Lecture 16: Adapting CSR Communication
Strategies To Sustainable Development

Welcome back to the course title strategic communication for sustainable development my name is Aradhna Malik and I am helping you with this course today we will talk about.

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A comparison of CSR strategies for sustainable development I told you that you know very little literature exists on the application of communication of strategic communication of communication strategy to sustainable development so what I am trying to do through this course
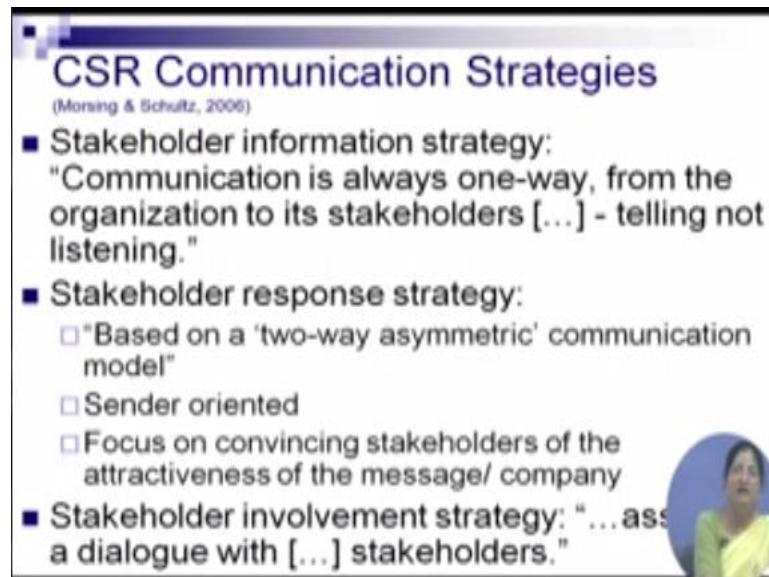
is bring in strategies communication strategies used in other scenarios in other arenas in other environments and apply them to sustainable development and see how practitioners you know people like you are sitting and who are listening to this lecture can apply these things in your own environments and then may be through your feedback we can together design you know something more concrete.

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Adapting models of
CSR communication to
Sustainability
Communication

And so this is a.

Paper by Morsing and Schultz in which they have compared three main communication strategies that are applied to the corporate social responsibility efforts of large corporate houses and the three strategies that we will discuss and compare today are these stakeholder information strategy the stakeholder response strategy and the stakeholder involvement strategy now these three names are very self-explanatory they are very, very you know you can you can make out from the names what the strategy would be about.

So we will go into the details stakeholder information strategy assumes that communication is always one way especially in this case where the primary goal of the communication is to give information is to provide information it is always one way from the organization to it is stakeholders telling not listening the stakeholders need information and we need to give them information and that is the strategy that we are that should be used in order to help them understands.

So we are the experts these stakeholders are the lay people and the lay people needs to be told things, so it is one way the stakeholder response strategy is based on a two-way asymmetric communication model where it is sender oriented it is focused on convincing the stakeholders of

the attractiveness of the message or company or organization or group that is going to go in with their development efforts.

Now stakeholder response strategy is you know tries to let these stakeholders respond or to the efforts put in by the experts but the experts still are the experts the people who are going into the community get still consider themselves as experts it is sender oriented so the needs are taken from the community and appropriate strategies are designed and we go in and we convince the community that whatever we are doing is for their benefit and there is going to be attractive to them and they should accept the efforts that are being given to them.

So they are still the recipients of the efforts stakeholder involvement strategy on the other hand you know as the name suggests focuses on involvement of the stakeholders in the development efforts the development efforts are designed with the intention of helping the community learning from the community they are as much involved in the process as are these stakeholders as the as you workers themselves and they go into the community and they are told that you know they go in and they keep their eyes and ears open.

And they do not give so much of information they may have a lot of information but they go in with the assumption that they have to be sensitive to the environment they have to take in whatever the invite this the stimuli the messages that the environment is sending them and they have to then adapt their responses to the environment they have to adapt the way they help the environment according to the needs of the environment.

So they go in as facilitators as helpers not as experts and that is the and whatever we say and do is based on the community itself.

Comparison of CSR Strategies
(Morsing & Schultz, 2006)

	Stakeholder information strategy	Stakeholder response strategy	Stakeholder involvement strategy
Communication ideal (Grunig & Hunt, 1984, in Morsing & Schultz, 2006)	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
Communication ideal	sensemaking & sense-giving	sensemaking leading to sense- giving	sensemaking leading sense in iter proce

Comparison of these strategies based on several parameters the communication ideal what are we trying to achieve through the communication as proposed by Grunig and hunt 1984 in Morsing and Schultz 2006 now this is you know something that these researchers talked about and the stakeholder information strategy assumes that the communication ideal what we are trying to achieve in and through communication is public information it is one-way communication stakeholder response strategy assumes a two-way asymmetric communication.

We will find out what they want and or we will we will send out a message and based on the comfort or discomfort of the community will change our message and stakeholder involvement strategy is the communication ideal the communication goal that we are trying to achieve through this is the or the type of communication we are trying to establish is the two-way symmetric communication they tell us they come in they ask for help we go and we help them we do things with them we become one with the community and everything is focused in and around dialogue.

The communication ideal here is sense making and sense giving in the stakeholder information strategy we give sense to them we give them new information we make sense or whatever we are

saying and they just sit there and listen communication Ideal in stakeholder response strategy sense-making leading to sense giving so we make the things that we are giving them attractive and we said this is what we are talking about describe it and hope that they will accept whatever we are giving them and in the last one stakeholder involvement strategy sense-making leads to sense giving in an iterative process it goes back and forth it is an iterative process where the community informs us what they want where the community tells us what they want and we make sense from what they are telling us.

So sense making incense giving happens on both sides we understand where they are coming from we understand the context and we give them whatever we have gone prepared with. We share our resources we build a common understanding of what is required in the community we build a common understanding of how to help the community we become one with the community and we come to a common understanding of what it is that we want to achieve in the community and that common understanding may be very different from what we had thought it would be when we went into the community.

It may also be very different from what the community understands we will do before we went in, so we build this together it is the social construction co-construction of meaning.

Comparison of CSR Strategies (Contd.)
(Morsing & Schultz, 2006)

	Stakeholder information strategy	Stakeholder response strategy	Stakeholder involvement strategy
Stakeholders	Request more information on corporate CSR efforts	Must be reassured that the company is ethical & socially responsible	Co-construct corporate CSR efforts
Stakeholder role	Stakeholder influence: Support or oppose	Stakeholders respond to corporate actions	Stakeholders are involved, particip sugge corpo action

Now stakeholder information strategy as far as the stakeholders are concerned then we adopt the stakeholder information strategy the stakeholders risk request more information on corporate CSR effort, so they keep asking us what, what do you have for us you know what are you going to give us, how are you going to help us? In the stakeholder response strategy the stakeholders must be reassured that the company is ethical and socially responsible they will not take us because we have gone there they will take us they will accept us only when they are convinced that whatever we are giving them is fair and square.

And we are only going to help them if they feel if they are not convinced about that they do not let Outsiders into the community, they do not allow us to help them, they do not allow the, the people who go in with expertise to do what they went in there to do and in the stakeholder involvement strategy the stakeholders help the people going in with development efforts with resources, with energy, with the commitment to the community.

To co-construct corporate CSR effort, so they decide they get together the planning is done together the implementation is done together the needs assessment is down together the be monitoring and evaluation is done together planning for the next phase is done together I mean

this is one team one team is formed the stakeholders are part of the action team, they are part of the planning team they are part of the monitoring.

And evaluation team they are part of the feedback process and so you know the stakeholders become an integral part of the team that talks about things that goes, goes in and does the things. Now as far as stakeholder goal is concerned in the stakeholder information strategy the role of the stakeholder is just to support or oppose they are either say yes or they say no, so they either support the cause.

They either support the efforts or they oppose the efforts in the stakeholder response strategy the role of the stakeholder is that the stakeholders respond to corporate actions, the stakeholders the you know the when the corporate actions are taken the stakeholders just come in if the stakeholders tell the corporate sector what they are doing, how can it be done differently but they do not have any role in planning.

Now as far as the stakeholder involvement strategy is concerned the stakeholders are involved they participate and they suggest corporate actions, the stakeholders become a part of the whole process they become a part of whatever is going on there. So that is there, their suggestion are taken their feedback is taken and in and through the feedback further actions at every stage at every sub stage these stakeholders are involved in designing the, the process and implementing the process.

Identification of CSR focus in the stakeholder information strategy the CSR focus is decided by the top management, the focus of effort is decided by the top management in the stakeholder response strategy the stakeholder the CSR focus is decided by the top management the stakeholder the, the focus is investigated and the feedback is given we are opinion polls dialogue network and partnerships.

The focus of the efforts is decided by the top management of the team that is going into help the community and in the stakeholder involvement strategy the focus is negotiated concurrently in interaction with stakeholders, the stakeholders decide where how the efforts are going to be conducted, how these efforts are going to work. So all of that is decided with the stakeholders. Strategic communication task what we hope to achieve or what kind of actions do we take when in the stakeholder information strategy we inform stakeholders about favorable corporate CSR decisions and actions, we let these stakeholders know what the CSR you know we tell them how we are going to help them, what is going to be beneficial for them in the response strategy they it is demonstrated to the stakeholders how the company integrates their concerns.

It is demonstrated to the stakeholders what the helpers or what the community what the experts can do for the stakeholders and how their concerns are going to be integrated into the work that is going to be done, so the ultimate answer to the question of the stakeholders is, this is how we will help you and this is how it will be beneficial for your community and we do not wait for them to tell us about their concerns.

We take their concerns into account and we shape our messages in such a way that the stakeholders are convinced that whatever we are doing is going to be beneficial for them. Now Institute in the stakeholder involvement strategy.

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The strategic communication task is inviting and establishing frequent systematic and proactive dialogue with stakeholders that is opinion makers, corporate critics, the media etc. So we invite people we make them a part of the team and there is a dialogue and in and through dialogue we you know there are there are opinion makers there are corporate critics we get all the stakeholders on board.

And in and through dialogue, in and through communication, in an through team efforts we decide what and how things will happen.

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Comparison of CSR Strategies (Contd.)
(Morsing & Schultz, 2006)

	Stakeholder information strategy	Stakeholder response strategy	Stakeholder involvement strategy
Corporate communication department's task	Design appealing concept message	Identify relevant stakeholders	Build relationships
Third-party endorsement of CSR initiatives	Unnecessary	Integrated element of surveys, rankings & opinion polls	Stakeholders are themselves involved i... corpor... mess...

Stakeholder information strategy the corporate communication departments task in the stakeholder information strategy is the task of the organization that is going in that as, as communicators as strategic communicators the team that is going in with the strategic communication design. The task of this team in stakeholder information strategy is to design appealing concept messages, this is what we will do, this is what we are going to do and as far as stakeholder response strategy is concerned the corporate communication departments task is to identify the relevant stakeholders.

So here we just go in we do not even care who the stakeholders are we go and we tell the community we are coming in with this bank that is it. Now as far as these stakeholder response strategy is concerned we find out who it is who will be affected which of the community members are going to be affected by our efforts and we go in and we identify these people and we do things according to the acceptability by these people. And in stakeholder involvement
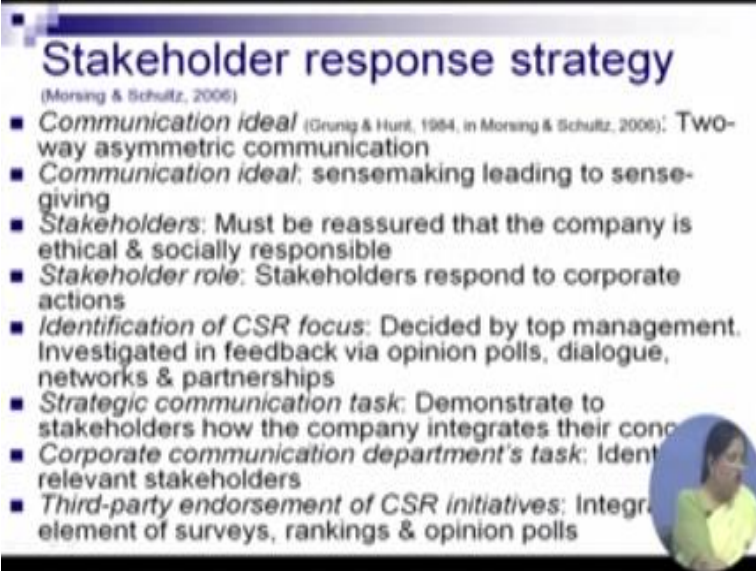
strategy we do not only identify them we do not, we do not find out who will listen to us and who will not listen to us, who will benefit from us and who will not benefit from us.

We build relationships we do things the way we are supposed to, I mean we, we do things in such a way that the relationships are built in such a way that the community integrates our efforts and us into its envelope it just takes us in and then response to us accordingly. So in the third party do we need third party endorsement of CSR initiatives of our activities in the stakeholder information strategy we do not need anyone else outside of us and the community that we are working for to tell us whether whatever we are doing is going to be helpful for them or not.

So it is unnecessary in the stakeholder response strategy the integrated element of surveys rankings and opinion polls is the third party endorsement of CSR initiatives, so we, we get surveys we get rankings we find out what people have thought about our efforts and we take the results from these surveys rankings an opinion polls and then we implement them and that is the endorsement. In the stakeholder involvement strategy the stakeholders are themselves involved incorporate CSR messages so the stakeholders themselves sit down with us and help us design these messages.

And that is the third party endorsement of CSR initiatives, so this is these are some of the strategies that we use now this is you know the different strategies are presented in these slides together.

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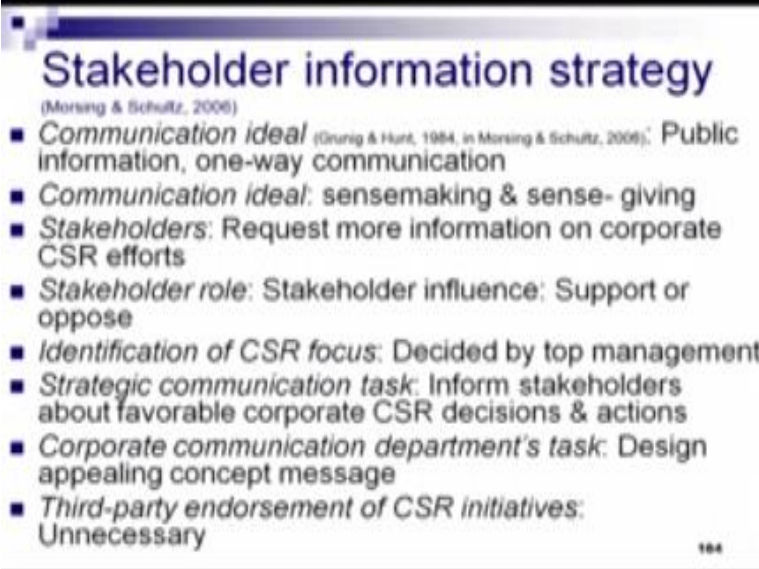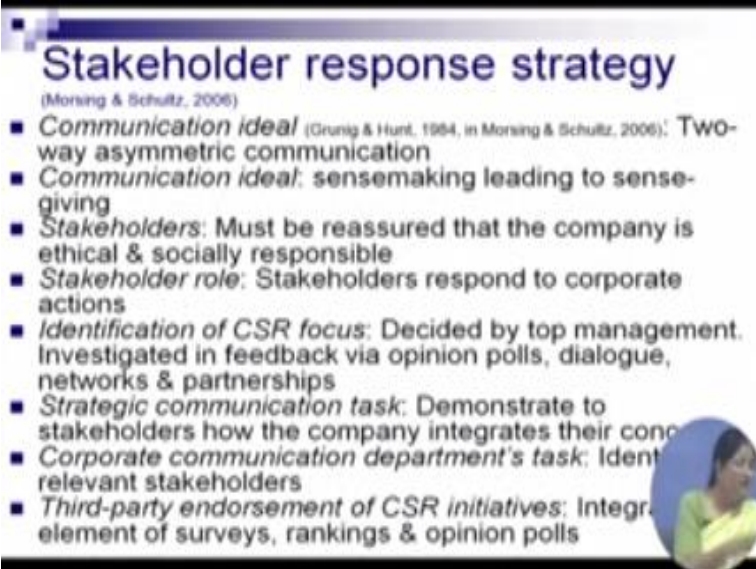

So when I put up these sides.

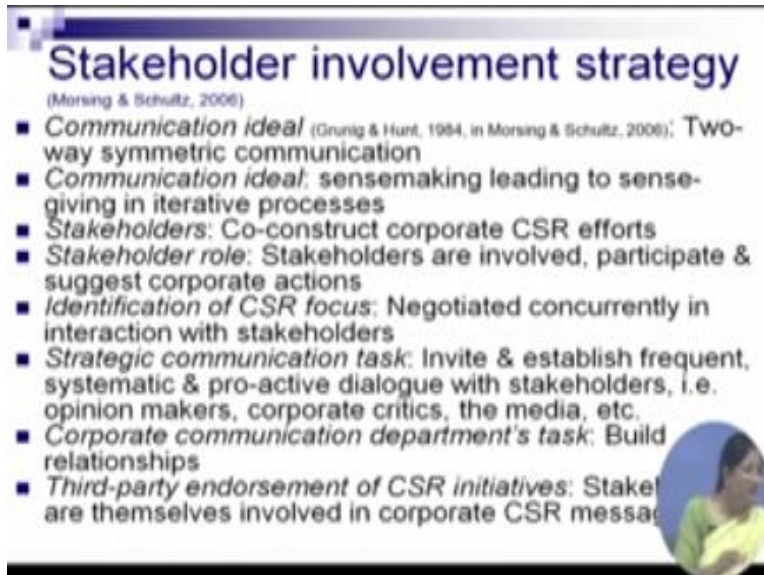(Refer Slide Time: 16:48)

Stakeholder involvement strategy
(Morsing & Schultz, 2006)

- *Communication ideal* (Grunig & Hunt, 1984, in Morsing & Schultz, 2006): Two-way symmetric communication
- *Communication ideal*: sensemaking leading to sense-giving in iterative processes
- *Stakeholders*: Co-construct corporate CSR efforts
- *Stakeholder role*: Stakeholders are involved, participate & suggest corporate actions
- *Identification of CSR focus*: Negotiated concurrently in interaction with stakeholders
- *Strategic communication task*: Invite & establish frequent, systematic & pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc.
- *Corporate communication department's task*: Build relationships
- *Third-party endorsement of CSR initiatives*: Stake are themselves involved in corporate CSR messa

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You can go through these, these slides and you see that the stakeholder involvement strategy is the most preferred as far as actual active efforts in the field of in a mirror you know if we really want the community to accept whatever we are doing if we really want the community to be a part of what we are doing if we want them to integrate efforts in the context of sustainable development. The first one does not work very much stakeholder information strategy.

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You go and tell people what we are going to do people will not believe you people need to believe whatever we are telling them people need to integrate whatever we are telling them and people need to make it a part of their lives.

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Here you know in the stakeholder information strategy is a one-way communication we do not care about what other people think of us we, we just design appealing concept messages we let our messages lose into the community and we expect the community to take our messages and use them as we send them and that is not what will help our efforts become sustainable.

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In the stakeholder response strategy again we are trying to influence the community, but we do not expect the community to accept whatever we are sending into the community we do not expect them to integrate whatever we are telling them into the way they are doing things. We expect them to just accept the messages we are sending or reject the messages that we are sending, but when we talk about sustainable development we want the community to understand why certain behaviors need to change we want the community to accept to understand to agree with the, the required change in behaviors.

We want the community to understand why certain behaviors need to be adopted by them we want them to understand them we want them to recognize the need for these things and we want these changes in behaviors to become a part of their daily routines. We do not want to enforce anything on them, we do not want them to you know feel pressured to do something we want them to make it a part of their routines and their daily lives. So what we do here is that we send these messages into the community and when we go into the stakeholder involvement strategy.

We insist on to way it is two-way symmetric communication we, we make sure that the community first follows what is being said, first understands why things are important so let us take the example of toffee wrappers or plastic bottles or packaging material that is non-biodegradable, so you know we take all these things into the community that is using pathol or the, the plates made out of leaves and you know disposable I mean in places where bamboo grows bamboo is cut and it is you know the dry bamboo glasses are tumblers are used.

So those things are biodegradable and if people continue to use them it is good we take them we bring them to our homes we put them in our display cabinets but that is not what therefore, they, they can be very useful as biodegradable material that does not harm the environment, so if they are using those tumblers we should encourage that use of tumblers and not you know we should we should help them understand why using disposable thermocoal glasses or plastic glasses or plastic packaging material or polythene bags is bad with their own environment.

The day they understand it they will reduce their use of such material they will realize that it could harm the environment that they are living in and they will understand it and then they will decide their goals on their own, so just telling them to stop using polythene bags is not enough

they need to understand why they need to stop using polythene bags or reduce the their consumption of polythene bags.

Because that way if they understand it they will do it willingly and if they do it willingly last much longer, the whole idea the whole vision behind sustainability is to make things last as long as possible and that is why we go into the community with, with these ideas you know we want the community to be involved we want the community to participate one way communication does not work in the community. The community has to follow what is being said, okay.

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So stakeholders needs to be involved themselves in the efforts that we give them and because this is taken directly from the, the paper by moisture ensures you know this has the word CSR in it. But then we can take these efforts and we can use them in any kind of development efforts, and if.

If you are a practitioner and you are listening to this lecture I strongly urge you to try these different strategies and see what works best for you. My and excuse me, I will wait for your feedback I will look forward to your comments my gut feeling is that you will come back and you will tell me that if we want an effort to be accepted we want some change in behavior to come into the environment the stakeholder involvement strategy is what works best in the communities where we are trying to encourage people to change their behaviors over a longer period of time we want people to make these changes in behaviors a part of their of the way they do things and that is where we will stop.

Stakeholder involvement strategy

(Morsing & Schultz, 2006)

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- *Third-party endorsement of CSR initiatives*: Stakeholders are themselves involved in corporate CSR messages

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Now and we will take the discussion from here the next time thank you very much for listening.