of climate change, and the assumptive loss of these equities would enact a “long-term financial devastation” that would essentially destroy the global economy (Stanford Graduate School of Business, 2016). Polman reasoned that this Doomsday scenario is necessary to consider in order to comprehend the

interdependence model, and further argued the case for the collective adoption of purpose-driven business models that transcend one-off initiatives and prioritize sustainable practices in every facet of a company's operations. He stated that corporations have an obligation to engage in sustainable practices to ensure the stability of their environment, citing self-interest as a main proponent of purpose and corporate social responsibility and arguing that the cost of inaction is now greater than the cost of action. Polman ascertained that socially responsible initiatives support a partnership for the common good, and that by putting societal interests before business interests, corporations will be better off in the long-term (Stanford Graduate School of Business, 2016). The self-interest of long-term sustainability has been used as a crucial contention for corporate social responsibility by other authors as well, who remind that while profits are important, "organizations are only able to obtain [these] profits because of the society in which they operate" (Werther & Chandler, 2006, p. 15).

Although a focal point for Polman, the environment is just one of the many issues addressed by corporate social responsibility initiatives. Other areas of urgency include economic opportunity and financial inclusion, education, human rights and social justice, and public health and nutrition ("Change the World," n.d.).

While it has been argued that focusing on corporate social responsibility deters companies from maximizing revenue (Friedman, 1962), it has contrarily been argued that the same boosts stakeholder and shareholder loyalty to a company by echoing their wants and needs (Werther & Chandler, 2006). As an extension of the interdependence model, it has been observed that both consumers and investors demonstrate definite preferences for socially responsible companies (McWilliams, 2000). These preferences directly translate to the financial performance of said companies, and studies have empirically proven a small but positive

correlation between a company's engagement in socially responsible practices and their subsequent profitability (Margolis, Elfenbein & Walsh, 2007; Mackey, A., Mackey, T. & Barney, 2007). These companies are "more likely to retain its societal legitimacy, and maximize its financial viability, over the long term," providing an economic argument for corporate social responsibility (Werther & Chandler, 2006, p. 18).

One more long-term angle to consider is the importance of corporate social responsibility to a company's current and perspective employees. Literature notes that corporate social responsibility initiatives encourage creativity in employees and similarly cites increased employee motivation and identification as benefits to corporations (Coombs & Holladay, 2012). With respect to the future, research suggests that millennials are more concerned with creating a positive societal impact than their predecessors (Arden, 2015). A 2015 study produced by Global Tolerance sampled more than 2,000 millennials born between 1981 and 1996 and asked participants about their values. According to the research, roughly two-thirds of the respondents expressed concern about the state of the world. This inclination directly translated to their professional preferences, with 62 percent reporting that they want to work for a company that makes a positive impact, 50 percent reporting that they would prefer purposeful work to a high salary, and 53 percent reporting that they would work harder if they were making a difference in the lives of others (Scott, 2015).

To clarify, Werther and Chandler (2006) summarized the case for corporate social responsibility the best:

Consumers want to buy from companies they trust; suppliers want to form business partnerships with companies they can rely on; employees want to work for companies they respect; large investment funds want to support firms that they see as socially responsible;

and nonprofits and NGOs want to work together with companies seeking practical solutions to common goals. (p. 19)

### **Purpose of Study**

Recognizing the impact and importance of socially responsible practices in almost every aspect of the modern business model, the purpose of this study is to highlight the current state of corporate social responsibility in the global community. This study explores the initiatives of five companies to understand specifically how these organizations are “doing well by doing good” (“Change the World,” n.d.).

## Chapter 2

### Literature Review

There are frequent inconsistencies in the literature concerning the terminology of corporate social responsibility. While authors such as Coombs and Holladay use the term corporate social responsibility, others refer to the same concept as corporate social advocacy, corporate social activism, corporate social performance, corporate citizenship, and so on (Werther & Chandler, 2006; Crane et. al., 2008; Dodd & Supa, 2014). To remain consistent, for the purpose of this study the concept will be referred to as corporate social responsibility (CSR), and any contrary references will be noted. Just as the simple terminology is varied, a concrete definition for CSR is similarly difficult to determine. *The Oxford Handbook of Corporate Social Responsibility* provides a collection of perspectives, critiques, and examples of CSR, however even the editors of the handbook concede that each contributing author has their own unique definition of the concept (Crane et. al., 2008). The editors recognize that, not only do each of the authors have different definitions of CSR, but also that the provided definitions vary greatly in their scope and expectation (see Appendix). One author even surrenders to the task, simply stating, “There is no strong consensus on a definition for CSR” (McWilliams, Siegel & Wright, 2006, p. 5), and added nothing more. In order to provide a comprehensive definition of CSR for this study, crucial elements within the overarching realm of CSR will first be identified and

defined in order to better understand the concept in its entirety (see Appendix for an exhaustive list of frequently used definitions).

### **Defining Corporate Character**

Corporate character is another ambiguous term that is frequently referred to by using multiple different names, often used interchangeably with corporate identity and corporate culture. Although there are small discrepancies, all three terms commonly refer to the beliefs, attitudes, and overall atmosphere of an organization, and play a key role in determining a company's vision, mission, strategies, and tactics (Arthur W. Page Society, 2016; Frederick, 2008). Therefore, for the purpose of this study the concept will be referred to as corporate character.

In its most encompassing sense, corporate character “Exerts a strong influence on the company's behavior, the goals it seeks, and the human beings who work there” (Frederick, 2008, p. 526). The corporate character of a company is commonly determined by organizational decision-makers, namely CEOs and executives, and creates an identity that differentiates one company from another. As previously mentioned, this differentiation can be observed through a company's unique vision, mission, strategies, and tactics (Arthur W. Page Society, 2016). In their book *Strategic Corporate Social Responsibility*, Werther and Chandler (2006) break down the components of the corporate business model, providing definitions for each. According to them, *vision* “answers why the organization exists” and “identifies the needs the firm aspires to solve for others” (p. 44). The *mission* “states what the organization is going to do to achieve its vision” and “addresses the types of activities performed for others” (p. 44). *Strategies* “determine

how the organization is going to undertake its mission” and “sets forth the ways it will negotiate its competitive environment” (p. 44). Finally, *tactics* “determine when and where the strategy will be implemented and by whom” and are considered “the actions necessary for success” (p. 44). An example they provided helps to put these terms into perspective. A food company may have the vision of “ending world hunger” and the mission of “feeding the poor” (p. 44). “World hunger” serves as the need the firm aspires to solve and “feeding the poor” is what the company plans to do to achieve its mission. In this case, the theoretical company’s strategies might include holding a food drive and tactics may detail when and where the drive will take place. From this information, it can be inferred that the hypothetical food company’s corporate character places an emphasis on community values and global awareness.

The concept of corporate character is an important topic related to CSR because corporate character determines what issues are important to an individual company and what societal problems they choose to tackle through their work (Frederick, 2008). One organization cannot expect to successfully solve all the world’s problems; therefore, a strong corporate character is essential in determining which specific CSR initiatives they choose to focus on.

### **Defining Corporate Purpose**

Corporate character and corporate purpose are similar in some regards, however corporate purpose operates on a much larger and more philosophical scale. The Arthur W. Page Society (2016) defines corporate purpose as “The answer to the existential questions – why do we exist? What value do we create for customers, shareholders, employees and society?” (para. 4). Collins and Porras (1996) similarly state that corporate purpose is “the organization’s reason

for being” and that it “captures the soul of the organization” (p. 68). They continue, “a primary role of corporate purpose is to guide and inspire” (p. 68). Comparing the definitions of corporate purpose to those of corporate character, it is evident that the idea of purpose transcends the more action-oriented concept of character. As previously mentioned, one leader concerned with corporate purpose is Unilever CEO Paul Polman (Cunningham, 2015). Referring again to his 2016 speech given at the Stanford Graduate School of Business, Polman explained Unilever’s purpose-driven business model that focuses on creating a sustainable global environment. All of the brands that fall under the Unilever umbrella, including Dove, Knorr, Domestos, Pureit, and Lifebouy, attempt to address some aspect of sustainable living (Unilever, 2015). During his speech he advocated for the universal adoption of a similar model by all businesses, and argued that by putting the interest of the common good before selfish economic gains, companies, as well as society, will be better off in the long-term. It is imperative to note that CSR can exist without a purpose, but corporate purpose cannot exist without execution by CSR initiatives. With this in mind, it is a justifiable statement to admit that corporate purpose is in fact much larger and more extensive compared to CSR. CSR initiatives are constructed to reflect a company’s corporate purpose, making it crucial for companies to identify and adopt a personal purpose if they wish to succeed (Stanford Graduate School of Business, 2016).

### **Defining Corporate Social Responsibility**

For the purpose of this study CSR will be defined as, “the voluntary actions that a corporation implements as it pursues its mission and fulfills its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole”

(Coombs & Holladay, 2012, p. 8). This specific definition of CSR is provided in the text *Managing Corporate Social Responsibility: A Communication Approach*, which additionally notes CSR's sensitivity to the "triple bottom line: concern for people, the environment, and profit" (p. 8). This definition is arguably the most comprehensive because it recognizes a corporation's mission as well as all organizational stakeholders.

The text proceeds by highlighting the perceived costs and benefits of CSR, which helps to conceptualize CSR from both a corporate and societal viewpoint. From a corporate viewpoint, some benefits of CSR include decreased government regulation as well as increased reputation, employee motivation, and investor attractiveness. Research has also noted that newer generations are more committed to creating positive change, making reputation an important aspect of CSR to consider (Arden, 2015). On the other hand, costs of engaging in CSR initiatives include distraction from profit-oriented goals as well as increased consumer costs causing reduced competitiveness. From a societal standpoint, one of the greatest benefits of CSR is the correction of social and environmental problems caused by business operations. Contrastingly, some costs to society include discretionary application of rules, marginalized stakeholders, and the co-option of stakeholders by the corporation (Coombs & Holladay, 2012). This last point is important to recognize because it brings up an alternative perspective that other literature failed to address.

Although most CSR initiatives are seen to be solely for the benefit of society, there are also scenarios in which these initiatives can negatively impact society if not implemented correctly. The co-option of stakeholders occurs when parties who believe that they are working toward an admirable cause lose sight of their original mission once within organizational bounds (Coombs & Holladay, 2012). "The stakeholders become part of the problem when they think they are helping to create a solution" (p.13). While these negative aspects are very much a

reality, it appears as though the long-term benefits of CSR greatly outweigh the short-term costs. This belief has been validated through companies' increased adoption of CSR initiatives in the last decade as well as studies concluding increased long-term profit return as previously discussed (Hill, Ainscough, Shank & Manullang, 2006; Werther & Chandler, 2006; Margolis et. al., 2007; Mackey et. al., 2007). Ultimately, "The eventual goal should be for CSR to form an inherent component of a business's culture, as reflected in its day-to-day operations" (Werther & Chandler, 2006, p. 69).

### **Defining Stakeholders**

The term stakeholders is occasionally defined using very specific language (see Appendix), however, in its broadest sense, stakeholders can be defined as "Those who have an affect on, or are affected by, a firm's actions" (Werther & Chandler, 2006, p. 7). While it is often assumed (and even argued) that an organization's loyalty should remain with those who bear financial investment in organizational decisions (Friedman, 1962), this definition acknowledges that outside parties are also affected by firm's actions and should therefore be equally considered in the decision-making process (Werther & Chandler, 2006). In this sense, the title of stakeholder can be used in reference to specific shareholders, clients, employees, consumers, and suppliers as well as more obscure entities such as the government, local and global communities, and even the environment (Werther & Chandler, 2006). This definition also highlights the importance of *shared value*, a concept coined by academics Michael E. Porter and Mark R. Kramer from the Harvard Business Review (Bolton, 2016).

Porter and Kramer define shared value as “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates,” and argue that a business plan focused on creating shared value has the potential to “unleash the next wave of global growth” (Porter & Kramer, 2011, p. 1). This idea of shared value affirms the validity of all stakeholders by recognizing the importance of both the financial competitiveness of and societal impact made by organizations. Reputable institutions have acknowledged the significance of shared value, and Porter and Kramer recently partnered with *Fortune* to create the Change the World ranking based on companies’ perceived shared value (Bolton, 2016). The magazine’s website states that the ranking “recognizes companies [\$1B+] that have had a positive social impact through activities that are part of their core business strategy” and evaluated the nominated companies based on their measurable social impact (determined by reach, nature, and durability of impact and confirmed through independent sources), business results, and degree of innovation (Fry, n.d., para. 1).

## **Chapter 3**

### **Methodology**

The purpose of this study is to highlight the current state of CSR in the global community. Currently, there is no determined theoretical framework for the creation and application of CSR within an organization, as supported by the inconsistent terminology apparent in previous literature (Lindgreen, Xu, Maon & Wilcock, 2011; McWilliams et. al., 2006). Due to the lack of an existing framework, this study attempted to analyze the current state of CSR qualitatively through five case studies. This study used a multiple case study approach as compared to a single case study in order to provide a more extensive picture of CSR and to ensure the inclusion of different areas within the realm of CSR (Eisenhardt, 1989; Lindgreen, 2008).

### **Sampling**

Guiding literature states that five cases or replications are necessary in order to sufficiently analyze highly complex issues and attain saturation of a topic (Lindgreen et. al., 2011; Yin, 1994; Strauss & Corbin, 1998). Therefore, this study chose to examine five case studies based on the five different CSR impact segments as identified by *Fortune* magazine, which include Economic Opportunity and Financial Inclusion, Education and Discovery,

Environmental Impact, Human Rights and Social Justice, and Public Health and Nutrition. This study further assured that each of the companies chosen represented a different one of the eight identified corporate sectors as well, which include Energy, Financials, Food, Health Care, Hospitality, Industrials, Retailing, and Technology (“Change the World,” n.d.). These two stipulations employed purposive sampling (Fischler, n.d.) and were added to ensure that the companies chosen accurately addressed the breadth of CSR and businesses (Werther & Chandler, 2006).

The five companies examined include MasterCard, Intel, Unilever, Gap Inc., and Nestlé, and, as previously explained, each belong to a unique sector as well as carry out CSR initiatives in one of the five separate CSR impact segments. MasterCard represents the Financials sector and contributes to the Economic Opportunity and Financial Inclusion CSR impact segments. The company launched the MasterCard Aid Network in September 2015 with the mission of providing quick and accessible aid in humanitarian emergencies. The program distributes chip-enabled cards stocked with redeemable points, making it easier for charities to get help quickly and to ensure that all of the donations are properly allocated. MasterCard charges recipient charities a fee, and reports that the program is profitable (“MasterCard,” n.d.).

Intel represents the Technology sector and contributes to the Education and Discovery CSR impact segment. The company launched the Intel Teach program in 2000 to help advance grade school education in science, technology, engineering, and math (STEM) subjects. Not only does the program teach critical STEM skills to both educators and students, it also expands the breadth of qualified candidates for Intel to recruit from, making it also a self-serving investment (Martin, Gersick, Nudell & Culp, 2002; “Intel,” n.d.).

Unilever represents the Industrials sector and contributes to the Environmental Impact CSR impact segment. Unilever CEO Paul Polman introduced their Sustainable Living Plan in 2010 with the goal of halving the company's environmental footprint by 2030. Unilever reports that more than 600 of its facilities have eliminated their non-hazardous waste contribution to landfills, all while associated brands have simultaneously grown 30 percent faster compared to non-associated brands ("Unilever," n.d.).

Gap Inc. represents the Retailing sector and contributes to the Human Rights and Social Justice CSR impact segment. In order to empower their workers, especially women, Gap Inc. introduced the Personal Advancement & Career Enhancement (P.A.C.E.) program, which provides employees access to weekly courses where they learn valuable life skills. The program has increased confidence and productivity, and has decreased turnover ("Gap," n.d.).

Finally, Nestlé represents the Food sector and contributes to the Public Health and Nutrition CSR impact segment. In 2000 Nestlé adopted the mission to become a 'Nutrition, Health and Wellness' company, and has since made a concentrated resolution to cut back on unhealthy ingredients and increase the nutritional value of their products. Furthermore, Nestlé has made an effort to deliver essential minerals and nutrients to a wider audience through the distribution of bio-fortified crops and supplements to developing countries. Table 1 highlights additional company details.

**Table 1. Company Information**

	<b>MasterCard</b>	<b>Intel</b>	<b>Unilever</b>	<b>Gap Inc.</b>	<b>Nestlé</b>
<b>CSR Impact Segment</b>	Economic Opportunity	Education	Environment	Human Rights	Public Health
<b>Industry Sector</b>	Financials	Technology	Industrials	Retailing	Food
<b>Origin</b>	U.S.	U.S.	Netherlands	U.S.	Switzerland
<b>Ownership</b>	Public	Public	Public	Public	Public
<b>CEO</b>	Ajaypal Banga	Brian Krzanich	Paul Polman	Arthur L. Peck	Mark Schneider
<b>Employees</b>	11,300	107,300	171,000	141,000	335,000
<b>Revenue (\$M)</b>	\$9,667	\$55,355	\$59,093	\$15,797	\$92,285
<b>Profit (\$M)</b>	\$3,808	\$11,420	\$5,445	\$920	\$9,423

These companies were drawn from *Fortune*'s 2016 Change the World list, which ranked 50 companies from around the world based on their perceived positive social impact ("Change the World," n.d.). *Fortune*'s website states that the list was created from nominations made by business, academic, and nonprofit groups, and the nominations were assessed and organized by members of FSG, the Shared Value Initiative, and Professor Michael E. Porter in conjunction with the *Fortune* staff. The judges evaluated the companies based on three factors, including measurable social impact, business results, and degree of innovation. The companies were also required to generate annual revenues of \$1 billion or more to be considered. The cases used in this study were from the *Fortune* Change the World list because of the validity and reliability of the list's contributors and publishers. List contributor Michael E. Porter from the *Harvard Business Review* has devoted research to and published extensive articles about CSR and the related idea of shared value (Porter & Kramer, 2011), while *Fortune* has long been hailed as a reputable source in the world of journalism.

## Data Collection

The five cases were analyzed in the original order listed, beginning with MasterCard and ending with Nestlé. This study employed an individualized data sampling timeline determined by each case. This study opted for case-specific timelines in order to reflect the unique employment of each CSR initiative and to prevent any narrowing stipulations that may have detracted from an exhaustive analysis of each case. Relevant data began with the individual company's introduction of their CSR initiative and concluded at the time of analysis. Individual chronologies were clarified and compared through the inclusion of a timeline at the beginning of each case.

This study looked at the four quadrants of media content for information, focusing on paid, earned, shared, and owned (PESO) sources (Macnamara, Lwin, Adi & Zerfass, 2016). Paid sources included company-sponsored advertising and other commercially contracted content. Earned sources included content published by traditional media sources, often generated by media releases, interviews, and other press materials released by the company. Shared sources included content found on major social media platforms, including Facebook, Twitter, Instagram, and YouTube. Owned sources included content released by the company itself, including the company's website, annual reports, sustainability reports, and other relevant documents (Macnamara et. al., 2016).

In order to find these PESO sources this study relied on web-based information generated by trusted research databases in conjunction with specific keywords (Yin, 2015). Definitive databases and keywords were determined prior to the beginning of research to ensure a homogeneous process and increased reliability across the cases (Baxter & Jack, 2008). Research

engines were chosen based on free and convenient disposal, and included Penn State University library resources such as LexisNexis and Factiva, as well as BPubS, Corporate Information, EDGAR Search, Google, and Google Scholar. Media impressions were collected and quantified via the data analytic program TrendKite, which provided a general overview of each initiative's traditional media traction as well as social media traction, sampling shared sources such as Facebook, Twitter, and Instagram. Other sites included industry resources such as *PR News*, *PR Week*, and *PR Daily*. Specific keywords that were searched included company name, initiative name (if applicable), "corporate social responsibility," "CSR," "CSR initiatives," "mission," "strategies," "tactics," "shared purpose," "corporate purpose," "corporate character," "campaign," "commercials," "advertising," "marketing," "revenues," "profits," "financial reports," "annual reports," "sustainability," "retention," "CEO," "employees," "consumers," "investors," "stakeholders," "shareholders," "awards," "social mentions," and "doing good." These keywords were chosen based on the the literature and terms currently associated with CSR. The terms were combined and manipulated using Boolean operators (Connolly-Ahern, 2016a).

It is important to recognize that, while these stipulations were included to increase the reliability of this study, qualitative research is adaptable in nature. As noted by Strauss and Corbin (1998), "There are procedures to help provide some standardization and rigor to the process. However, these procedures were designed not to be followed dogmatically but rather to be used creatively and flexibility by researchers as they deem appropriate" (p. 13).

## Data Analysis

In order to achieve a thorough presentation of the current state of CSR this study employed within- and cross-case analysis methods, which provided multiple perspectives and increased validity (Eisenhardt, 1989).

Within case, this study organized information into categories titled Company Overview, Introduction of CSR Initiative, and Initiative Impact. These predetermined categories of interest provided the uniform guidelines necessary to create boundaries specifying what was and was not to be evaluated during the study (Baxter & Jack, 2008), however flexibility within cases was simultaneously noted (Strauss & Corbin, 1998). Each case began with a timeline followed by the Company Overview, which included a determination of the company's corporate purpose (if applicable) and analysis of corporate character as indicated by their overarching mission, strategies, and tactics.

Purpose was important to identify because it provided the organization's reason for being and therefore gave insight as to why each company pursued the CSR initiative that they did (Collins & Porras, 1996). The subsequent section introduced the company's CSR initiative and detailed the conception and implementation of their contribution, similarly identifying the mission, strategies, and tactics specific to the initiative. These variables explained how the company translated their purpose into discernable actions and measured their progress (Werther & Chandler, 2006).

At its core, CSR is intended to create positive societal change (Coombs & Holladay, 2012), and effective CSR initiatives can concurrently create profitable results for corporations (McWilliams, 2000; Margolis et. al., 2007). With that in mind, this study's final within-case

consideration examined each initiative's influence within the four distinctions of Society, Media, Industry, and Corporate impact. This study assessed the company's societal impact individually dependent upon which segments their initiatives were concentrated in, and determined the magnitude and breadth of their impact based on public reports.

Media was measured due to its perceived significance on initiative effectiveness including its implications on company revenue and reputation. Existing literature argues that CSR promotional communication can be beneficial by generating a positive reputation, but that it can also lend to the perception of excessive self-promotion (Coombs & Holladay, 2012, p. 111). Because of its two-sided nature, this study saw it necessary to determine whether the five companies engaged in such promotion, and, if so, how they engaged in it. Media impact was therefore measured using TrendKite. Promotion and coverage of each company's CSR initiative was analyzed based on their medium of communication as well as prevalence of communication, if any.

Industry impact evaluated the company's position as a leader or influencer within their industry sector as well as noted any awards earned in recognition of their CSR campaign.

Finally, corporate impact accounted for the financial success of each company as well as employee reputation. Financial success was determined by the company's annual reports as well as overall industry praise, and reputation was similarly measured by workplace accolades and employee reviews.

Cross-case analysis was subsequently employed with the purpose of going "beyond initial impressions" by looking for differences and similarities across the five cases (Eisenhardt, 1989, p. 541). Looking for differences in seemingly similar cases has the ability to discredit simplistic assumptions created by researcher bias. On the other hand, looking for similarities in

seemingly different cases has the ability to uncover new categories, concepts, and variables that may have been otherwise overlooked (Eisenhardt, 1989). Taking this into consideration, this study looked for cross-case differences based on inconsistencies of introduction, implementation, execution, and results of the various CSR initiatives. Cross-case similarities were noted in corresponding aspects, and an emphasis was placed on identifiable patterns in terminology and trends over time. Patterns were especially important to note when considering the purpose of this study, as patterns allowed for the corroboration of evidence and contributed to a stronger, more grounded conclusion on the current state of CSR in the global community (Eisenhardt, 1989).

To briefly summarize, this study examined five cases, each of which included a timeline detailing the major events of the CSR initiative, overview of the company, introduction of the initiative, analysis of societal, media, industry, and corporate impact, and concluded with a discussion of perceived implications.

## Chapter 4

### Results - MasterCard

#### Timeline

The following timeline highlights the most notable events throughout the development and progression of the company's primary CSR initiative - MasterCard Aid Network.

*July 2010* - Ajaypal Banga appointed CEO of MasterCard.

*January to December 2013* - MasterCard partners with various humanitarian organizations to introduce a pilot e-card program in the wake of humanitarian disasters.

*September 2015* - Following successful pilot programs, MasterCard announces the official launch of the MasterCard Aid Network.

*March 2016* - MasterCard honored as Change Agent of the Year at the Pay Awards.

*August 2016* - MasterCard earns the seventh spot on *Fortune's* Change the World list.

*September 2016* - President Barack Obama praises MasterCard at the US-Africa Business Forum; Articles mentioning the CSR initiative peak.

*January 2017* - MasterCard honored with the World Food Programme's annual Hunger Hero Award.

*Present Day* - The MasterCard Aid Network has successfully distributed more than 75,000 pre-paid cards and has reached 250 million of the 500 million people targeted for 2020.

## Company Overview

MasterCard is a globally recognized payment-processing network currently operating in more than 210 countries under the leadership of CEO Ajaypal Banga (“What We Do,” n.d.). The company was first founded in the United States in 1966 under the name Interbank Card Association (ICA), which was officially changed to MasterCard in 1979 (“History,” n.d.). MasterCard is headquartered in Purchase, New York, and employs 11,300 people globally (“MasterCard,” n.d.). Over the past half-century, MasterCard has established itself as a leader and innovator of inclusive financial services, all the while maintaining a competitive profitability margin within their industry (“Remarks by President Obama,” 2016; “The World’s Biggest Public Companies,” n.d.). Throughout the 2015 fiscal year the company collected revenue of \$9.6 billion and profit of \$3.8 billion (“MasterCard,” n.d.). View the company details in Table 1.

MasterCard states that they conduct everyday business decisions with the company’s **vision, mission, and values** in mind (“Vision/Mission/Values,” n.d.). According to their website, the company’s **vision** is “A World Beyond Cash” (“Vision/Mission/Values,” n.d., para. 2) and their **mission** is to use their “technology and expertise to make payments safe, simple and smart” (“Vision/Mission/Values,” n.d., para. 3). Their **values** include trust, partnership, agility, and initiative, emphasizing their concern with honest and bold innovation for the common good (“Vision/Mission/Values,” n.d.). Along with their **vision, mission, and values**, MasterCard cites a separate **corporate identity** rooted in diversity and inclusion (MasterCard, 2014). CEO Ajaypal Banga expanded on MasterCard’s quest for inclusion during a keynote speech given at the 2015 Mobile World Congress in which he stated, “Other generations have eradicated disease, invented radio and television and the telephone. The opportunity to drive financial inclusion is

unique to us and our time,” (“MasterCard CEO,” 2015, para. 3). Although not out rightly defined as such, MasterCard carries out their inclusive initiatives through strategies and tactics focused on partnerships, specifically with “governments, banks, telcos, the development community and other invested stakeholders” (Monehin, 2016, para. 6).

MasterCard dedicates an entire section of their website to CSR, keeping with their **identity** of financial inclusion (“Being a Responsible Company,” n.d.). Referring back to their **vision** of creating “A World Beyond Cash”, MasterCard maintains that the expansion of financial inclusion has the ability to empower the disenfranchised, resulting in improved productivity and economic growth (“Being a Responsible Company,” n.d.). In this sense, MasterCard looks beyond the physicality of cash to improve global citizens’ overall quality of life.

### **Introduction of CSR Initiative**

In order to proceed toward their vision of “A World Beyond Cash” through financial inclusion, MasterCard launched the MasterCard Aid Network on September 24, 2015 (Erenhouse, 2015b). According to an official press release, the MasterCard Aid Network offers a non-financial service designed to help non-governmental organizations (NGOs) in the wake of humanitarian disasters and epidemics. A 2016 report issued by the Office of the UN High Commissioner for Refugees (UNHCR) stated that the number of displaced persons had risen to a record high of 65 million during the course of 2015 (“FACT SHEET,” 2016). Another report issued by the High Level Panel on Humanitarian Cash Transfers noted an additional 218 million people fall victim to natural disasters each year (Netzer, 2015). To correct this, the MasterCard

Aid Network distributes a plastic card that can be pre-loaded with redeemable points and used by beneficiaries to buy essential goods such as food, medicine, shelter materials, and other necessities (Erenhouse, 2015b). This system replaces previously used paper vouchers that were inconvenient to both NGOs and beneficiaries and took weeks to construct and deliver (“MasterCard,” n.d.). In comparison with the paper vouchers, the prepaid cards can similarly operate without an Internet connection via chip-enabled technology, but can contrarily be shipped out within a few days and reloaded when necessary, improving efficiency (Erenhouse, 2015b). Once the cards are delivered, beneficiaries can order supplies via a visual screen outfitted to participating merchants. The purchases are PIN-protected and the chip-technology allows for easy data collection, improving the safety and transparency of the transactions (Erenhouse, 2015b). In summation, the press release highlighted six key benefits of the MasterCard Aid Network, citing: rapid deployment, remote accessibility, reduction in costs and risks, expedited payment to merchants, increased transparency, and the empowerment of beneficiaries through technology (Erenhouse, 2015b).

Although the company did not state a quantitative goal exclusive to the MasterCard Aid Network initiative, they did release a statement related to their overarching goal of financial inclusion, pledging to connect 500 million people by the year 2020 (Monehin, 2016).

## Initiative Impact

### Society Impact

Since its launch, the MasterCard Aid Network has worked with humanitarian organizations to successfully distribute more than 75,000 pre-paid cards to people in need (“MasterCard,” n.d.). More specifically, MasterCard has partnered with the World Food Programme to aid 2.2 million Syrian refugees in Lebanon and Jordan, partnered with Save the Children to aid 15,000 people in Yemen, partnered with World Vision to aid 9,000 people in the Philippines, and partnered with Mercy Corps to distribute \$75,000 and aid more than 400 families in Serbia (Erenhouse, 2015a; Grimes, 2016a; Grimes, 2017). Other partner organizations have included UN Women and, most recently, Humanity Ventures, and MasterCard has distributed cards in countries including Turkey, Kenya, Greece, Ethiopia, Nepal, Niger, and Nigeria (Grimes, 2016a; Grimes, 2016b; Ablan, 2017). With respect to their long-term goal for financial inclusion, MasterCard has already connected more than 250 million of the 500 million people targeted by 2020 (Grimes, 2017).

As stated in the original press release, one of the key benefits of the MasterCard Aid Network is its ability to empower beneficiaries through technology (Erenhouse, 2015b). Former United States’ President Barack Obama spoke on the importance of empowerment during the 2016 US-Africa Business Forum, where he recognized MasterCard for their financial inclusion initiatives.

In some humanitarian situations, especially those taking place in Sub-Saharan Africa, people have been systematically excluded from the formal financial sector and therefore lack

confidence and motivation (Monehin, 2016). The MasterCard Aid Network has combatted this exclusion by offering experience with a secure, controlled payment tool, which beneficiaries have said increases their sense of empowerment and personal dignity (Netzer, 2015). This increased dignity has motivated beneficiaries to build better lives following crises, demonstrating how the MasterCard Aid Network's objective of financial inclusion has helped to address societal issues (Grimes, 2016b; Alban 2017).

In addition to former President Obama, global government officials have congruently noted the success of MasterCard's chip-enabled voucher system and have begun to implement similar programs within the framework of their own countries. For example, the finance minister of Sierra Leone announced that his country would be partnering with the Better Cash Alliance to help in the aftermath of the Ebola crisis (Netzer, 2015).

## **Media Impact**

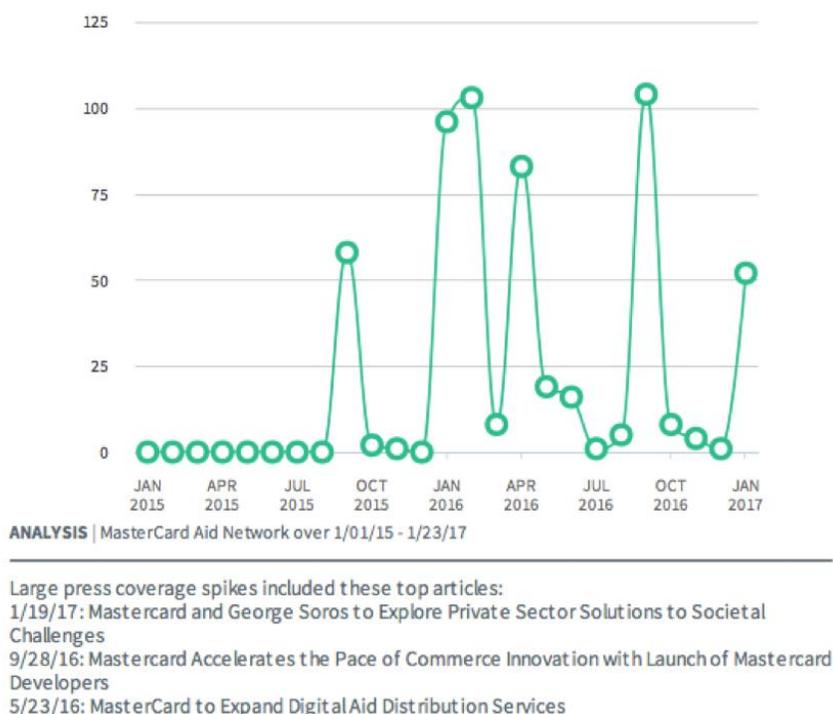
Using the key message 'MasterCard Aid Network' as the sole search term and a timeframe beginning January 1, 2015 and ending January 23, 2017, the PR analytic website TrendKite identified 561 total articles and 2,495 social media shares mentioning the MasterCard initiative (restricted to the English language).

The article mentions began in September of 2015 when MasterCard officially introduced the launch of the MasterCard Aid Network. Following the launch, article mentions subdued until they spiked again in January and February of 2016. The articles during these months largely concerned the announcement that Oberthur Technologies' (OT) would be lending their technological expertise to the cause by supplying MasterCard with their pre-loaded payment

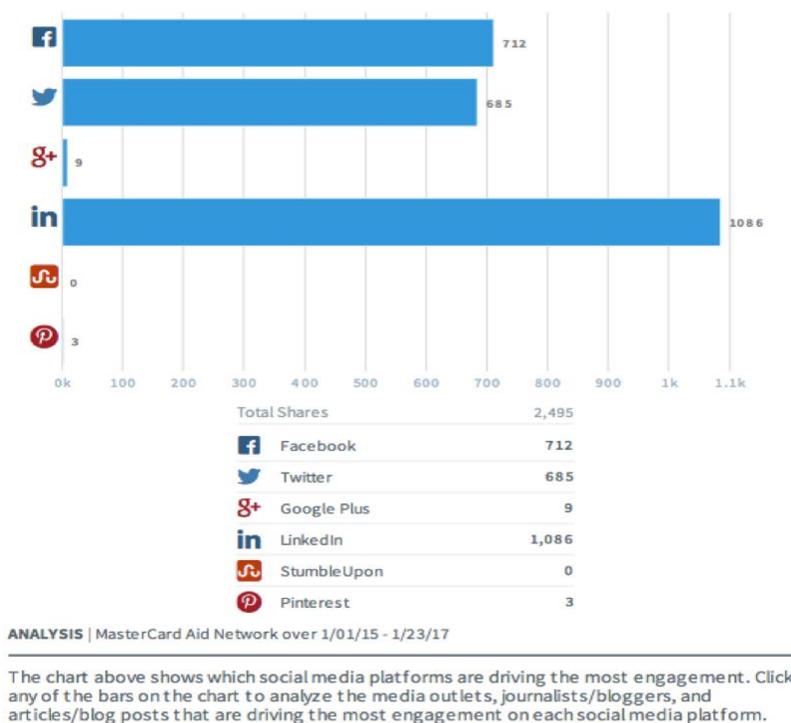
cards. Article mentions reached a climax with 104 mentions during September of 2016. The articles from this month focused on MasterCard’s push to accelerate their program and recognized the company for the program’s contributions to society. According to TrendKite, 23% of the identified articles were perceived as positive, 76% were neutral, and 1% was perceived as negative.

In extension to article mentions TrendKite identified 2,495 social media shares. Of these, 712 were from Facebook, 685 were from Twitter, 9 were from Google Plus, 1,086 were from LinkedIn, and 3 were from Pinterest. A separately conducted search found that a company-sponsored YouTube video titled “Introducing the MasterCard Aid Network” published on February 11, 2016, collected an additional 3,047 views. See Figure 1 and Figure 2 provide visual representation of the data generated by TrendKite.

**Figure 1. MasterCard Total Mentions**



**Figure 2. MasterCard Social Amplification**



## Industry Impact

The success and positive societal impact of the MasterCard Aid Network has not gone unnoticed by the financial industry. MasterCard has been recognized as a pioneer in the realm of prepaid and mobile payments by the UN and has received high accolades from various groups in the form of awards and other honors (“MasterCard,” n.d.). One of the most prestigious awards that MasterCard has received for their initiative was at the 10<sup>th</sup> Annual Pay Awards in New Orleans, a conference recognizing “excellence in the worldwide prepaid, mobile and emerging payments industry” (Berliner, 2016, para. 1). There, MasterCard was recognized as Change Agent of the Year for the MasterCard Aid Network’s contributions toward financial inclusion.

MasterCard received an additional fifteen Best in Category Awards at the conference for unrelated company programs (Berliner, 2016).

Most recently, the United Nations World Food Programme (WFP) celebrated MasterCard with their Hunger Hero award during the 2017 World Economic Forum (Grimes, 2017).

Although the MasterCard Aid Network does not specifically target food scarcity, the WFP recognized the program's success in providing millions of Syrian refugees with prepaid cards that have allowed them access to aid in the form of food and water (Grimes, 2017).

Other awards have included the gold for Best Point of Sale (POS) Innovation at the 2016 PYMNT Innovator Awards ("Payments At The Edge," 2016) as well as general recognition from national publications such as *Fortune* and *Forbes*. *Fortune* has referenced MasterCard in their corporate rankings numerous times, listing them under Blue Ribbon Companies, World's Most Admired Companies, and the previously-mentioned Change the World list ("Awards," n.d.). *Forbes* has similarly included MasterCard as one of their World's Most Innovative Companies on multiple occasions ("Awards," n.d.).

## **Corporate Impact**

MasterCard considers their company to be a leading force in the financial industry. In a letter included in MasterCard's 2015 annual report CEO Ajaypal Banga expressed optimism for the company's future, referring to the company as "one of the best places to work" as well as citing profitable growth (*50 Years of Shaping the Future*, 2016). This confidence has been supported by third-party publications such as *Forbes*, who has included the company at number

fifty-six on their World's Most Valuable Brands list ("The World's Most Valuable Brands," n.d.).

According to their most recent annual report, MasterCard enjoyed a net-revenue of \$9.6 billion during the 2015 fiscal year. Their operating expenses were calculated at \$4.6 billion along with an additional \$120 million dedicated to 'Other Expenses' and \$1.2 billion taken for income tax. This yielded MasterCard a net-profit of \$3.8 billion. This is an improvement from the 2014 fiscal year, in which MasterCard collected a net-revenue of \$9.4 billion. Comparatively, the company spent \$4.3 billion on operating expenses, plus \$27 million on 'Other Expenses' and \$1.5 billion in income tax. MasterCard's net profit for 2014 was \$3.6 billion. Although MasterCard spent more money during 2015 on operating and 'Other Expenses' – which can be assumed to include the launch of the MasterCard Aid Network – they congruently experienced higher return and increased their profit by \$191 million, supporting Banga's claim of profitable growth and proving that the CSR initiative did not deter profitability (*50 Years of Shaping the Future*, 2016). Figure 3 provides MasterCard's detailed financial breakdown.

**Figure 3. MasterCard Financial Breakdown**

SUMMARY CONSOLIDATED FINANCIAL AND OTHER DATA			
(in \$ millions, except per share and operating data)	For the Years Ended December 31		
	2015	2014	2013
<b>Statement of Operations</b>			
Net Revenue	\$9,667	\$9,441	\$8,312
Operating Expenses:			
General and Administrative	3,341	3,152	2,615
Advertising and Marketing	821	862	841
Depreciation and Amortization	366	321	258
Provision for Litigation Settlement	61	-	95
Total Operating Expenses	4,589	4,335	3,809
Operating Income	5,078	5,106	4,503
Total Other Expense	120	27	3
Income before Income Taxes	4,958	5,079	4,500
Income Tax Expense	1,150	1,462	1,384
<b>Net Income</b>	<b>\$3,808</b>	<b>\$3,617</b>	<b>\$3,116</b>
Basic Earnings per Share	\$3.36	\$3.11	\$2.57
Diluted Earnings per Share	\$3.35	\$3.10	\$2.56
<b>Balance Sheet Data (at period end)</b>			
Cash, Cash Equivalents and Current Investment Securities	\$6,738	\$6,375	\$6,295
Total Assets	16,269	15,329	14,242
Equity	6,062	6,824	7,495
<b>Operating Data Growth (local currency)</b>			
Gross Dollar Volume <sup>1</sup>	13%	13%	14%
Cross-border Volume	16%	16%	18%
Processed Transactions <sup>2</sup>	12%	12%	13%
<p><small>1 Gross Dollar Volume (GDV) generated by Maestro and Cirrus cards not included. The data for GDV is provided by MasterCard customers and includes information with respect to MasterCard-branded transactions that are not processed by MasterCard and for which MasterCard does not earn significant revenues. All data is subject to revision and amendment by MasterCard's customers subsequent to the date of its release, of which revisions and amendments may be material.</small></p> <p><small>2 Data represents all transactions processed by MasterCard, including PIN-based debit transactions, regardless of brand.</small></p>			

MasterCard employment similarly increased over the course of a year, growing from 10,300 people in 2014 to 11,300 in 2015. Of the 11,300 that are currently employed, 6,200 reside outside of the United States (*50 Years of Shaping the Future*, 2016). MasterCard's concern for workplace diversity (as referenced in their corporate identity) has earned them high praise from minority groups including Latinos, women, and the LGBT community ("Awards," n.d.). With

regard to overall employee satisfaction, reviews on the website GlassDoor.com give the company 3.5 out of 5 stars. Of the 718 employee reviews, 68% responded that they had a positive outlook on the business, 70% said they would recommend the company to a friend, and 92% approved of the CEO (“MasterCard Reviews,” 2017).

## Chapter 5

### Results - Intel

#### Timeline

The following timeline highlights the most notable events throughout the development and progression of the company's primary CSR initiative - Intel Teach.

**January 2000** - Intel announces the official launch of the Intel Teach program in 20 countries with the goal of training 400,000 teachers over the course of three years.

**May 2002** - Intel publishes their first CSR report.

**June 2003** - Intel establishes the Intel Innovation in Education Awards in Pakistan.

**June 2010** - Former CEO Paul Otellini honored with the Chairman's Award by the Committee Encouraging Corporate Philanthropy.

**September 2011** - Intel celebrates 10 million teachers trained worldwide.

**May 2013** - Brian Krzanich appointed CEO of Intel.

**December 2014** - Articles mentioning the CSR initiative peak.

**August 2016** - Intel earns the twelfth spot on *Fortune's* Change the World list.

**Present Day** - The Intel Teach program is present in 70 countries and has trained more than 15 million teachers worldwide.

## Company Overview

Intel is a multinational digital technology platform best known for their microprocessors and chipset (*Intel 2015 Corporate Responsibility Report, 2016*). The idea for the company first originated in 1965 when technological pioneer Gordon Moore made a prediction that the number of transistors in an integrated circuit has the potential to grow exponentially (“50 Years of Moore’s Law,” n.d.). Moore and Robert Noyce founded Intel in 1968 based on this theory, which became universally known in the electronics industry as Moore’s Law and has since driven the company to double the number of transistors on their chips every two years (“Intel Timeline,” n.d.; “Intel,” n.d.). Since their establishment, Intel has expanded their portfolio to include a vast range of hardware, software, and services, and currently has operations in more than 60 countries worldwide (*Intel 2015 Corporate Responsibility Report, 2016*).

The company is headquartered in Santa Clara, California, and employs 107,300 people under the leadership of CEO Brian Krzanich (*Intel 2015 Corporate Responsibility Report, 2016*; “Executive Management,” n.d.). According to their most recent annual report, during the 2015 fiscal year Intel enjoyed revenue of \$55.4 billion and profit of \$11.4 billion (*Intel 2015 Annual Report, 2016*). View the company information in Table 1.

In addition to their annual report Intel also publishes a yearly CSR report that provides the company’s specific **vision**, **strategy**, and **key objectives**. The company’s **vision** states, “If it is smart and connected, it is best with Intel.” To encourage consumers to realize this vision, the company’s **strategy** is to “offer complete and connected platform computing solutions, and to

continue to drive ‘Moore’s Law’” (*Intel 2015 Corporate Responsibility Report*, 2016, p. 7). The report subsequently lists eight **key objectives** vital to success, which consist of: relentlessly pursuing Moore’s Law, striving to make Intel the number one consumer choice, developing industry-leading communications, expanding new platform solutions in all market segments, increasing investments, growing their data center, scaling manufacturing capabilities, and executing determined CSR initiatives (*Intel 2015 Corporate Responsibility Report*, 2016).

Intel dedicates an entire section of their website to CSR, which they shorten to “**corporate responsibility**”. Under this section, the company lists their determined CSR initiatives as environmental sustainability, supply chain responsibility, diversity and inclusion, and social impact (“Corporate Responsibility,” n.d.).

### **Introduction of CSR Initiative**

Recognizing that Intel’s CSR initiative is intended to represent the Education impact segment, this case focused on the company’s social impact initiatives, which center around “empowering the next generation of innovators” (“Resources: Innovation for Economic Empowerment,” n.d., para. 1). While the company has numerous educational programs, their largest is Intel Teach (“Intel,” n.d.).

The Intel Teach program was first announced on January 20, 2000, with the intention of training 400,000 teachers in 20 countries over the course of three years (“Intel Launches \$100 Million Worldwide Technology Education Program,” 2000). The program was designed by Intel in conjunction with the Institute for Computer Technology (ICT) and provides K-12 teachers with a specially constructed curriculum to help incorporate technology into classrooms and equip

students with critical science, technology, engineering, and math (STEM) skills (Martin et al., 2002; “Intel,” n.d.). The program practices a “train-the-trainer model” and demonstrates how teachers can implement Microsoft software such as PowerPoint and Publisher to promote student-centered learning and encourage creativity and maturation, as well as how to address classroom management challenges (Martin et al., 2002, p. 7). Today, the Intel Teach program consists of two courses, the Intel Teach Essentials Course and the Intel Teach Thinking with Technology Course, the former of which provides 32 hours of training distributed over eight modules. The courses can be taken in-person or accessed online free of charge along with supplemental webinars, showcases, and discussions (“Intel Teach Program,” 2015).

### **Initiative Impact**

#### **Society Impact**

Impact of the initiative was first measured in the United States, which had the individualized goal of training 100,000 teachers by 2003. The country’s progress was evaluated in a two-year report compiled by the Center for Children and Technology, which surveyed 39,960 U.S. teachers who completed Intel Teach courses between July 2000 and September 2002. Results of the evaluation concluded that the program had “considerable impact” on a teacher’s efficiency in integrating technology into their curriculum, with approximately 81% reporting successful execution of at least one element of the unit they constructed during training (Martin et al., 2002, p. 3). These teachers attributed their success to increased confidence in their technical abilities. One of the main benefits of technology observed by teachers was

improvement in student's research abilities, and one of the main obstacles reported was lack of resources. As of August 2002, the program had trained more than 60,000 U.S. teachers (Martin et al., 2002).

Over the past 17 years, Intel Teach has expanded rapidly and globally through the support of partnerships with both local and international education institutions and government ministries ("Intel Teach Program," 2015). On September 7, 2011 Intel celebrated 10 million teachers trained, resulting in 300 million STEM-educated students ("Intel Celebrates 10 Million Teachers Trained," 2011). A 2012 evaluation conducted in 13 countries showed consistent progress, reporting that 94% of surveyed teachers implemented some form of technology to develop students' problem solving and critical thinking skills (Lemke, 2012). The evaluation quoted teachers from the United States, Australia, Jordan, South Africa, and Turkey on the positive impacts observed in their classrooms, and comments cited increased motivation, diversified viewpoints, and feelings of global connectivity, to name a few (Lemke, 2012).

Today, the Intel Teach program is present in 70 countries and has evolved to include new skills in social networking and other online resources ("Intel Teach Program," 2015; Lemke, 2012; "Intel Teach Elements," n.d.). Since its launch, Intel Teach has trained a total of more than 15 million teachers worldwide, making it the largest and most successful program of its kind ("Intel," n.d.; "Intel Teach Program," 2015).

## **Media Impact**

Using the key message 'Intel Teach' as the search term and a timeframe beginning January 2, 2012 and ending February 20, 2017, the PR analytic website TrendKite identified 216

total articles and 700 social media shares mentioning Intel's CSR initiative (restricted to the English language). The website was unable to pull any mentions prior to the beginning of 2012 due to system restrictions.

Talk of the initiative gained traction in March 2014 with 19 articles announcing the introduction of Intel Teach in South African educational systems. Mentions reached a high of 20 at the end of that year in December 2014 due to wide-ranging coverage detailing Intel's recognition of outstanding teachers and schools as well as the company's implementation of new educational programs in Egypt and India. The most recent spike occurred in December 2016 with 16 articles commenting on the twenty-first century's progression toward mobile learning. According to TrendKite, 54% of the identified articles were perceived as positive, 45% were neutral, and 1% was negative.

In extension to article mentions TrendKite identified 700 social media shares. Of these, 428 were from Facebook, 99 were from Twitter, 19 were from Google Plus, 151 were from LinkedIn, and 3 were from Pinterest.

Figure 4 and Figure 5 provide visual representation of the data generated by TrendKite.

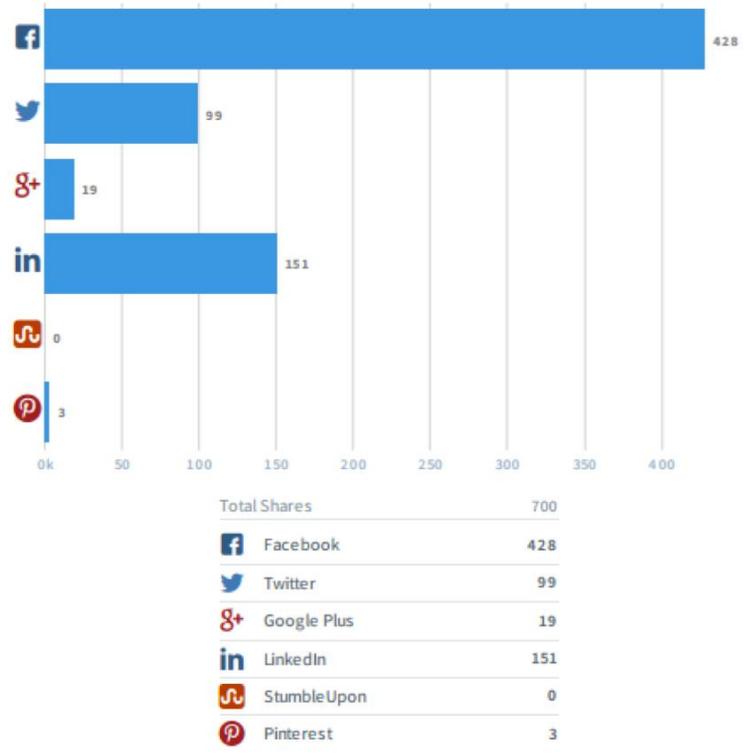
**Figure 4. Intel Total Mentions**



ANALYSIS | Intel Teach over 1/02/12 - 2/20/17

Large press coverage spikes included these top articles:  
 12/27/16: Intel Teach: Educational Leadership in the 21st Century  
 9/01/16: Life Pocket eases organ donation  
 6/15/16: INTEL : announces winners of innovation in edu awards

**Figure 5. Intel Social Amplification**



ANALYSIS | Intel Teach over 1/02/12 - 2/20/17

## Industry Impact

As a result of its proven societal contributions, Intel Teach has earned industry recognition as an outstanding CSR initiative apparent through various company honors and awards. In 2010, the Committee Encouraging Corporate Philanthropy (CECP) honored then-CEO Paul Otellini with their Chairman's Award and described Intel Teach as an "excellent corporate philanthropy program" (Dundas & MacKinnon, 2011, p. 2). The education initiative has also helped to solidify the company's five-year inclusion as one of Ethisphere Institute's World's Most Ethical Companies, a list identifying companies that are "shaping industry standards by introducing tomorrow's best practices today" ("World's Most Ethical Companies Honorees," n.d., para. 1). Other recent recognition has included spots on Corporate Knights' Global 100 Most Sustainable Corporations list, *Corporate Responsibility* magazine's 100 Best Corporate Citizens list, the FTSE4Good Index, the MSCI Global Sustainability Index, and *Fortune*'s 2016 Change the World ranking (*Intel 2015 Corporate Responsibility Report*, 2016; "Intel," n.d.).

Intel's dedication to "empowering the next generation of innovators" has furthermore prompted the company to encourage industry peers to develop their own CSR initiatives. One source of such motivation is Intel's Innovation in Education Awards, which are held each year in Pakistan and recognize the educational contributions of select organizations and individuals ("Intel Announces Winners," 2016).

## Corporate Impact

As detailed in their most recent annual report, in 2015 Intel produced a net revenue of \$55.4 billion and a net profit of \$11.4. These numbers were roughly 1% lower than they were at the end of 2014, at \$55.9 billion and \$11.7 billion, respectively. These losses were attributed to a drop in PC demand, and seemed unrelated to any CSR initiatives (*Intel 2015 Annual Report*, 2016). In fact, the Intel Teach initiative was not referenced once throughout the entire financial report. Figure 6 provides Intel's detailed financial breakdown.

### Figure 6. Intel Financial Breakdown

#### Results of Operations

Consolidated statements of income data as a percentage of net revenue for each period were as follows:

Years Ended (In Millions, Except Per Share Amounts)	December 26, 2015		December 27, 2014		December 28, 2013	
	Dollars	% of Net Revenue	Dollars	% of Net Revenue	Dollars	% of Net Revenue
<b>Net revenue</b> .....	<b>\$ 55,355</b>	<b>100.0%</b>	<b>\$ 55,870</b>	<b>100.0%</b>	<b>\$ 52,708</b>	<b>100.0%</b>
Cost of sales .....	20,676	37.4%	20,261	36.3%	21,187	40.2%
<b>Gross margin</b> .....	<b>34,679</b>	<b>62.6%</b>	<b>35,609</b>	<b>63.7%</b>	<b>31,521</b>	<b>59.8%</b>
Research and development .....	12,128	21.9%	11,537	20.6%	10,611	20.1%
Marketing, general and administrative .....	7,930	14.3%	8,136	14.6%	8,088	15.3%
Restructuring and asset impairment charges .....	354	0.6%	295	0.5%	240	0.5%
Amortization of acquisition-related intangibles .....	265	0.5%	294	0.5%	291	0.6%
<b>Operating income</b> .....	<b>14,002</b>	<b>25.3%</b>	<b>15,347</b>	<b>27.5%</b>	<b>12,291</b>	<b>23.3%</b>
Gains (losses) on equity investments, net .....	315	0.6%	411	0.7%	471	0.9%
Interest and other, net .....	(105)	(0.2)%	43	0.1%	(151)	(0.3)%
<b>Income before taxes</b> .....	<b>14,212</b>	<b>25.7%</b>	<b>15,801</b>	<b>28.3%</b>	<b>12,611</b>	<b>23.9%</b>
Provision for taxes .....	2,792	5.1%	4,097	7.4%	2,991	5.6%
<b>Net income</b> .....	<b>\$ 11,420</b>	<b>20.6%</b>	<b>\$ 11,704</b>	<b>20.9%</b>	<b>\$ 9,620</b>	<b>18.3%</b>
<b>Diluted earnings per share of common stock</b> ....	<b>\$ 2.33</b>		<b>\$ 2.31</b>		<b>\$ 1.89</b>	

Nevertheless, Intel's numbers still indicate high levels of commercial achievement and classify the company as one of the top performers in the technology industry. Their success has been validated through recognition on Dow Jones Sustainability Indices as well as BrandZ's Top

100 Most Valuable Global Brands of 2016 and Interbrand's Best Global Brands of 2016 (*Intel 2015 Corporate Responsibility Report*, 2016; "Company Overview," n.d.).

Intel's consumer and employment reputations have similarly been praised, earning the company sixty-eighth place on LinkedIn's Most InDemand Employers of 2015 and subsequent spots on *Barron's* World's Most Respected Companies list and *Fortune's* World's Most Admired Companies list ("Most InDemand Employers," n.d.; *Intel 2015 Corporate Responsibility Report*, 2016; "Company Overview," n.d.). Intel has a current employee satisfaction score of 3.7 on the website Glassdoor.com, with 71% of 8,800 employees indicating that they would recommend the company to a friend ("Intel Reviews," n.d.).

One final, yet paramount, corporate benefit unique to Intel's education initiative is its capacity to strengthen the company's pool of prospective employees. By developing the STEM skills of millions of students worldwide, the Intel Teach program helps ensure the production of qualified candidates, safeguarding the company's foreseeable future ("Intel," n.d.).

## Chapter 6

### Results - Unilever

#### Timeline

The following timeline highlights the most notable events throughout the development and progression of the company's primary CSR initiative - Sustainable Living Plan.

**January 2009** - Paul Polman appointed CEO of Unilever.

**November 2010** - Unilever announces the official launch of their Sustainable Living Plan, which aims to halve the company's environmental footprint by the year 2020.

**December 2013** - Unilever honored with the Gold Medal for International Corporate Achievement in Sustainable Development by the World Environment Center.

**May 2014** - Articles mentioning the CSR initiative peak.

**September 2015** - Polman collaborates with the UN and other world leaders to create the 17 Sustainable Development Goals.

**November 2015** - Unilever adjusts plan to reflect new environmental deadline of 2030.

**August 2016** - Unilever earns the twenty-seventh spot on *Fortune's* Change the World list.

**Present Day** - Unilever has successfully decreased carbon emissions by 39% and production waste by 97%, with 240 factories sending zero non-hazardous waste to landfills.

## Company Overview

Unilever is a consumer goods company that offers household and personal products in the form of more than 400 brands including Axe, Domestos, Dove, Hellman's, Knorr, Lifebuoy, Lipton, and many others ("About Unilever," n.d.). William Lever and his colleagues founded the company in the 1880s with the intent to "make cleanliness commonplace; to lessen work for women; to foster health and contribute to personal attractiveness, that life may be more enjoyable and rewarding for the people who use our products" ("Our History," n.d., para. 4). Since their establishment, Unilever has grown to become a multinational company whose products are enjoyed by more than 2.5 billion people worldwide ("About Unilever," n.d.). Unilever has headquarters in Rotterdam (the Netherlands) and London, England, and has been under the leadership of CEO Paul Polman since January of 2009 ("Contact Us," n.d.; "Our Leadership," n.d.). At the end of 2015 fiscal year the company had generated \$59 billion in revenue with a profit of \$5 billion, and employed 171,000 people worldwide ("Unilever," n.d.). View the company information in Table 1.

As previously mentioned, Unilever CEO Paul Polman is an outspoken advocate for corporate purpose and is fervently committed to corporate sustainability. These priorities are reflected in the company's daily operations and supported by their purpose-driven business model (Stanford Graduate School of Business, 2016). According to their website, Unilever's **purpose** of making "sustainable living commonplace" ("Our Vision," n.d., para. 1) goes hand-in-hand with their **vision** of "accelerating growth in the business, while reducing [our] environmental footprint and increasing [our] positive social impact" ("Our Vision," n.d., para. 2). They determine their positive social impact by five key **principles** rooted in the future health and

confidence of children, farmers, and the planet (“Our Vision,” n.d.). They work to actualize their purpose and vision through **strategic** decisions regarding portfolio choices, brands and innovation, market development, agility and cost, and talent, all the while maintaining their **values** of integrity, responsibility, respect, and pioneering (“Our Strategy,” n.d.; “Purpose, Values & Principles,” n.d.).

Polman ascertains that global business operations must shift to focus on sustainable practices in order to salvage society’s future (Stanford Graduate School of Business, 2016). Determined to lead by example and serve as an agent of change in the industry, Polman introduced Unilever’s Sustainable Living Plan in 2010 (“Introducing Our Plan,” n.d.). The plan takes into account the company’s purpose, vision, principles, strategies, and values and streamlines them into their core business model by outlining specific goals for each of their top brands (*Mobilising Collective Action*, 2016). The plan also emphasizes the importance of transparency and includes an improved approach to reporting that allows both the company and the industry to monitor their progress toward sustainable goals (“Introducing Our Plan,” n.d.).

### **Introduction of CSR Initiative**

Unilever’s Sustainable Living Plan was officially unveiled in November of 2010 and originally set three long-term goals to achieve by the year 2020: to improve the health and well-being of more than one billion people, to enhance the livelihood of thousands of people, and to cut the company’s environmental footprint in half (Finch, 2010; *Unilever Sustainable Living Plan*, 2010). The company wanted to accomplish all of these and simultaneously double their sales in the same 10-year timespan (Finch, 2010). Recognizing that Unilever’s CSR initiative

was chosen to represent the environmental impact segment, this case focused exclusively on the plan's environmental efforts. The Sustainable Living Plan intended to halve the company's total environmental impact by focusing on greenhouse gases, water, waste, and sustainable sourcing (*Unilever Sustainable Living Plan, 2010*).

To address greenhouse gases Unilever developed a metric to measure the emissions associated with the production and consumption of more than 1,600 of their products. The metric calculated the lifecycle of each product based on a 'per consumer use' basis, and concluded that more than 90% of emissions stemmed from raw materials and consumer use while less than 10% came from the manufacturing, transport, and disposal of the products (*Unilever Sustainable Living Plan, 2010*). Separate analysis concluded that more than half of the products that contributed to their greenhouse gas footprint fell into the 'Soap, Shower Gel & Skin Care' category (*Unilever Sustainable Living Plan, 2010*). As outlined in their original 2010 Sustainable Living Plan, Unilever has been taking calculated steps toward their goal. These efforts have included: encouraging consumers to wash at lower temperatures, concentrating liquids and compacting powders in laundry products, reducing truck mileage and seeking alternative transport systems, improving the energy efficiency of new warehouses, and introducing climate-friendly (hydrocarbon) refrigerants (*Unilever Sustainable Living Plan, 2010*).

To address water consumption Unilever developed a separate metric using a similar 'per consumer basis' to measure the water in and required for more than 1,600 of their products. The calculations, conducted in seven countries, were determined to be 'water-scarce' and concluded that approximately half of the water derived from sourced raw materials and the other half was a result of consumer use. The calculations indicated that less than 0.1% of the total water consumed was added during production (*Unilever Sustainable Living Plan, 2010*). Separate

analysis concluded that products categorized as ‘Laundry Detergents & Fabric Conditioners’ contributed the most to the company’s water footprint at 38% (*Unilever Sustainable Living Plan, 2010*). Unilever has been working to reduce water consumption by: making easier rinsing products more widely available, developing detergents that require less water, reducing water abstraction in new factories, and encouraging consumers to stay conscious of time when showering and bathing (*Unilever Sustainable Living Plan, 2010*).

To address waste Unilever developed another metric using a ‘per consumer basis’ to measure the impact made by the packaging and excess materials of more than 1,600 of their products. Calculations concluded that 59% of the company’s waste came from primary packaging, 14% from transport packaging, and 27% from product leftovers. The calculations accounted for recycling based on a national index (*Unilever Sustainable Living Plan, 2010*). A separate analysis concluded that products categorized as ‘Soups, Sauces & Stock Cubes’ contributed the most waste at 21% and determined that the most common material type was ‘Paper & Board’ (*Unilever Sustainable Living Plan, 2010*). Unilever has been taking steps to reduce their waste by: introducing lightweight materials, optimizing structural and material design, developing concentrated versions of products, eliminating unnecessary packaging, providing refillable packs, increasing the recycled material content in packaging, and eliminating PVC from all packaging (*Unilever Sustainable Living Plan, 2010*).

To address sustainable sourcing Unilever developed a metric to measure their share of the world’s volume of raw materials. According to calculations Unilever accounted for 12% of black tea, 6% of tomatoes, 5% of dried onion and garlic, 3% of palm oil, 2% of rapeseed oil, 2% of sunflower oil, and 1% of soy in 2009. Of all raw materials, palm oil made up the largest percentage of Unilever’s sourcing at 17% (*Unilever Sustainable Living Plan, 2010*). Since the

implementation of their plan Unilever has been focusing on purchasing ingredients from certified sources such as the Rainforest Alliance and other smallholder farmers (*Unilever Sustainable Living Plan*, 2010).

In 2015 Unilever adjusted their Sustainable Living Plan to reflect a new environmental deadline of 2030 and added the objective of becoming carbon positive. The company said the extension was necessary to “allow time for wider systems changes to take effect” (*Mobilising Collective Action*, 2016, p. 12).

## **Initiative Impact**

### **Society Impact**

Since the introduction of their Sustainable Living Plan in 2010, Unilever has made substantial progress toward their environmental goals intended to benefit the global community. According to the company’s most recent report, carbon emissions have decreased by 39% since 2008. Global factory water abstraction has decreased by 37% since 2008 and consumer water consumption has decreased by 1% since 2010. Waste associated with production has decreased by 97% since 2008 with 240 factories sending zero non-hazardous waste to landfills, and consumer waste has similarly decreased by 29% since 2010. The report also indicates that 60% of the company’s raw materials are now sustainably sourced, a percentage that includes 100% of their Lipton tea bag blends (*Mobilising Collective Action*, 2016).

Despite these positive advances, one condition that Unilever has struggled with reducing is the greenhouse footprint tied to consumer use of their products, which has increased by 6%

since 2010. The company recognizes the environmental impact of consumer use as a challenge since they do not have direct control over the public, however they remain committed to a “full value chain approach” (*Mobilising Collective Action*, 2016, p. 3). To address this shortcoming, Polman has stressed the importance of collective action to achieve sustainability and encouraged the collaboration of global businesses, governments, and societies (*Mobilising Collective Action*, 2016).

Keeping with this bigger picture, Polman has leveraged Unilever’s Sustainable Living Plan to inspire crucial societal players. In 2015 Polman and other world leaders partnered with the United Nations to create the 17 Sustainable Development Goals (SDGs), which established structures designed to further national sustainability initiatives and encourage governments and consequent businesses to take accountability regarding sustainable measures (*Mobilising Collective Action*, 2016; “The Sustainable Development Agenda,” n.d.). Although the UN’s SDGs did not directly derive from Unilever’s Sustainable Living Plan, Polman served as a key contributor to their construction and has stated that the goals of each mirror the other (“Sustainable Development Goals,” n.d.; *Mobilising Collective Action*, 2016).

## **Media Impact**

Using the key messages ‘Unilever’s Sustainable Living Plan’ and ‘environment’ as search terms and a timeframe beginning January 2, 2012 and ending February 6, 2017, the PR analytic website TrendKite identified 3,598 total articles and 7,024 social media shares mentioning the Unilever initiative (restricted to the English language). The website was unable to pull any mentions prior to the beginning of 2012 due to system restrictions.

Article mentions were relatively quiet between January of 2012 and September of 2013, but spiked in October of 2013 with 231 mentions. The articles during this month were about Unilever’s support of the eco-conscious product Wonderbag. Following October, article mentions declined again until they reached a month-high spike of with 279 mentions during May of 2014. The articles from this month focused on Unilever’s ice tea brand Pure Leaf and their partnership with Gail Simmons to bring fresh ingredients to American communities. Other high-traffic months for the initiative included September 2014, January 2015, and September 2016, all containing more than 200 articles. According to TrendKite, 50% of the identified articles were perceived as positive and 50% were neutral.

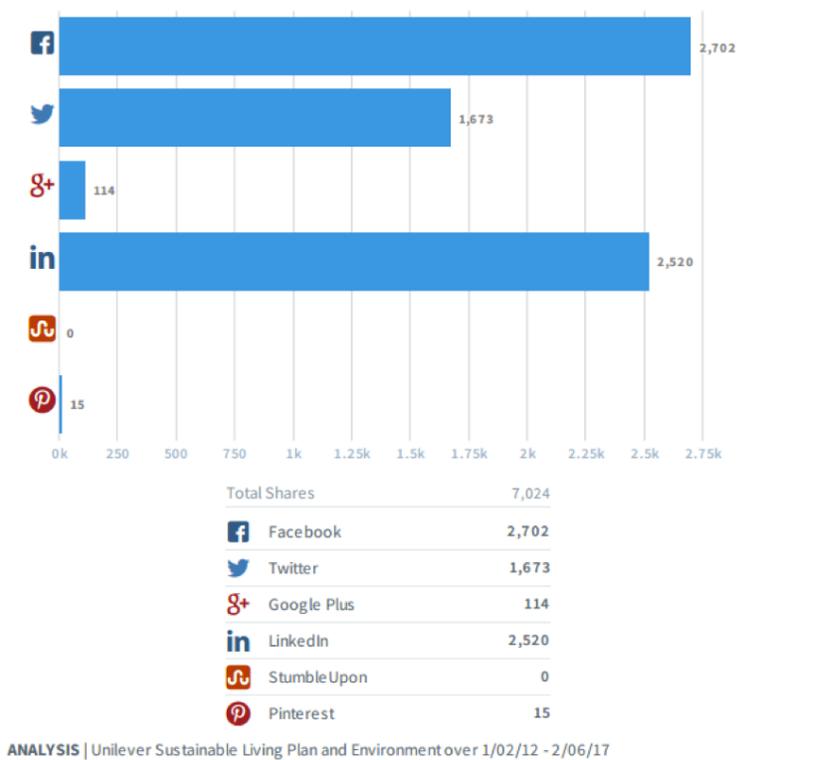
In extension to article mentions TrendKite identified 7,024 social media shares. Of these 2,702 were from Facebook, 1,673 were from Twitter, 114 were from Google Plus, 2,520 were from LinkedIn, and 15 were from Pinterest.

Figure 7 and Figure 8 provide visual representation of the data generated by TrendKite.

### Figure 7. Unilever Total Mentions



**Figure 8. Unilever Social Amplification**



## Industry Impact

In addition to its positive societal contributions, the Unilever Sustainable Living Plan has served as an example for companies both within and across industries. As previously touched upon, Unilever CEO Paul Polman played an integral role in creating the United Nations' SDGs and incorporated elements of the Sustainable Living Plan into the proposal, which was adopted by 193 member states in 2015 (*Mobilising Collective Action*, 2016; "Take Action," n.d.). One crucial aspect of the SDGs is its reliance on global corporate involvement ("The Sustainable Development Agenda," n.d.). The Unilever Sustainable Living Plan has served as a model for such involvement and has been used to illustrate examples of corporate action for others to

follow (“Take Action,” n.d.; *SDG Industry Matrix: Food, Beverage, and Consumer Goods*, 2016).

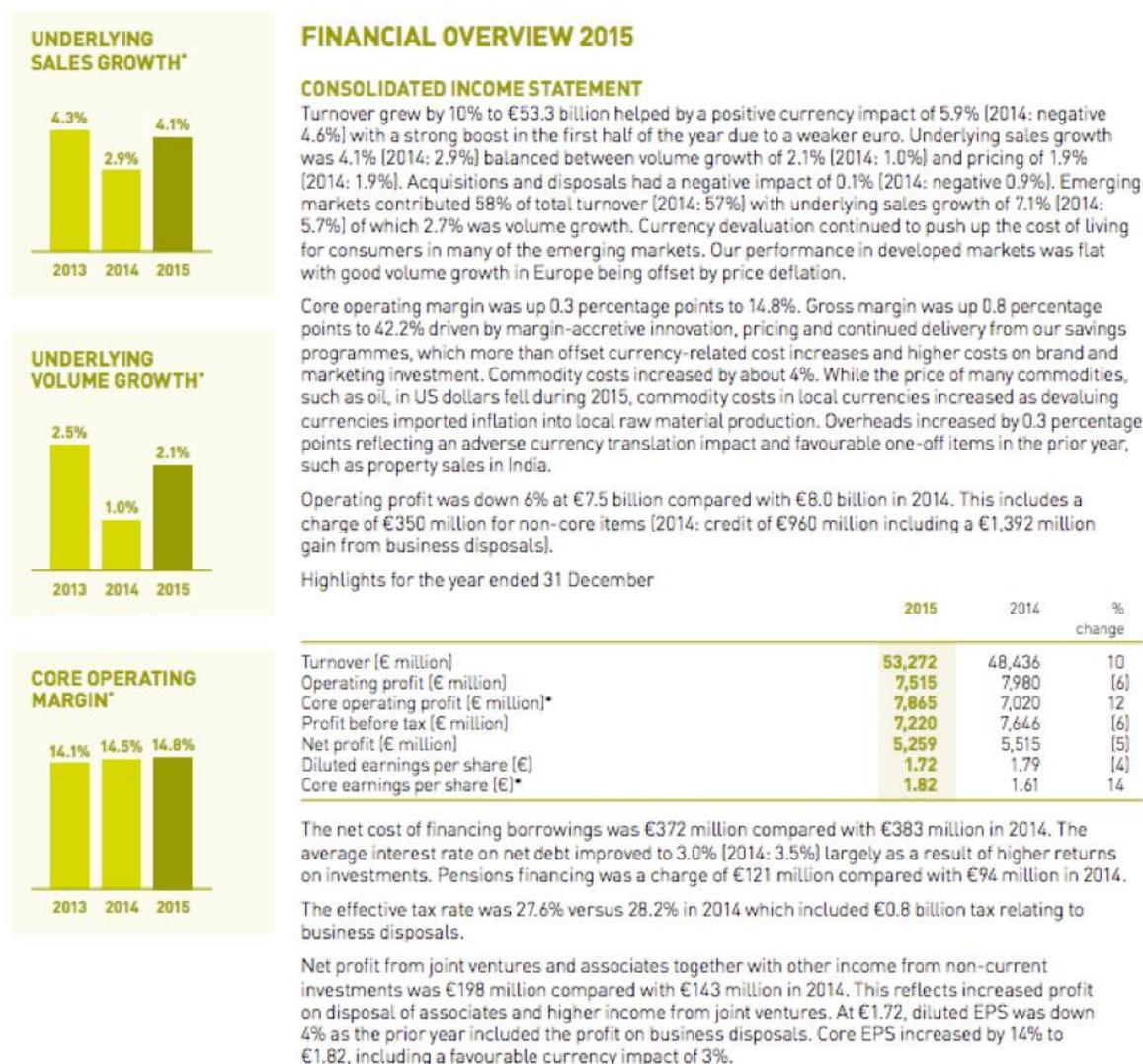
Over the past seven years, Unilever’s initiative has earned worldwide recognition for their CSR contributions in the form of countless industry awards and honors. In 2011 and 2012 Unilever was recognized as the top performing company at the Climate Counts Awards, receiving 91 out of 100 possible points. In 2013, the World Environment Center awarded Unilever the gold in the ‘International Corporate Achievement in Sustainable Development’ category. Other honors include spots on *Forbes’* Most Sustainable Corporations in the World list, the Dow Jones Sustainability Index (DJSI), GlobeScan SustainAbility Survey, Global 1000 Sustainable Performance Leaders, *Newsweek’s* Green Ranking, *Fortune’s* Change the World list, and many more (“Corporate Awards,” n.d.; “Unilever,” n.d.).

## **Corporate Impact**

Unilever is tangible proof that a company can do well while doing good, a mantra that Polman has routinely stressed in interviews and speeches (Stanford Graduate School of Business, 2016). According to their most recent annual report, Unilever’s sales grew by 4.1% during the course of 2015, yielding \$59 billion in revenue and \$5 billion in profit (*Unilever Annual Report and Accounts*, 2016; “Unilever,” n.d.). The report additionally noted that products categorized as ‘Sustainable Living Brands’ drove half of the overall growth in 2014 and grew 30% faster than other company brands in 2015 (*Unilever Annual Report and Accounts*, 2016; *Mobilising Collective Action*, 2016). Over the past five years, sales growth has averaged 4.9%, and waste initiatives have actually managed to save the company roughly \$280 million (*Unilever Annual*

Report and Accounts, 2016; “Unilever,” n.d.). Figure 9 provides Unilever’s detailed financial breakdown.

**Figure 9. Unilever Financial Breakdown**



Unilever’s financial success has been recognized through honors such as the Stevie International Business Awards’ 2012 ‘Gold Company of the Year’ and a spot on *Fortune*’s Global 500 (“Corporate Awards,” n.d.).

Employees have positively benefitted as a result of the company’s sustainable efforts by providing them with a “purpose and a powerful positive impact on society” (Fromm, 2017, para.

6). In 2013 Unilever landed in the Top 50 of *Fortune*'s Most Admired Companies and was ranked at number three in LinkedIn's Most in Demand Employers. Furthermore, Experience, Inc. has listed them as one of the Best Places to Work for Recent Grads based on their recruiting, hiring, and retention rates ("Corporate Awards," n.d.). Unilever has a current employee satisfaction score of 3.8 on the website GlassDoor.com, with 82% of respondents saying that they would recommend the company to a friend ("Unilever Reviews," n.d.).

## Chapter 7

### Results – Gap Inc.

#### Timeline

The following timeline highlights the most notable events throughout the development and progression of the company's primary CSR initiative - P.A.C.E.

*May 2004* - Gap publishes their first CSR report.

*November 2007* - Gap announces the official launch of the P.A.C.E. program in two of their garment factories in India.

*January 2013* - Gap expands P.A.C.E. to community members.

*March 2014* - Articles mentioning the CSR initiative peak.

*April 2014* - Gap honored with the Empowerment of Women Award at the Global CSR Summit.

*February 2015* - Arthur Peck appointed CEO of Gap Inc.

*January 2016* - Gap honored with the Catalyst Award at the annual Catalyst Awards Dinner.

*August 2016* - Gap earns the fortieth spot on *Fortune's* Change the World list.

*October 2016* - Gap expands P.A.C.E. to include lessons tailored to adolescent girls.

*Present Day* - The P.A.C.E. program has successfully reached more than 45,000 females across 12 countries, and now aims to reach one million women and girls by the year 2020.

## Company Overview

Gap Inc. is an international clothing and accessories retailer that encompasses the five brands of Gap, Banana Republic, Old Navy, Athleta, and Intermix (“About Us,” n.d.). The company got their start in 1969 when Doris and Don Fisher opened the first Gap store in San Francisco, California, with the simple intention of making it easier to find a pair of jeans (“Our Story,” n.d.). Over time, Gap has expanded operations to include the aforementioned five brands, and their clothes and accessories are currently available in 90 countries worldwide (“About Us,” n.d.). Today, Gap’s headquarters remain in San Francisco, California and the company has been under the leadership of CEO Arthur L. Peck since February 1, 2015 (“Leadership,” n.d.). According to their most recent annual report, the company employs 141,000 people worldwide and collected total revenue of \$15.8 billion and profit of \$920 million during 2015 (*Gap Inc. 2015 Annual Report*, 2016). View the company information in Table 1.

Gap’s Annual Report details the company’s overarching **goal** to “bring [our] strong experiences to the forefront [so that we] build lasting connections with our customers” and their **focus** on “providing customers with a powerful shopping experience” (*Gap Inc. 2015 Annual Report*, 2016, p. 4). The company states that the three **core priorities** guiding leadership and employees are product, experience, and talent (*Gap Inc. 2015 Annual Report*, 2016).

In addition to their annual report, in 2004 Gap began issuing a separate CSR report, which is published once every two years (“Our Story,” n.d.; *Our Futures Are Woven Together*, 2015). In a letter justifying the report, CEO Art Peck emphasized the importance of integrating sustainable efforts into every facet of company operations, stating “We recognize that to create even greater change, the work of sustainability must become a seamless part of running our

company,” (*Our Futures Are Woven Together*, 2015, p. 9). The report therefore expands on Gap’s “**commitment** to do more” that has been a priority of the company since their origination in 1969, and similarly defines visions, strategies, and goals specific to the company’s sustainability efforts (“About Us,” n.d., para. 1; *Our Futures Are Woven Together*, 2015). According to their most recent CSR report, Gap’s initiatives address the four areas of factory working conditions, employees, environment, and the community. A key part of Gap’s sustainable **vision** is “creating opportunities for the people and communities touched by [our] business throughout the world” (*Our Futures Are Woven Together*, 2015, p. 8). The company works to realize this vision through the implementation of **strategies** focused on the creation of innovative sustainability initiatives and the integration of these initiatives into Gap’s core business model, which they maintain yields large-scale societal impact. One example of such strategy is the company’s collaboration of sustainability and sourcing teams (*Our Futures Are Woven Together*, 2015).

### **Introduction of CSR Initiative**

Recognizing that Gap’s CSR initiative is intended to represent the Human Rights and Social Justice impact segment, this case focused solely on the company’s community initiatives, specifically their Personal Advancement & Career Enhancement (P.A.C.E.) program (“Gap,” n.d.).

Realizing that the garment industry is one of the primary employers of uneducated females, Gap introduced the P.A.C.E. program in 2007 with the intention to “help advance and inspire” the women working in their factories (*Advancing Women to Advance the World*, 2015;

“Gap Inc. P.A.C.E.,” n.d., para. 4). The program was created in partnership with the International Center for Research on Women (ICRW) and the Swasti Health Resource Centre, and was first launched in two factories in India (*Advancing Women, Changing Lives*, 2013). Since its introduction P.A.C.E. has additionally partnered with the NGO CARE and has expanded to 12 countries including Bangladesh, Cambodia, China, Indonesia, Jordan, Myanmar, Pakistan, Sri Lanka, Vietnam, and others (“Gap Inc. P.A.C.E.,” n.d.; *Advancing Women to Advance the World*, 2015).

The P.A.C.E. program offers eight modules designed to teach women practical life skills, providing them with 65 to 80 hours of instruction distributed in weekly courses over an eight to ten month period. This includes eight modules that focus on Communication, Problem Solving and Decision Making, Time and Stress Management, Water, Sanitation and Hygiene, Execution Excellence, General and Reproductive Health, Financial Literacy, and Legal Literacy and Social Entitlements (*Advancing Women to Advance the World*, 2015). Examples of acquired skills include vocalizing opinions, managing budgets, and cooking healthier meals (“Gap Inc. P.A.C.E.,” n.d.).

### **Initiative Impact**

### **Society Impact**

Since 2007 Gap’s P.A.C.E. program has consistently achieved determined goals of increasing vendor participation, partnering with more NGOs, targeting new communities, and involving more workers (*Our Futures Are Woven Together*, 2015). Motivated by success, in

2013 Gap announced that they were broadening the scope of P.A.C.E. beyond their workers to the wider community and in 2016 announced the creation of supplemental modules targeted toward adolescent girls. As of 2017, Gap's P.A.C.E. program has touched the lives of more than 45,000 females worldwide and now aims to reach one million women and girls by the year 2020 ("Gap Inc. P.A.C.E.," n.d.).

According to research collected by the ICRW, the societal impact of Gap's CSR initiative is most evident through increased feelings of self-efficacy and self-esteem among female workers. These long-term benefits were first gauged in a two-year follow-up survey conducted at the original factory locations, and concluded a 48% improvement in self-esteem and a 150% improvement in self-efficacy (*Advancing Women to Advance the World*, 2015).

Other valuable feedback has come in the form of individual testimonials. One garment worker from China stated, "I came through a very tough time after my husband died, having to take care of two daughters and work. P.A.C.E. brought strength to me. Now I give my daughters more guidance than orders. Our relationships are getting better, which makes me understand life itself cannot change but I can," (*Advancing Women to Advance the World*, 2015, p. 14). Another woman from Bangladesh explained, "I have learned how to communicate effectively. Now I can solve any problem in the workplace by discussing it with the supervisor and line chief. Before P.A.C.E., I could not clearly discuss problems with my husband. Now I do not hesitate to talk to him and can clearly express any idea or problem," (*Advancing Women to Advance the World*, 2015, p. 14). These along with countless other testimonials prove that Gap's CSR initiative not only benefits the individuals enrolled in P.A.C.E., but also positively impacts family members, co-workers, and the larger community, as well.

## Media Impact

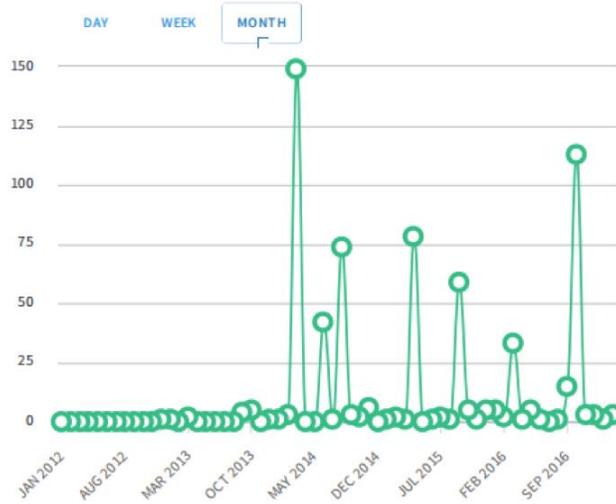
Using the key messages ‘Gap’ and ‘P.A.C.E.’ as search terms and a timeframe beginning January 2, 2012 and ending February 26, 2017, the PR analytic website TrendKite identified 637 total articles and 8,142 social media shares mentioning Gap’s CSR initiative (restricted to the English language). The website was unable to pull any mentions prior to the beginning of 2012 due to system restrictions.

Article mentions of P.A.C.E. were virtually silent until March 2014. During this month 149 articles were recorded, most of which announced the launch of Gap’s new ‘One Stitch Closer’ campaign that drew comparisons to the P.A.C.E. program. Articles remained consistent during August 2014, April 2015, and September 2015, drawing in 74, 78, and 59 mentions, respectively. The most recent spike in coverage occurred during October 2016 with 113 mentions, mainly in reference to Gap’s increasing stock value. According to TrendKite, 35% of the identified articles were perceived as positive and 65% were perceived as neutral.

In extension to article mentions TrendKite identified 8,142 social media shares. Of these, 3,853 were from Facebook, 1,568 were from Twitter, 41 were from Google Plus, 2,126 were from LinkedIn, and 554 were from Pinterest.

Figure 10 and Figure 11 provide visual representation of the data generated by TrendKite.

Figure 10. Gap Inc. Total Mentions

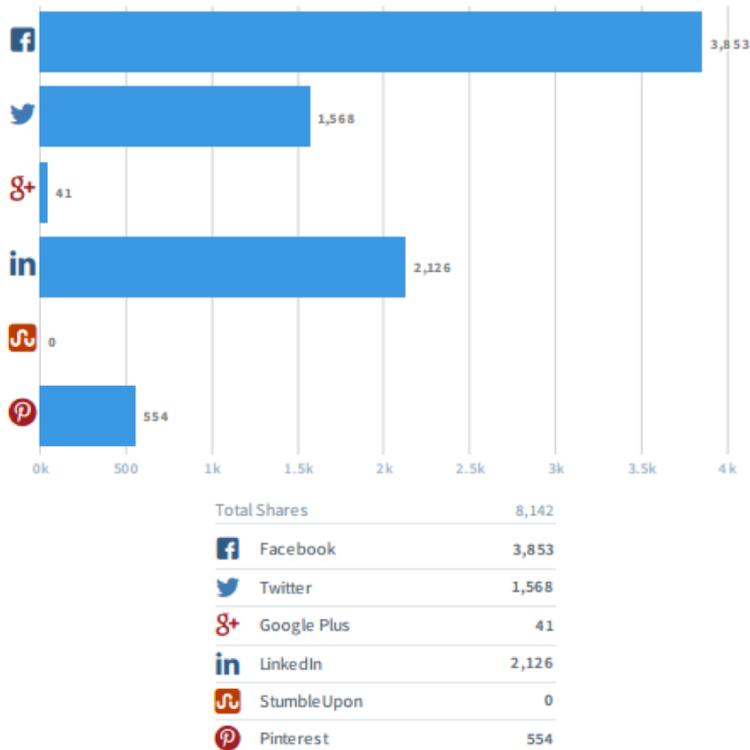


ANALYSIS | "Gap" and "P.A.C.E." over 1/02/12 - 2/26/17

Large press coverage spikes included these top articles:

- 10/12/16: Boost confidence and life skills among teenage girls with Gap PACE | WIRED UK
- 10/11/16: Gap Inc. Celebrates International Day of the Girl With Expansion of Its P.A.C.E. Initiative, New Partnership of Namesake Gap Brand With Condé Nast
- 3/16/16: Gap Inc.'s Commitment to Equality Recognized with 2016 Catalyst Award

Figure 11. Gap Inc. Social Amplification



ANALYSIS | "Gap" and "P.A.C.E." over 1/02/12 - 2/26/17

## Industry Impact

The success of Gap's CSR initiative has been celebrated over the years through various instances of industry praise. In 2010, *The Financial Times* awarded P.A.C.E. the title of Most Strategic Philanthropic Program at the JustMeans Social Innovation Awards (*Advancing Women, Changing Lives*, 2013). P.A.C.E. was similarly honored with the Empowerment of Women Award at the 2014 Global CSR Summit ("Gap Inc. Announces Commitment," 2015). Perhaps most impressively, in 2016 Gap was named recipient of the annual Catalyst Award, which "recognizes breakthrough corporate initiatives that accelerate inclusion in the workplace and the world" ("Catalyst Announces Winner," 2016, para. 1). Other acknowledgement has included a mention by former President Bill Clinton as well as Gap's placement on *Fortune's* Change the World ranking (*Advancing Women, Changing Lives*, 2013; "Gap," n.d.).

While the company is appreciative of P.A.C.E.'s success and the resulting recognition, Gap hopes to further impact by leveraging their initiative to serve as an example to industry peers. Gap specifically stresses the importance for companies to integrate CSR as a core element of business operations and encourages peers to adopt their own initiatives similar to P.A.C.E. This sentiment is most clearly expressed in Gap's CSR report, which states, "None of us can reach our fullest potential if any one of us lacks the opportunity to do the same. Our futures are tied together – and we must act together," (*Our Futures Are Woven Together*, 2015, p. 9).

## Corporate Impact

As previously mentioned, Gap's annual report recorded \$15.8 billion in revenue and \$920 million in profit for the 2015 fiscal year. These numbers indicate a 4% and 2% decrease, respectively, from the 2014 fiscal year. The report attributes the financial loss to strategic actions including the termination of approximately 150 stores (*Gap Inc. 2015 Annual Report, 2016*).

Figure 12 provides Gap's detailed financial breakdown.

**Figure 12. Gap Inc. Financial Breakdown**

	Fiscal Year (number of weeks)				
	2015 (52)	2014 (52)	2013 (52)	2012 (53)	2011 (52)
<b>Operating Results (\$ in millions)</b>					
Net sales	\$ 15,797	\$ 16,435	\$ 16,148	\$ 15,651	\$ 14,549
Gross margin	36.2 %	38.3%	39.0%	39.4 %	36.2 %
Operating margin	9.6 %	12.7%	13.3%	12.4 %	9.9 %
Net income	\$ 920	\$ 1,262	\$ 1,280	\$ 1,135	\$ 833
Cash dividends paid	\$ 377	\$ 383	\$ 321	\$ 240	\$ 236
<b>Per Share Data (number of shares in millions)</b>					
Basic earnings per share	\$ 2.24	\$ 2.90	\$ 2.78	\$ 2.35	\$ 1.57
Diluted earnings per share	\$ 2.23	\$ 2.87	\$ 2.74	\$ 2.33	\$ 1.56
Weighted-average number of shares—basic	411	435	461	482	529
Weighted-average number of shares—diluted	413	440	467	488	533
Cash dividends declared and paid per share	\$ 0.92	\$ 0.88	\$ 0.70	\$ 0.50	\$ 0.45
<b>Balance Sheet Information (\$ in millions)</b>					
Merchandise inventory	\$ 1,873	\$ 1,889	\$ 1,928	\$ 1,758	\$ 1,615
Total assets	\$ 7,473	\$ 7,690	\$ 7,849	\$ 7,470	\$ 7,422
Working capital (1)	\$ 1,450	\$ 2,083	\$ 1,985	\$ 1,788	\$ 2,181
Total long-term debt, less current maturities (2)	\$ 1,310	\$ 1,332	\$ 1,369	\$ 1,246	\$ 1,606
Stockholders' equity	\$ 2,545	\$ 2,983	\$ 3,062	\$ 2,894	\$ 2,755
<b>Other Data (\$ and square footage in millions)</b>					
Cash used for purchases of property and equipment	\$ 726	\$ 714	\$ 670	\$ 659	\$ 548
Acquisition of business, net of cash acquired (3)	\$ —	\$ —	\$ —	\$ 129	\$ —
Percentage increase (decrease) in comparable sales (4)	(4)%	—%	2%	5 %	(4)%
Number of Company-operated store locations open at year-end	3,275	3,280	3,164	3,095	3,036
Number of franchise store locations open at year-end	446	429	375	312	227
Number of store locations open at year-end (5)	3,721	3,709	3,539	3,407	3,263
Square footage of Company-operated store space at year-end	37.9	38.1	37.2	36.9	37.2
Percentage increase (decrease) in square footage of Company-operated store space at year-end	(0.5)%	2.4%	0.8%	(0.8)%	(2.6)%
Number of employees at year-end	141,000	141,000	137,000	136,000	132,000

Despite this recent slump, Gap's current profit of \$920 million is still larger than it was prior to the introduction of P.A.C.E. at \$778 in 2006, and managed to secure Gap the one-hundred and seventy-seventh spot on the Fortune 500 list (*Sharing American Style Around the World*, 2011; "Fortune 500," n.d.).

While not overtly evident in financial statements, the positive corporate benefits of Gap's P.A.C.E. initiative are most apparent through observations of improved work efficacy and environment. Vendor data collected by the ICRW indicated 10% and 15% higher productivity rates of P.A.C.E. workers compared to baseline workers in Indonesian and Indian factories, respectively (*Advancing Women to Advance the World*, 2015). This increase has been validated by factory owners who have noted a congruent shift in workplace environment, one stating "Now they are friendlier, they help each other and ask each other in line or ask me for clarification when they do not understand," (*Advancing Women to Advance the World*, 2015, p. 14). Higher productivity has also helped to strengthen ties with suppliers, and proves that Gap's initiative is simultaneously helping the company while helping others (Arrillaga-Andreessen & Murray, 2014).

Another related corporate benefit of Gap's P.A.C.E. program is decreased turnover and absenteeism rates (Arrillaga-Andreessen & Murray, 2014). Although typically high in the garment industry, the ICRW noted that turnover rates in a Cambodian factory were 66% lower among P.A.C.E. workers in comparison to their baseline counterparts (*Our Futures Are Woven Together*, 2015).

With respect to the employee reputation within the United States, the website Glassdoor.com gives Gap Inc. a satisfaction score of 3.6, with 68% of 395 reviewers indicating that they would recommend the company to a friend ("Gap Inc. Reviews," n.d.).

## Chapter 8

### Results - Nestlé

#### Timeline

The following timeline highlights the most notable events throughout the development and progression of the company's primary CSR initiative - Creating Shared Value.

*January to December 1997* - Former CEO Peter Brabeck-Letmathe first markets Nestlé as a Nutrition, Health and Wellness company.

*March 2008* - Nestlé announces the publication of their Creating Shared Value Report with the goal to improve the overall quality and nutritional value of products.

*April 2008* - Paul Bulcke appointed as CEO of Nestlé.

*April 2010* - Nestlé awards the first biennial Nestlé Prize in Creating Shared Value.

*January 2015 to December 2015* - Nestlé modifies 8,041 products for health considerations and provides 192 billion servings of fortified foods worldwide.

*June 2016* - Articles mentioning the CSR initiative peak.

*August 2016* - Nestlé earns the fifth spot on *Fortune's* Change the World list.

*January 2017* - Mark Schneider appointed as CEO of Nestlé.

*Present Day* - Nestlé aims to broaden the reach of their educational systems to 50 countries by the end of 2017.

## Company Overview

Nestlé is currently the largest transnational food and beverage company in the world with more than 2,000 brands sold in 189 countries (“Nestlé,” n.d.; “At a Glance,” n.d.). The company originated in 1866 with the simultaneous formation of Charles and George Page’s Anglo-Swiss Condensed Milk Company and Henri Nestlé’s invention of infant formula, two forces which merged to form the Nestlé Group in 1905. Following establishment, Nestlé suffered through trying periods of war and economic hardship but was able to persevere by building a reputation based on convenience, keeping products relevant and in demand. Although the company began simply with condensed milk and chocolate, over the past 150 years the Nestlé brand has expanded to include everything from food to pharmaceuticals to cosmetics (“Company History,” n.d.).

Today, Nestlé is headquartered in Vevey, Switzerland and is under the governance of CEO Mark Schneider, who assumed the position on January 1, 2017 following former CEO Paul Bulcke’s eight-year term (“Executive Board,” n.d.). During the 2015 fiscal year, the company accumulated \$92.3 billion in revenue and \$9.4 billion in profit, and employed 335,000 people worldwide (“Nestlé,” n.d.). View the company information in Table 1.

Although not out rightly stated on their website, Nestlé has articulated a specific mission and ambition on previous occasions. According to company reports from 2013, Nestlé’s **mission** is “Good Food, Good Life” (*Nestlé in Society*, 2013, p. 53) and their **ambition** is “to enhance the quality of consumer’s lives through Nutrition, Health and Wellness” (*Nestlé Group*, 2013, p. 11). The company’s website does specify six **strategic priorities** to: Make Choices, Grasp Opportunities, Value What Consumers Value, Engage with Stakeholders, Embrace Digital, and

Win through People and Teams (“Strategy,” n.d.). The website similarly provides the company’s ten **business principles**, which focus on: Nutrition, Health and Wellness, quality assurance and product safety, consumer communication, human rights in business activities, leadership and personal responsibility, safety and health at work, supplier and customer relations, agriculture and rural development, environmental sustainability, and water (*The Nestlé Corporate Business Principles*, 2010). While Nestlé does not currently provide a **vision**, the company has recognized the creation of a long-term vision as an opportunity for improvement (*Nestlé in Society*, 2016).

In addition to their mission, ambition, strategies, and principles Nestlé places an emphasis on **Creating Shared Value** essential to their business model, rationalizing that “for a company to prosper over the long term, [we] must create value for shareholders and for society” (*Nestlé in Society*, 2016, p. 3). The company’s Creating Shared Value approach was first introduced in 2006 and stipulated “any action for shareholders must also create value for the communities where it operates and wider society” (“Company History,” n.d., para. 2). The approach has been translated into a yearly report summary separate from their annual report with the intention of improving the communication and transparency of their initiatives (*Nestlé in Society*, 2016).

### **Introduction of CSR Initiative**

Nestlé’s first Creating Shared Value report was published in March of 2008 and identified five key issues including: Nutrition, Health and Wellness, Manufacturing and Environmental Footprint, People, Agriculture and Rural Development, and Marketing and Communication (*The Nestlé Creating Shared Value Report*, 2008). Recognizing that Nestlé’s

CSR initiative is intended to represent the health and nutrition impact segment, this case focused exclusively on the report's Nutrition, Health and Wellness efforts. While the report was not published until 2008, the idea of becoming a 'Nutrition, Health and Wellness' company was first conceptualized in 1997 by then-CEO Peter Brabeck-Letmathe, who saw the untapped value in the market of personalized nutrition ("Company History," n.d.). The initiative was implemented at the turn of the century and its goals were later detailed in the 2008 report.

According to the original Creating Shared Value report, Nestlé's health initiative focuses on the four consumer sectors of infant nutrition, healthcare nutrition, performance nutrition, and weight management. The overall goal is to improve the quality and nutritional value of products in each of the four areas by adapting them "to meet consumers' changing preferences, as they evolve beyond taste, enjoyment and convenience towards the added benefits of nutrition and personal health" (*The Nestlé Creating Shared Value Report, 2008*, p. 42). Over the past nine years Nestlé has implemented various programs, processes, and tactics to achieve their goal.

One such step was the introduction of the company's 60/40+ testing process in 2008. The test concentrates on Nestlé's best-selling products and seeks to add a nutritional element to each product while maintaining a 60% consumer taste approval rating (*The Nestlé Creating Shared Value Report, 2008*). This testing process serves as an addition to Nestlé's pre-existing Nutritional Foundation (NF) profiling system, which simultaneously awards heightened nutritional status to products satisfying criteria based on the product's role in the overall diet, recommended nutritional values specific to region and age, and minimum and maximum nutritional thresholds (*The Nestlé Nutritional Profiling System, 2014*).

Both of these testing processes were developed based on work conducted by Nestlé's Research and Development (R&D) Centres, which employ science and technology to enhance

the nutritional value of products by focusing on specific health concerns. Other tactics influenced by the R&D Centres have included: recipe adjustments adding Branded Active Benefits and reducing trans fatty acids, fat, sugar, salt, and sodium in products; the evolution of bio-fortified crops and ingredients; the creation of the *Nestlé Nutritional Compass* resulting in improved navigation of nutritional information; the introduction of nutritional helplines and educational programs; and the development of weight-conscious brands such as *Lean Cuisine* and *Jenny Craig* (*The Nestlé Creating Shared Value Report*, 2008; “Nestlé,” n.d.).

## **Initiative Impact**

### **Society Impact**

Since the original publication of their Creating Shared Value report, Nestlé has made considerable strides improving the quality and nutritional value of their products and, in turn, the health and wellbeing of their consumers. During 2015 alone, 8,041 products were renovated for health considerations, 4,643 products experienced an increase of essential nutrients, and 5,471 products experienced a decreased of sodium, sugars, trans fats, MSG, total fat, calories, or artificial colorings (*Nestlé in Society*, 2016). Nestlé additionally reports that 81.6% of products sold in 2015 achieved NF status, a 10% increase from 2009 (*Nestlé in Society*, 2016; *Nestlé Creating Shared Value Report*, 2010).

The increased nutritional value of these products has made the biggest impact in low- and middle-income regions where many people are lacking fundamental vitamins and minerals. Taking advantage of region-specific information provided by the NF system and R&D Centres,

Nestlé has modified particular products in order to fulfill the nutritional needs of these areas (“Nestlé,” n.d.). In Latin America, *Ideal* powdered milk contains added iron, calcium, and vitamins A, C, and D. In Central America, *Maggi Sopa Crecimiento* soup supplies a boost of protein, vitamins, and minerals essential to early childhood development. In Africa, *Maggi* soup cubes provide increased dosages of iron that help to prevent thyroid diseases such as anemia (*The Nestlé Creating Shared Value Report*, 2008; “Nestlé,” n.d.). During 2015, Nestlé supplied a total of 192 billion servings of fortified foods worldwide (*Nestlé in Society*, 2016).

In their 2015 Creating Shared Value report, the company expressed new objectives, many of which focus on expanding their educational tools such as the Nestlé Nutrition Institute (NNI) and their Healthy Kids Global program. By the end of 2017 the company aims to broaden the reach of the NNI online professional education system to 50 countries (*Nestlé in Society*, 2016).

## **Media Impact**

Using the key messages ‘Nestlé’, ‘Creating Shared Value’, and ‘Nutrition, Health and Wellness’ as search terms and a timeframe beginning January 2, 2012 and ending February 15, 2017, the PR analytic website TrendKite identified 1,626 total articles and 7,679 social media shares mentioning Nestlé’s CSR initiative (restricted to the English language). The website was unable to pull any mentions prior to the beginning of 2012 due to system restrictions.

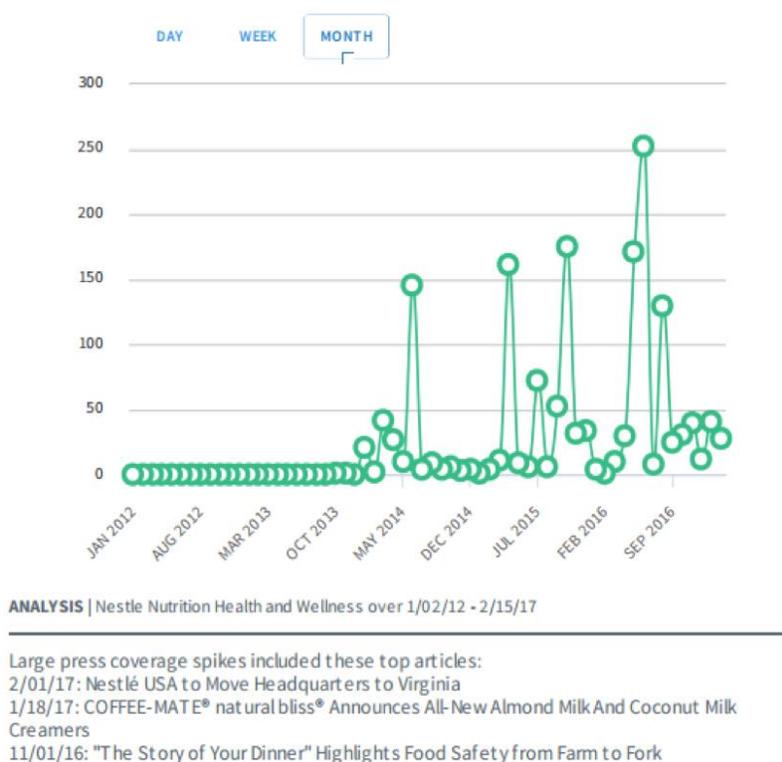
Coverage first spiked in June 2014 with 146 mentions. The majority of articles during this month referenced a United States report detailing the country’s nutritional, social, and environmental progress that included the contributions of Nestlé’s initiative. Coverage was similarly high during April 2015, October 2015, and May 2016, with each month experiencing

more than 150 article mentions. Coverage climaxed in June 2016 with 252 article mentions. The content during this month was quite varied and contained information ranging from Nestlé's involvement in Africa to their support of industry waste and GMO initiatives, and other news in between. According to TrendKite, 49% of the identified articles were perceived as positive and 51% were neutral.

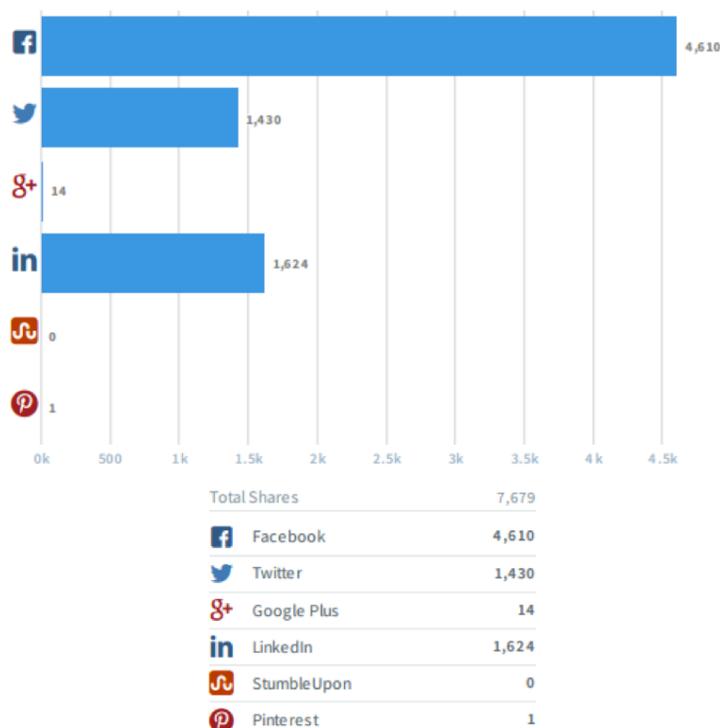
In addition to article mentions, TrendKite identified 7,679 social media shares. Of these, 4,610 were from Facebook, 1,430 were from Twitter, 14 were from Google Plus, 1,624 were from LinkedIn, and 1 was from Pinterest.

Figure 13 and Figure 14 provide visual representation of the data generated by TrendKite.

**Figure 13. Nestlé Total Mentions**



**Figure 14. Nestlé Social Amplification**



**ANALYSIS** | Nestlé Nutrition Health and Wellness over 1/02/12 - 2/15/17

The chart above shows which social media platforms are driving the most engagement. Click any of the bars on the chart to analyze the media outlets, journalists/bloggers, and articles/blog posts that are driving the most engagement on each social media platform.

## Industry Impact

The accomplishments of Nestlé’s health initiative have not gone unnoticed by the food industry. In 2011, the company earned a spot on the FTSE4Good Index, making Nestlé the first and only infant formula manufacturer to be recognized on the list. In 2015 Nestlé was ranked second overall on the Global Access to Nutrition Index, an assessment judging food and beverage companies based on their “nutrition-related commitments, practices and performance” (*Nestlé in Society*, 2016, p. 46). The company was ranked first on the same list under the subcategories of breast-milk marketing practices, general nutrition, and under-nutrition. That

same year Nestlé was awarded a perfect score by the Dow Jones Sustainability Index (DJSI), earning a 100 in Health and Nutrition Performance. Of the other 2,500 companies evaluated by the DJSI, the average score was a 48 (*Nestlé in Society*, 2016). Other honors have included Best Corporate Responsibility Report at the 2015 CR Reporting Awards as well as recognition on *Fortune's* 2016 Change the World ranking (“‘Clear Insight’,” 2015; “Nestlé,” n.d.).

In addition to praise, Nestlé has equally impacted the food industry by serving as a source of motivation for corporate peers. Various Nestlé executives, such as former CEO Paul Bulke, have served and continue to serve on boards including The Consumer Goods Forum (CGF), the World Economic Forum (WEF), and the United Nations Framework Programme on Sustainable Food Systems. Although separate, all of the aforementioned organizations support corporate collaboration and encourage industry leaders to adopt health initiatives similar to Nestlé's (*Nestlé in Society*, 2016). Hoping to drum up incentive, in 2009 Nestlé announced the creation of the Nestlé Prize in Creating Shared Value, a biennial award designed to “foster innovative approaches to solve problems of nutrition, water and rural development” by awarding a deserving individual, NGO, or enterprise monetary support for their societal contributions (Tickle, 2009, para. 1).

## **Corporate Impact**

According to their 2015 annual report, Nestlé's profit shrunk by \$6.3 billion from the previous year. The decrease in profit was attributed to the “one-off impact from the disposal in 2014 of part of the L'Oréal stake combined with the revaluation of the Galderma stake”, and was unrelated to any CSR initiative (*Nestlé Annual Review*, 2016, p. 45). Despite this loss, Nestlé still

managed to earn \$92 billion in revenue and \$9.4 billion in profit, retaining their position as the largest food and beverage company in the world (McGrath, 2016). Of the \$92 billion in revenue, \$33.7 billion (in CHF) derived from products confirmed by the 60/40+ testing process and \$6.2 billion (in CHF) derived from products containing Branded Active Benefits. The report cited 4.2% organic growth as well as profitable growth, overall (*Nestlé in Society*, 2016). Figure 15 provides Nestlé's detailed financial breakdown.

Figure 15. Nestlé Financial Breakdown

## Key figures (consolidated)

In millions of CHF (except for data per share and employees)		
	2015	2014
<b>Results</b>		
Sales	88 785	91 612
Trading operating profit	13 382	14 019
as % of sales	15.1%	15.3%
Profit for the year attributable to shareholders of the parent (Net profit)	9 066	14 456
as % of sales	10.2%	15.6%
<b>Balance sheet and Cash flow statement</b>		
Equity attributable to shareholders of the parent	62 338	70 130
Net financial debt	15 425	12 325
Ratio of net financial debt to equity (gearing)	24.7%	17.6%
Operating cash flow	14 302	14 700
as % of net financial debt	92.7%	119.3%
Free cash flow <sup>(a)</sup>	9 945	14 137
Capital expenditure	3 872	3 914
as % of sales	4.4%	4.3%
<b>Data per share</b>		
Weighted average number of shares outstanding (in millions of units)	3 129	3 188
Basic earnings per share	CHF 2.90	4.54
Underlying earnings per share <sup>(b)</sup>	CHF 3.31	3.44
Dividend as proposed by the Board of Directors of Nestlé S.A.	CHF 2.25	2.20
<b>Market capitalisation, end December</b>	229 947	231 136
<b>Number of employees (in thousands)</b>	335	339

(a) Operating cash flow less capital expenditure, expenditure on intangible assets, investments (net of divestments) in associates and joint ventures, and other investing cash flows.  
(b) Profit per share for the year attributable to shareholders of the parent before impairments, restructuring costs, results on disposals and significant one-off items. The tax impact from the adjusted items is also adjusted for.

Principal key figures <sup>(c)</sup> (illustrative) in CHF, USD, EUR						
In millions (except for data per share)						
	Total CHF	Total CHF	Total USD	Total USD	Total EUR	Total EUR
	2015	2014	2015	2014	2015	2014
Sales	88 785	91 612	92 143	99 981	83 153	75 431
Trading operating profit	13 382	14 019	13 889	15 296	12 533	11 543
Profit for the year attributable to shareholders of the parent (Net profit)	9 066	14 456	9 409	15 774	8 491	11 903
Equity attributable to shareholders of the parent	62 338	70 130	63 012	70 863	57 651	56 307
Market capitalisation, end December	229 947	231 136	232 434	233 553	212 658	192 170
<b>Data per share</b>						
Basic earnings per share	2.90	4.54	3.01	4.95	2.72	3.74

Nestlé's financial success has been validated by reputable publications such as *Forbes* magazine, which named them the leader of the food and beverage industry as well as awarded them the number thirty-three spot on their Global 2000 list (McGrath, 2016). Nestlé's inclusion on the Global 2000 list indicates their position as a world power, proving that they are able to maintain profitability while simultaneously contributing to society.

Reputation and employment have similarly benefitted from Nestlé's CSR initiative, earning the company the thirty-eighth spot on *Fortune's* 2016 Most Admired Companies list and the eighty-eighth spot on LinkedIn's Most InDemand Employers ("World's Most Admired Companies," n.d.; "Most InDemand Employers," n.d.). Nestlé has a current employee satisfaction score of 3.7 on the website Glassdoor.com, with 75% of respondents saying that they would recommend the company to a friend ("Nestlé Reviews," n.d.).

## **Chapter 9**

### **Discussion**

This study sought to determine the current state of CSR in the global community through the examination of five companies. Evident in the details of each case, the CSR initiatives of MasterCard, Intel, Unilever, Gap Inc., and Nestlé vary greatly in their own respects, and it is important to keep in mind that each company represents a different industry sector and each initiative represents an individual impact segment. Although different, extensive case analysis examining the five CSR initiatives presumes collective success as evidenced by countless achievements in the areas of society, media, industry, and corporate impact. While this study does acknowledge five unique approaches and implementations of CSR, it congruently identifies similarities of patterns and trends that have contributed to each company's success, and provide insight on how these companies are doing well while doing good.

To begin, each of the five companies effectively utilized the PESO model to communicate their CSR initiatives to the public. Of the four divisions of paid, earned, shared, and owned sources, the overwhelming majority of information collected in this study was drawn from owned sources. As previously mentioned, owned sources include content released by the company itself such as a company website, annual reports, sustainability reports, and other relevant documents (Macnamara et. al., 2016). In this study, company overviews and initiative introductions were predominately drawn from information provided on each company's website,

and the impacts were detailed in annual and sustainability reports. Many of the companies' websites contained Newsrooms providing press releases and company announcements that were also helpful. Aside from owned sources, this study employed the data analytic program TrendKite to determine each company's generation of earned and shared sources. Although TrendKite could not provide an all-encompassing net, it did provide an apples-to-apples comparison of traditional media traction as well as social media traction between initiatives.

With regard to earned sources defined by traditional media (Macnamara et. al., 2016), Unilever's Sustainable Living Plan collected the most mentions with 3,589 between January 2, 2012 and February 6, 2017. Unilever was trailed by Nestlé, Gap Inc., MasterCard, and Intel, in that order.

With regard to shared sources or social media (Macnamara et. al., 2016), Gap's P.A.C.E. program earned the most shares with 8,142 between January 2, 2012 and February 26, 2017. Gap was followed by Nestlé, Unilever, MasterCard, and Intel, in that order. Determined by these two measures, Unilever, Nestlé, and Gap's CSR initiatives created the largest media impacts by generating the most traditional mentions and social shares. Although their media impacts were quantitatively proven, this study recognized that Unilever, Nestlé, and Gap are also the largest of the five companies (based on number of employees, see Table 1), which may have had a significant effect on TrendKite's results.

In the literature, media impact is explained as influencing initiative effectiveness as well as corporate performance (Coombs & Holladay, 2012). While this relationship seems common in relevant literature, media impact is not necessarily connected to economic success in the cases of MasterCard, Intel, Unilever, Gap, and Nestlé. Surprisingly, of the five companies, Intel reported the highest profit of \$11.4 billion for 2015 (see Table 1) despite having the lowest reported

media impact with both traditional and social sources (*Intel 2015 Annual Report*, 2016).

Although the results of this study did not identify a similar relationship between media impact and corporate performance as was found in the literature, all five of the companies examined reported overall profitable operations confirmed through various awards and recognitions detailed in each Corporate Impact section. While this study cannot say whether the CSR initiatives directly contributed to their company's financial success, it does contrastingly disprove the notion that CSR detracts from financial success.

Apart from the narrow judgment of financial reports, this study observed other ways in which CSR initiatives benefit corporate performance, especially in the cases of Intel, Unilever, and Gap. The Intel Teach program's encouragement of STEM skills helps to strengthen the company's pool of prospective employees, safeguarding Intel's future ("Intel," n.d.). Similarly, the waste efforts proposed by Unilever's Sustainable Living Plan not only decrease the company's environmental footprint, but have also saved Unilever \$280 million since 2008 ("Unilever," n.d.). Finally, Gap's P.A.C.E. program has increased productivity rates by up to 15 percent and decreased turnover rates by 66 percent in certain company factories (*Advancing Women to Advance the World*, 2015; *Our Futures Are Woven Together*, 2015). Although these outcomes are neither the intentions of the initiatives nor are they explicitly evident in financial reports, they are nonetheless meaningful aspects that are uniquely beneficial to each company. Recognition of these corporate benefits support Paul Polman and other academics' assertions of self-interest as a main argument for CSR (Stanford Graduate School of Business, 2016; Werther & Chandler, 2006).

Another identified trend was the creation of a CSR report. With the lone exception of MasterCard, research found that each of the examined companies has implemented some

variation of a responsibility report, separate from their annual report, which specifically addresses the company's sustainable efforts. Due to lack of available information it is unlikely that MasterCard has a responsibility report, however it is possible that one exists. In general, these reports detail the history, purpose/vision, goals, tactics, and development of initiatives, making it easier for companies to determine progress and adjust as needed.

While this study chose to focus on only one CSR initiative per case, examination of the four responsibility reports demonstrate the volume, breadth, and variety of sustainable efforts within each organization. Unilever's Sustainable Living Plan and Nestlé's Creating Shared Value Report both contain initiatives outside of their designated impact segment, and give insight to a larger, umbrella approach to CSR. None of the five examined cases are one-off initiatives, but instead represent complementary steps toward an overarching vision or purpose that is vital to their company's core business model and permeate company operations.

Due to the allusion of an umbrella approach in all five cases, this study determined the communication of a distinct vision or purpose to be the most decisive indicator of corporate success. Despite tremendous importance, there remains ambiguity between the terms vision and purpose, which is highlighted in existing literature. According to the Arthur W. Page Society (2016), **vision** is an element of a company's **corporate character**, separate from **corporate purpose**, which "answers why the organization exists" (Werther & Chandler, 2006, p. 44). At the same time, **corporate purpose** is similarly defined as "the answer to the existential questions - why do we exist?" (Arthur W. Page Society, 2016, para. 4). Overlap in terminology is supported in the findings of this study, with MasterCard, Intel, Gap Inc., and Nestlé opting for the term **vision**, and Unilever opting for **purpose**. Regardless, both of these terms refer to a company's reason for being that is crucial to a company's operations, and this confusion only

further the need for concrete definitions and distinctions within the industry. While the majority of the companies chose to identify with **vision**, this study argues for Paul Polman's definition of **purpose** due to his extensive support for and knowledge on the subject (Cunningham, 2015; Unilever, 2015; Stanford Graduate School of Business, 2016).

Even if not out-rightly defined as such, a unique purpose was referenced as a driving force behind each of the examined CSR initiatives. Purpose contributed to the creation of responsibility reports and has been recognized by company executives as a critical aspect of the core business model. In the introduction of Gap's CSR report, CEO Art Peck wrote, "We recognize that to create even greater change, the work of sustainability must become a seamless part of running our company" (*Our Futures Are Woven Together*, 2015, p. 9). Similar to Polman, Peck advocates for the adoption of a purpose by all companies, stating "business integration is a critical step that will unlock possibilities - for our company as well as for others" concluding, "Likewise, none of us can reach our fullest potential if any one of us lack the opportunity to do the same. Our futures are tied together - and we must act together," (*Our Futures Are Woven Together*, 2015, p. 9). Nestlé congruently acknowledges that the initiatives detailed in their Creating Shared Value report mirror elements of their business model, recognizing that "for a company to prosper over the long term, [we] must create value for shareholders and for society" (*Nestlé in Society*, 2016, p. 3). Based on these recurring observations, this study recognizes the identification of a unique corporate purpose essential to the success of a CSR initiative and overall prosperity of a company. While the concepts of purpose and CSR do go hand in hand, it is evident through the examination of these five cases that the former is far more extensive in scope. The current state of our world has encouraged companies to mature beyond one-off CSR

initiatives and now forces organizations to reflect sustainable practices in all operational aspects

if they wish to remain competitive and relevant within the global industry.

## Chapter 10

### Conclusion

Through the employment of multiple case analyses, this study was able to successfully determine the current state of CSR in the global community. Despite contributing to its success, the multiple case study approach also made this study susceptible to weaknesses and therefore necessary to note limitations. For one, case studies have been accused of lacking generalizability (Eisenhardt, 1989; Connolly-Ahern, 2016c). While this issue was combatted through replication designed to enhance the confidence of findings across multiple cases, the five companies' similar derivation from *Fortune's* Change the World list may have contributed to bias and their initiatives consequently still lack generalizability to the initiatives of smaller, unnamed organizations (Yin, 1994; Eisenhardt, 1989). Furthermore, this study's content analysis method only permitted use of information made publically available, and finding relevant, comparable information between cases was not always possible (Connolly-Ahern, 2016b). This issue was most relevant with regard to MasterCard's absence of an identifiable responsibility report. Unsurprisingly, the MasterCard Aid Network proved to be the most challenging case to find information on, which could have been resolved by the presence of a dedicated report. Both of these issues contribute to the universal acceptance that case studies are unable to establish causation, and therefore cannot explicitly determine an absolute theoretical framework for the concept of CSR (Connolly-Ahern, 2016c). Although these limitations prevented the

determination of an absolute explanation, this study prevailed in offering significant insight into the current state of CSR.

Werther and Chandler (2006) almost had it right when they supposed, “the eventual goal should be for CSR to form an inherent component of a business’s culture, as reflected in its day-to-day operations” (p. 69). Their recognition of an “inherent component” references the need for a corporate purpose that is actually much larger than their concept of CSR, and which is supported by the five cases of MasterCard, Intel, Unilever, Gap Inc., and Nestlé. Evidenced by trends observed across cases, this study reasons that the aforementioned companies are able to do well while doing good as a result of their distinct purpose that permeates organizational operations. One-off CSR initiatives can be seen as disingenuous (Coombs & Holladay, 2012) and are no longer adequate, and academics and industry members, alike, must address and correct the disconnect between CSR and corporate purpose in order to move forward. Despite cynicism questioning the legitimacy of CSR, this study concludes that the adoption of a corporate purpose core to a company’s everyday operations disproves critics’ theory of CSR as a ‘gimmick’ (*What’s Wrong With Corporate Social Responsibility?*, 2006). The core essence of purpose suggests organizational “change” that denounces Corporate Watch’s claims of fraud, and the establishment of CSR reports congruently corrects any “lack of evidence of verifiable change” (p. 12) by providing annual updates on companies’ progress. Despite past mistakes made by some of the examined companies (“Intel Hit By Pentium III Flaw,” 2000; McDougall, 2007; Smith, 2015) all were observed to embody a corporate purpose honest to their CSR initiative and therefore all initiatives were determined to be genuine. Although this was the case for the five examined companies, as reasoned in the Literature Review it is possible for CSR to

exist without corporate purpose, and it is these alternative scenarios which stakeholders should be wary of.

Sustainable practices are essential to societal progress given the rapid depletion of Earth's natural resources, and the implications of this study are particularly relevant to global brands (Stanford Graduate School of Business, 2016). Over the past several months the Trump Administration has ushered in a resurgence of "America First" economics, advocating for selfish corporate practices overtly contradictory to CSR (Unruh, 2017, para. 2). This type of politics/economics disregards support indicating a corporation's ability to do well while doing good, including evidence referenced in this study that show purpose-driven brands growing 30 percent faster than traditional brands (*Unilever Annual Report and Accounts*, 2016; *Mobilising Collective Action*, 2016). As stated by Dr. Gregory Unruh, "Everything global brands communicate either reinforces current norms or alters them. The choices made by global companies impact the lives of many more people than any national government, reaching across the planet in a way no single country can," (Unruh, 2017, para. 7). Unruh's perspective admits the industry's global influence, making universal understanding and adoption of corporate purpose more urgent than ever.

The purpose of this study was to highlight the current state of corporate social responsibility in the global community. Despite original concern with CSR, careful examination of initiatives employed by MasterCard, Intel, Unilever, Gap Inc., and Nestlé revealed a larger concept of purpose more telling of corporate success. Supported by executive leadership as well as responsibility reports, a company's unique corporate purpose answers their reason for being and permeates all aspects of the core business model, serving as the secret ingredient for doing well while doing good.

## Appendix

### Literature Review Definitions

<b>Corporate Character</b>	
Frederick (2008)	“Exerts a strong influence on the company’s behavior, the goals it seeks, and the human beings who work there.” (p. 526)
Frederick (2008)	“Managers’ and employees’ beliefs and attitudes about what constitutes right and wrong on-the-job behavior.” (p. 526)
Arthur W. Page Society (2016)	“The enterprise’s mission, purpose, values, culture, business model, strategy and brand, which comprise its differentiating identity.” (para. 4)
<b>Corporate Purpose</b>	
Arthur W. Page Society (2016)	“The answer to the existential questions – why do we exist? What value do we create for customers, shareholder, employees and society?” (para. 4)
Collins & Porras (1996)	“The organization’s reason for being. It does not just describe the organization’s output or target customers; it captures the soul of the organization. A primary role of corporate purpose is to guide and inspire” (p. 68).
Ellsworth (2002)	“Sits at the confluence of strategy and values. It expresses the company’s fundamental value – the raison d’etre or overriding reason for existing. It is the end to which the strategy is directed” (p. 4).

Binney (2006)	“A shared sense of ‘Why do we exist?’ and ‘What is the essence of how we do things around here?’ It was what gave exceptional companies a compass to steer by, and enabled them to adapt and thrive in period of great economic and social change.” (p. 5)
Mazutis & Ionescu-Somers (2015)	“A company’s core ‘reason for being.’ The organization’s single underlying objective unifies all stakeholders and embodies its ultimate role in the broader economic, societal and environmental context. [Corporate purpose is] often communicated through a company’s mission or vision statements, but may also remain informal and unarticulated” (p. 5).

### Corporate Social Responsibility

Coombs & Holladay (2012)	“The voluntary actions that a corporation implements as it pursues its mission and fulfills its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole” (p. 8).
Werther & Chandler (2006)	“The broad concept that businesses are more than just profit-seeking entities and, therefore, have an obligation to benefit society” (p. 7).
Carroll (1979)	“Encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (p. 500).
Pava & Krausz (1995)	“Incurring responsibilities to society beyond profit maximization” (p. 1).
Epstein (1989)	“Societal obligations which transcend economic functions of producing and distributing scarce goods and services and generating a satisfactory level of profits for...shareholders” (p. 585).
Hill et. al. (2006)	“The economic, legal, moral, and philanthropic actions of firms that influence the quality of life of relevant stakeholders” (p. 167).

Crane et. al. (2008)	“At the core...is the subject of the social obligations and impacts of corporations in society” (p. 6).
McWilliams et. al. (2006)	“There is no strong consensus on a definition for CSR.” (p. 5)

<b>Stakeholders</b>	
Werther & Chandler (2006)	“Those who have an affect on, or are affected by, a firm’s actions” (p. 7).
Hill et. al. (2006)	“Any constituency or person who can affect or is affected by the goal-oriented actions of an organization.” (p. 166)
Melé (2008)	“Groups and individuals who benefit from or are harmed by corporate actions” (p. 62).

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# ACADEMIC VITA

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## Academic Vita of Alexandra F. Royle afroyle@gmail.com

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### EDUCATION

#### The Pennsylvania State University, Schreyer Honors College

Bachelors in Communications

University Park, PA  
Graduating May 2017

Major: Public Relations; Minor: International Studies

Dean's List (Fall 2013 - Present); Provost Award (distributed over four years); The National Society of Collegiate Scholars; Douglas A. Anderson Chapter of Kappa Tau Alpha

Honors Thesis: *Doing Well While Doing Good: A Case Study Examination of Corporate Social Responsibility*

#### The University of New Haven, CEA Barcelona Center

Barcelona, Spain  
Spring 2016

### PUBLIC RELATIONS & COMMUNICATIONS EXPERIENCE

#### Susan Davis International

Washington, D.C.  
Summer 2016

*Intern*

- Handled daily news and media monitoring and circulated clippings to clients and staff
- Crafted pitch letters and media advisories, created media lists and contacted outlets about perspective stories/events
- Assisted in the setup, teardown, and execution of client events
- Conducted client research and participated in weekly client calls

#### Tonic Life Communications

Philadelphia, PA  
Summer 2015

*Intern*

- Handled daily news and media monitoring
- Regularly updated media contacts using Cision and Bulldog Reporter
- Assisted team in creating pitch letters and contacting local and national media outlets regarding perspective events
- Conducted healthcare research for clients

#### Valley Magazine

University Park, PA  
Fall 2014 – Spring 2015

*Events Division*

- Marketed Valley Magazine to the community via fliers and social media
- Planned and executed multiple events including Valley's bi-annual Throw-A-Party and the Valley Fashion Show

#### Penn State Dance Marathon

University Park, PA  
Fall 2014 – Spring 2015

*Public Relations Committee*

- Marketed THON events to the community via fliers and social media
- Participated in events including 100 Days 'Til THON, THON Family Carnival, THON 5k and THON Hoops
- Escorted local and national media outlets and facilitated interviews with participating dancers and families during THON weekend

#### Public Relations Student Society of America

University Park, PA  
Fall 2013 – Spring 2015

*Fundraising Division*

- Collaborated with peers to generate innovative and effective fundraising methods
- Executed fundraising activities for Penn State's PRSSA Chapter

### LEADERSHIP ACTIVITIES

#### Epsilon Sigma Alpha Service Organization

University Park, PA  
Fall 2014 – Present

*Founding Member; Recruitment Chair; External Vice-President*

- Marketed the organization via involvement fairs and social media
- Guided 50+ members in the planning and execution of multiple recruitment workshops and events
- Served on executive board to aid and guide the developing chapter
- Participated in fundraising events benefitting organizations including St. Jude's, an animal shelter, and THON