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Sustainable at heart:
Corporate Social Responsibility as a routine

A multiple case study

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For Pol

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Executive Summary

Much has been written about *what* Corporate Social Responsibility (CSR) is and *why* it is important. However, *how* to bring CSR to the core of business activities proves to be far less obvious. Since *core business activities* is a catch-all concept, *organisational routines* has been chosen to study the impact of CSR. This resulted in the following main research question:

How does the ambition to turn CSR from a peripheral activity into a core business activity change organisational routines?

This multiple case study includes five companies: Princes, Eastman Chemical, Unilever, Tetra Pak and Farm Frites. Findings revealed CSR ambition-sensitive antecedents of organisational routines: a higher CSR ambition level leads to a lower (perceived) task complexity and uncertainty, higher motivation, more decentralisation and a lower level of decision urgency and/or decision complexity. Non-CSR ambition-sensitive antecedents do not change organisational routines, but (partly) explain the increase of collective nature of routines.

Looking at the routines itself, findings suggest that the ambition to turn CSR from a peripheral activity into a core business activity starts with a centralised developed set of instruments and targets, which lead to cognitive patterns (such as standard operating procedures and performance programmes). These centralised developed set of instruments and targets increase motivation through visibility, involvement and empowerment, which enables de-centralised actions in the next stage. Decentralisation (as the second stage) leads to a low (perceived) task complexity and task uncertainty now that cognitive patterns are synchronised with behavioural patterns, allowing actions based on local judgment. This local judgement reduces (perceived) level of decision urgency and/or decision complexity, since personnel are empowered to act (effortful accomplishment replaced mindlessness) before urgency becomes an issue and complexity becomes a problem. In other words: because uniform instruments and targets put CSR within the same business dynamic as financial or growth targets, personnel have the tools and training to act locally and embeddedness follows motivation, empowerment and decentralisation. Eventually, CSR-related activities become so intertwined with core activities, that mindlessness is the result.

The above findings can also be read as recommendations. In short: in order to embed CSR in a company's core activities, it is recommended that a clear vision and message is developed about what CSR means within a specific business context as well as targets including company-wide instruments to measure critical points and progress. Responsibilities to materialise set targets should be decentralised as much as possible by providing personnel with the tools, training and motivation (empowerment) to act locally.

1 Introduction

The general relevance of Corporate Social Responsibility (CSR) mainly points towards the media, consumer markets, business processes and accountability of businesses.
Media pay considerable attention to CSR or sustainability issues, e.g. fierce wind turbines debates in the Netherlands (Washington Post, 14 February 2011), Royal Dutch Shell much-criticised operation in the Niger Delta (NRC Handelsblad, 15 January 2011), 'private investments in green sectors top $2 Trillion' (Ethical Markets Media, 17 February 2011 posted on csrwire.com).
Consumers can choose from a wide variety of 'green' products and services like eco clothing, hybrid cars and financial services from The Dutch ASN Bank which promotes fair trade, sustainable energy and campaigns against child labour and the arms industry. Trade associations and consultancy firms offer services to businesses including industry specific reports, e.g. UK based Leatherhead February 2011 report 'sustainable sourcing on the rise but not universal' values the global Fairtrade market at almost US$5bn in 2009, but it has tripled since 2005 (foodnavigator.com, 15 February 2011).
Business processes (and accountability) are becoming increasingly institutionalised in guidelines for environmental management systems (ISO 14001) and most public companies complement their annual reports with sustainability reports.

Definition choice: before discussing definition perspectives (chapter 2), the term Corporate Social Responsibility (CSR) is assumed to include social responsibility, sustainability, corporate sustainability, corporate *societal* responsibility, sustainable development, etc.

1.1 Background and research question

Where Corporate Social Responsibility activities are obviously largely situated in the domain of businesses – although governments play an important role too -, the extent to which these activities are limited to peripheral activities or really sunk into core business activities is not so obvious. Recyclable packaging would be a peripheral phenomenon for a manufacturers of devices, whereas as it would be core to a packaging supplier. To urge employees to use personal coffee cups rather than throwing away plastic ones is nice, but has nothing to do with core CSR activities. In this study, we take the periphery-core debate as the starting point in order to find out where CSR activities reside and what this does to organisations.

For Enoch (2007), CSR is 'progressive window dressing', which would ultimately mean that CSR is only a peripheral activity. However, peripheral CSR activities do not necessarily come from a 'window dressing attitude' but could simply be the result of not knowing how to incorporate CSR in core activities or a lack of ambition.
On the other side of the spectrum, companies make environmental and social aspects drive their core activities, as exemplified by The Body Shop. Founder Anita Roddick states that 'the business of business should not just be about money, it should be about responsibility. It should be about public good, not private greed.' The question here remains whether this 'should be' is truly achieved or merely an expression of morality.

Within the above mentioned periphery-core debate, we must differentiate between a) periphery vs. core as origin of CSR actions; b) appearance or visibility of these activities and c) the goals of these activities. It is assumed that *ambition* encompasses these three aspects as it deals with a) where we come from and where we want to be, b) activities to get there and c) what we are aiming at by getting there.

The fact that CSR does not always become part of the genes of a company is expressed by the statement by Porter and Kramer (2011) statement that 'Most companies remain stuck in a 'social responsibility' mind-set in which societal issues are at the periphery, not the core. CSR may define new values for persons and for society. However, the fact that CSR is now often seen as damage control, a PR campaign, a constraint, a charitable deed or a cost factor (Porter & Kramer, 2006), such as emission prevention investments, tells us that CSR is not a core business activity in many cases.
At the same time, CSR can be seen as a source of innovation and competitive advantage (Porter & Kramer, 2006) (e.g. Toyota's world's first mass-produced hybrid vehicle), which raises the question 'how come, companies have a different points of view?' The differences between companies and the way in which the necessity for CSR activities is judged is also illustrated by Wijen (2002), who argues that the environment or environmental issues can be seen as a source of resources, a constraint or as a market opportunity.

The above illustrates that CSR activities are situated at the peripheral or the core side of businesses. Within this so-called periphery-core debate, Van Tulder and Van der Zwart (2006) seem to take the discussion a step further when they come with four approaches to CSR, i.e.; In-active or Corporate Self Responsibility, Re-active or Corporate Social Responsiveness, Active or Corporate Social Responsibility and Pro-active or Corporate Societal Responsibility.

In the literature review, the definition perspectives which emerged over time will be discussed. For example, Dahlsrud (2006) found that at least five important dimensions can be identified when comparing definitions: the *stakeholder*, *social*, *economic*, *voluntariness* and *environmental* dimension. Eventually, the literature review intends to seek possible answers to the question how we can distinguish peripheral CSR activities from core CSR activities in order to be able to recognise aspects of *ambition* to bring CSR to the core of business.

So far it has been clarified what is meant by the question: to what extent can (Corporate) Social Responsibility become part of a company's core business activities (i.e. CSR to the heart of business activities, which is much more than just extending beyond the statutory obligation to comply with legislation). When we are able to identify when CSR does 'sink in', it is still not clear what it does to organisations, which brings us to the second topic of this thesis.

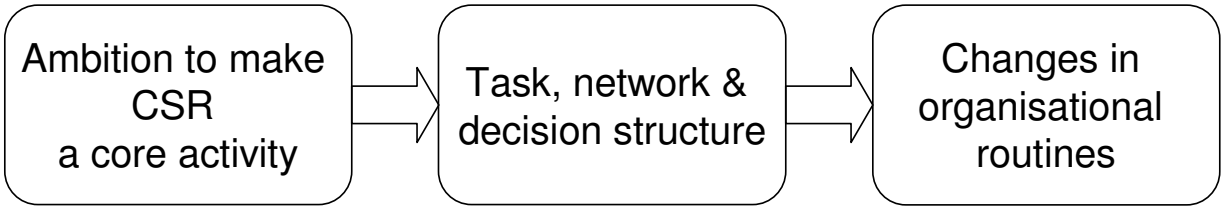
As the term *organisation* refers to a wide variety of aspects (e.g. culture, corporate governance, executive pay, ethics, leader vs. leadership development, skills), *organisational routines* has been chosen, because routines might be a powerful tool to help us understand how organisations could enhance the 'embeddedness' of CSR within their organisations.
An organisational routine is a 'relatively complex pattern of behaviour ... triggered by a relatively small number of initiating signals or choices and functioning as recognisable unit in a relatively automatic fashion' (Winter, 1986). The generic term 'routines' includes the forms, rules, procedures, conventions, strategies and technologies around which organisations are constructed and through which they operate' (Levitt and March, 1988).
The so-called 'lock' aspect of routines is described amongst others by Nelson and Winter (1982, 2002), who consider routines as the basis for behavioural continuity of organisations. On the other hand Feldman (2000) argues that organisational routines have a great potential for change, even though they are often perceived, even defined, as unchanging. This

seemingly paradoxical stability vs. change element of routines is expected to be important for understanding what CSR transition does to organisational routines.
One of the most comprehensive overviews of routines comes from Becker (2004), who listed *characteristics* ascribed to routines throughout time (i.e. Patterns, Recurrence, Collective nature, Mindlessness vs. effortful accomplishment, Processual nature, Context-dependence, embeddedness and specificity, Path dependence and Triggers), followed by their supposed *effects* on organisations (i.e. Coordination and control, Truce, Economising on cognitive resources, Reducing uncertainty, Stability and Storing knowledge). Becker's (2004) overview serves as a guideline and starting point to come to a conceptualisation of possible effects on routines from CSR ambition. In order to understand the influence of CSR ambition on organisational routines, antecedents of routines act as a mediating variable. Amongst others task, network and decision structure will be discussed in chapter 2.2 Antecedents of changes in organisational routines.

In literature, little is said about CSR transition (past) or ambition (future) and effect on organisational routines, which leads to a thesis with an explorative character.
The fact that CSR transition (past change) or ambition (future change) leads to change in organisational routines seems a self-reinforcing statement, which cannot be disproved. In order to avoid this tautology, the independent variable is the *ambition to make CSR part of core business activities*, rather than the transition itself. It is herewith assumed that one can always find some peripheral CSR activities because for example, businesses' impact must stay within acceptable limits. Hence there is a need to comply with environmental and social legislation. Furthermore, organisations in general face public opinion or image issues, which cannot be neglected.

Research question: How does the ambition to turn CSR from a peripheral activity into a core business activity change organisational routines?

Figure 1: Research Question



The following sub-questions need to be addressed:
1) What are the consequences for organisations of formulating CSR as a core activity?
2) What are the antecedents of changes in organisational routines?

1.2 Literature review

This review describes and analyses the extensive body of literature on corporate social responsibility and organisational routines. The theory on corporate social responsibility literature is dominated by the stakeholder theory and the institutional theory (Frynas 2009), whereas the theory on organisational routines is dominated by the evolutionary theory (Nelson and Winter 1982). Amongst others, these theories will be introduced.

On Corporate Social Responsibility, it is important to present definition perspectives as the term has evolved in more than one direction over time. What is concluded in recent literature and how it will be defined in this thesis will be clarified.
The literature review intends to seek answers to the question: what are the consequences for organisations of formulating CSR as a core activity? Introducing amongst others 'Natural Capitalism' (Hawken, Lovins & Lovins 1999) and Beyond Corporate Social Responsibility (Frynas 2009) is meant to formulate consequences in specific contexts. By introducing Orsato (2009) analysis of the rationales for sustainability strategies, 'when does it pay to be green?' we might identify indicators to clarify where companies stand in their quest to bring sustainability to the centre of business activities. In other words, when do companies 'Walk the talk' (Schmidheiny, Holliday and Watts 2002) and how does this affect organisational routines.
The 'four approaches to CSR model' by Van Tulder and Van der Zwart (2006) will be introduced to describe and analyse CSR transition from the peripheral to the core domain of businesses. Moreover, the Van Tulder and Van der Zwart's (2006) model is extended with Frynas' (2009) Austrian view.

On organisational routines, the definition perspectives lead to fewer questions than for CSR. However, here more attention must be paid to what can be considered as the stability-change-paradox of organisational routines. Theory about this phenomenon is further developed by Feldman and Pentland (2003) into organisational routines as consisting of both abstract understandings (ostensive aspect) and specific performance (performative aspect).
To better understand the concept of routines, a review by Becker (2004) will serve as a guideline. Becker's (2004) work comes with characteristics ascribed to routines throughout time, followed by their supposed effects on organisations.
The evolutionary perspective allows the investigation of change within organisations, based on the idea of routines as equivalent of genes (Nelson and Winter 1982).

1.3 Empirical study

Since we want to answer a 'how' question, a qualitative approach and a case study research strategy is chosen. A multiple case study must compare companies with CSR incorporated in the heart of business activities with companies where CSR remains a peripheral activity. This comparison might reveal changes in organisation routines. The potential findings could be based on differences between cases, but also on CSR transition within one company.

Given the research topic, the companies of choice must have a certain exposure to important social and environmental issues. Furthermore large organisations including production complexity are expected to yield more and richer data. Finally, since this study has a high descriptive (how) and explorative (what) character, the goal of theoretical sampling is to choose cases 'which are likely to replicate or extend the emergent theory' (Eisenhardt 1989).

The main sources of data are interviews. According to Yin (1994), interviews are an 'essential source of case study evidence because most case studies are about human affairs.'
A semi-structured questionnaire allows verification of potential causal relations based on a literature review, whilst maintaining the explorative character of an open interview.
Findings from the interviews are extended by information from secondary sources, such as annual or sustainability reports, industry reports etc.

Tape-recorded interviews led to case reports which have been converted into the final case analyses. The outcomes of the individual case analyses served as inputs for the cross-case analysis.

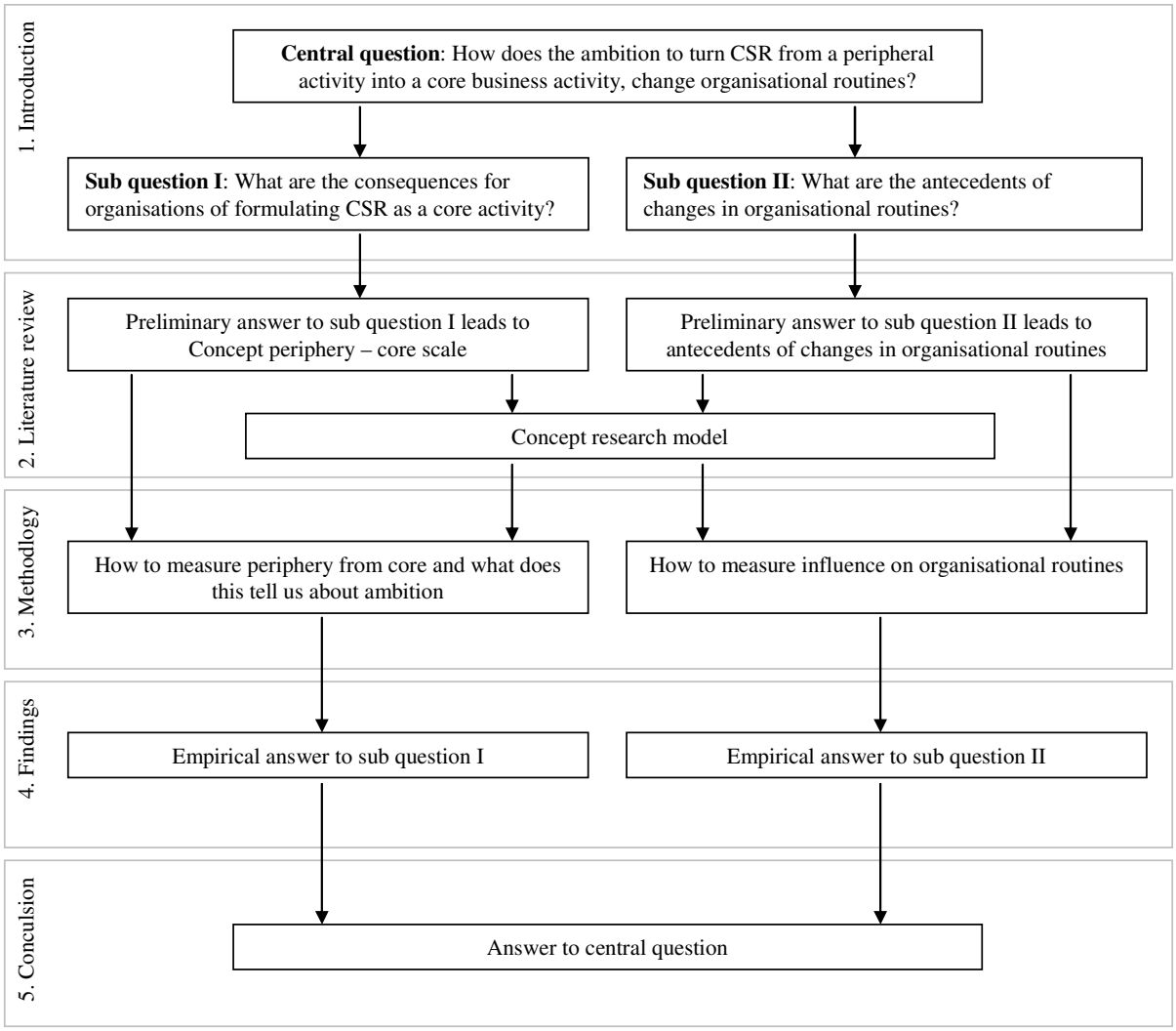
Four different tests can be used to evaluate the quality of empirical social research such as a case study, namely construct validity, internal and external validity, and reliability (Yin 2003). Both validity and reliability have been taken into account.

Chapter 3 Methodology, describes the above mentioned steps of the empirical study in detail.

1.4 Structure of the thesis

This introduction is followed by chapter 2, the literature review. The literature review is concluded by a theoretical model. Chapter 3 describes and justifies the methodology used for the empirical study. This description includes the selection of companies, the processes of data collection and analysis. Chapter 4 then displays the research findings, which are discussed in chapter 5. This last chapter also answers the sub question and main research question. Finally, it presents the limitations of this study as well as suggestions for future research.

Table 1: Structure of the thesis



2 Literature review

2.1 Corporate Social Responsibility

Research has covered a wide territory (Basu & Palazzo, 2008), but most research has been about what CSR is (or should be) and why it is necessary. Little research, however, is about 'how' organisation should or could deal with CSR (Higgins, 2010). '*How* managers gear businesses towards a meaningful integration of social and environmental boundary conditions and *what drives them* is not well understood' Higgins (2010). 'How' points to the main research question: *How does the ambition to turn CSR from a peripheral activity into a core business activity, change organisational routines?* 'What drives them' points to CSR and the *ambition* to bring CSR to the heart of businesses.

The (level of) *ambition or formulating CSR as a core activity* and the degree to which CSR *is* a core activity are not the same, although they point in the same direction.
Here we must differentiate between:
a) Periphery → core *transition* in the *past* (transition meaning materialised ambition). More precisely: *Formulating CSR as a core activity* points to *transition meant as materialised ambition* insofar as *past* transition happened intentionally and not accidentally;
b) Periphery → core *ambition* towards the *future* (intentional). More precisely *ambition (future)* insofar as the periphery → core transition has not yet materialised.
Furthermore we must differentiate between:
c) Periphery vs. core as origin of CSR actions;
d) Appearance or visibility of these activities;
e) The goals of these activities.

Definition perspectives

Carroll, (1999) writes that 'It is possible to trace evidence of the business community's concern for society for centuries. Formal writing on social responsibility, however, is largely a product of the 20th century, especially the past 50 years.' Berger, Cunningham & Drumwright (2007) learned from various citations that a generally accepted definition for CSR is not agreed upon, despite a long history: 'While there is consensus that *sustainability+ refers to 'the obligations of the firm to society', there is little consensus regarding the nature or scope of these obligations'. 'Never properly defined, it meant different things to different people' (Franklin 2008, 'The year of unsustainability'). When Franklin (2008) writes about 'sustainability', 'In part it was a new way of packaging the clumsy old 'corporate social responsibility', it seems to point in the direction of peripheral CSR activities and low levels of ambition.

According to Carroll (1999), *social* responsibility (SR) was the most commonly used phrase in the 1930s and 1940s. In the 1950s, Bowen (1953) states that: 'It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.'
In the 1960s, the concept is further defined and formalised. For example, Davis (1960) refers to sustainability (social responsibility) 'in a management context' as 'businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest'. This refers to socio-human obligations, besides businessmen's primary socio-economic obligations. McGuire (1963) argues that responsibilities go beyond economic and legal obligations.

The above articles appeal to the public sentiment that businessmen should understand where their true *societal* responsibilities lie. In other words, it is about scientists' requests to businessmen on behalf of the public to be pro-active. This *pro-activeness* as such does not define whether CSR activities are peripheral or a core business activity as it refers to 'anticipation'. Pro-activeness is an aspect of many later publications. For example, Burke and Logsdon (1996) are 'convinced that CSR 'pays off' for the firm as well as for the organisation's *stakeholders* and society' and together with Zadek (2004) they underline the advantages of being an 'early mover'.

In the 1970s and 1980s, the concept of *voluntarism* is introduced, which goes beyond pro-activity. According to Carroll (1979) 'The social responsibility of business encompasses the *economic*, legal, ethical and discretionary expectations that society has of organisations at a given point in time'. Or more specifically: 'The discretionary or philanthropic responsibilities represent voluntary roles in support of the broader community. Such roles are expected, yet ill-defined, and left to individual managers' and businesses' decision' (Carroll, 1999).
The impact on the natural *environment* is added to the debate with the publication of Limits to Growth, issued by the Club of Rome in 1972 (Meadows, Meadows, Randers and Behrens 1972). The Brundtland (1987) report issued by the World Commission on Environment and Development (WCED) introduced the phrase sustainable development, defined as 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'.

According to Fabig and Boele (1999), 'today's debates are conducted at the intersection of development, environment and human rights, and are more global in outlook than earlier in this century or even in the 1960s'.'In the past sustainability related to the environment only and CSR referred to social aspects, such as human rights. Nowadays many consider CS and CSR as synonyms' (van Marrewijk 2003). Elkington (1997) integrates wealth creation with social and environmental obligations by introducing 'triple bottom line', which should lead to a triple-P (People, Planet, Profit) strategy, i.e. simultaneously striving for social justice, environmental quality and economic prosperity.
Different views on corporate sustainability reflect 'different degrees of responsibility ascribed to a firm beyond its role as an economic institution' as concluded by Pirsch, Gupta and Grau (2007), who refer to Hemphill (1997). Specific areas of concern include social and environmental issues, as stated by Elkington (1997) and acknowledged by Orlitzky, Schmidt and Rynes (2003): 'Lastly, the business community tends to regard social responsibility as including both social and environmental performance'.
Different people have interpreted CSR in various ways. For example, CSR means different things to practitioners seeking to implement CSR inside companies than to researchers trying to establish CSR as a discipline. It can also mean something else to civil society groups than to the private sector. The fact that the responsibilities of companies in developing nations are defined differently depending on the social - especially national - context (Baskin 2006) seems obvious, however this will not be elaborated on. The most popular issues in CSR research published in management journals have been environmental concerns and ethics (Lockett, Moon and Visser 2006).

The above overview touches issues as diverse as corporate governance, environmental management, corporate philanthropy, human rights, labour rights, health issues and community development. To complicate matters further, new terms have entered the vocabulary of business and civil society - concepts such as corporate accountability,

stakeholder engagement and sustainable development, aimed variously at replacing, redefining or complementing the CSR concept (Frynas 2009).

Table 2: Multiple interpretations of Corporate Social Responsibility

Interpretation	**Relevant authors**
Business ethics and morality	Bowie 1998; ; Freeman 1994; Phillips 1997, 2003; Phillips and Margolis 1999; Stark 1993
Corporate accountability	O'Dwyer 2005; Owen et al. 2000
Corporate citizenship	Andriof and Waddock 2002; Carroll 2004; Matten and Crane 2005
Corporate giving and philanthropy	Carroll 1991, 2004
Corporate greening and green marketing	Crane 2000; Hussain 1999; Saha and Darnton 2005
Diversity management	Kamp and Hagedorn-Rasmussen 2004
Environmental responsibility	DesJardins 1998; McGee 1998
Human rights	Cassel 2001; Welford 2002
Responsible buying and supply chain management	Drumwright 1994; Emmelhainz and Adams 1999; Graafland 2002
Socially responsible investment	Aslaksen and Synnestvedt 2003; Jayne and Skerratt 2003; McLaren 2004; Warhurst 2001
Stakeholder engagement	Donaldson and Preston 1995; Freeman 1984, 1994
Sustainability	Amaeshi and Crane 2006; Bansal 2005; Korhonen 2002

Source: Amaeshi and Adi 2007, published in 'Beyond Corporate Social Responsibility. Oil Multinationals and Social Challenges' by Frynas (2009).

Dahlsrud (2006) analysed existing CSR definitions and found that they consistently refer to five dimensions, i.e. the *stakeholder*, the *social*, the *economic*, the *voluntariness* and the *environmental* dimension.

What are the consequences for organisations of formulating CSR as a core activity?

I) In terms of the above definitions, we can come to the general consequences for organisations of formulating CSR as a core activity, as do Blowfield and Frynas (2005):

a) Companies have a responsibility for their impact on society and the natural environment, (sometimes) beyond that of legal compliance and the liability of individuals;
b) Companies have a responsibility for the behaviour of others with whom they do business (e.g. within supply chains); and
c) Business needs to manage its relationship with wider society, whether for reasons of commercial viability or to add value to society (Frynas 2009).

Thus, the confusion is not so much about how CSR is defined, but about how CSR is constructed in a specific context' (Dahlsrud 2006).

Looking at the history of CSR and related terms, we can see that most CSR contributions are positioned opposite to the Milton Friedman's doctrine - the only social responsibility of business is to maximise profits (Friedman, 1970). These normative frameworks circle around justice, stakeholder's rights, the role of managers and the relationship between business and society (Scherer & Palazzo, 2007), i.e. corporate social responsibilities and managerial behaviour.

The *stakeholder theory* (Freeman, 1984) is a popular framework for discussing business ethics. Gray, Owen and Adams (1996) choose 'to define CSR as a stakeholder-oriented concept that extends beyond the organisation's boundaries and is driven by an ethical understanding of the organisation's responsibility for the impact of its business activities, thus, seeking in return society's acceptance of the legitimacy of the organisation'. Phillips (2003) challenges the idea that the theory has no 'moral underpinnings' and suggests useful ways to define which groups

are or are not legitimate stakeholders (The stakeholder theory will be discussed in detail below).
This brings us to the *business and society relationship* view, which is basically an ethical (Wines, 2008, Melé, 2008) approach to CSR and is concerned about morally indifferent conduct and promotes social responsible management and public policy. Windsor (2006) discusses three key CSR approaches (ethical, economic and citizenship) of which ethical responsibility is defined as 'strong corporate self-restraint and altruism duties and expansive public policy strengthening stakeholder rights'. Ardichvili, Mitchell and Jondle (2009) identified five clusters of characteristics of ethical business cultures: mission and value-driven, stakeholder balance, leadership effectiveness, process integrity and long-term perspective.
The *business and environment relationship* is about the global economy being dependent on natural resources and ecosystem services that nature provides (Hawken, Lovins & Lovins, 1999). The authors of 'Natural Capitalism' advocate that traditional capital neglects to assign any value to the largest stocks of capital it employs- natural resources and living systems.

II) Most of the above mentioned aspects have been covered in terms of definition. However, Hawken, Lovins & Lovins (1999) are specific about the consequences for organisations of formulating Corporate Social Responsibility as a core activity, when they introduce four central strategies of natural capitalism:

1. *Radical resource productivity*: e.g., manufacturing, transportation, forestry, construction, energy and other industrial sectors, companies and designers develop ways to make natural resources - energy, metals, water, and forests - work much harder.
2. *Biomimicry* or closed-loop cycles of material use: e.g., meta-industrial engineers are creating 'zero-emission' industrial parks; pharmaceutical companies are becoming microbial ranchers managing herds of enzymes.
3. *Service and flow economy*: An economy of goods and purchases based on a flow of economic services such as computers, cars, VCRs, refrigerators and almost every other durable that people now buy, use up and ultimately throw away.
4. *Investing in natural capital* or reinvestments in sustaining, restoring and expanding stocks of natural capital: e.g., buildings already exist that make oxygen, solar power, and drinking water and can help pay the mortgage whilst their tenants work inside them. Deprintable and reprintable papers and inks, together with other innovative ways to use fibre, could enable the world's supply of lumber and pulp to be grown.

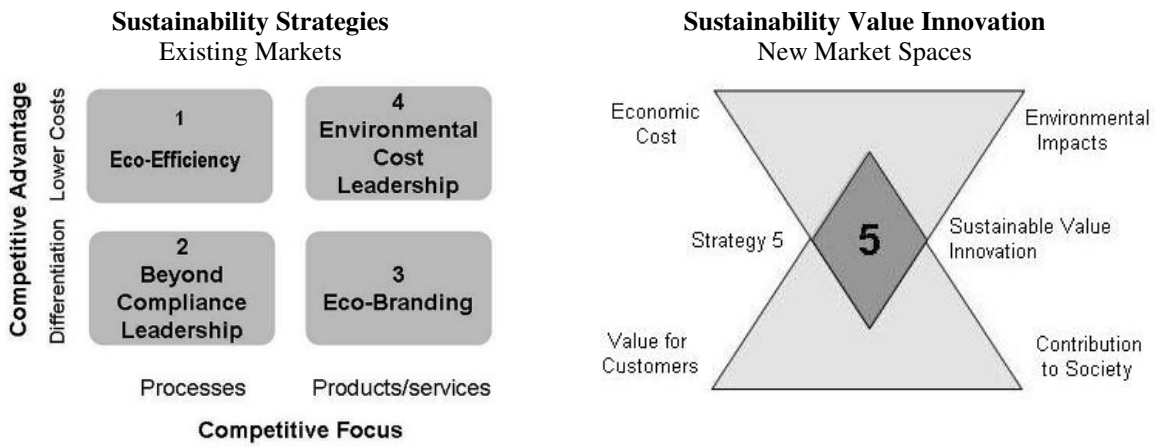
Thus, what we can learn from above examples is that the consequences for organisations of formulating CSR as a core activity are context-specific (Compare Dahlsrud 2006). In other words, the more precisely we want to formulate the consequences, the more specific the context must be.

Not all CSR contributions are opposite to the Milton Friedman (1970) doctrine, but integrate business interests with ethical, legal and social or philanthropic responsibilities (Gond & Crane, 2010) to achieve economic, social and environmental outcomes, i.e. a social licence to operate. Porter and Kramer, (2006) hold a strong view about the business opportunity side of CSR and advocate that social problems can be transformed into profitable business opportunities, whereas in their latest contribution this strong view seems slightly more balanced between business and society (Porter & Kramer, 2011). Neither idea is specific in terms of managerial decision-making. The claim that social issues should be treated as profitable business opportunities raises the question: what to do about social problems which cannot be translated into opportunities? Porter's (1985) classic work about the positioning of companies comes with the risk that social issues are reduced to those which can be marketed.

According to Higgins (2010), questions like 'Why do some companies display greater willingness to engage in CSR than others? Why do the same companies have different CSR policies in different countries? Why do some companies engage in CSR even if there is little external pressure to do so? (Frynas 2009) are too much based on 'the modernistic assumptions about management rationality and agency'. These 'suggest that if managers can be convinced about the 'right thing to do', or the business benefits of being socially responsible, they will voluntarily change their behaviour and transform their organisations. Surveys of managers' attitudes and their understanding of corporate responsibility show they understand the issue, but this does not translate into fundamental change to the business and society relationship (O'Dwyer, 2003).

In line with Porter and Kramer (2006, 2011), Orsato (2009) assumes management rationality, thus optimising the overall economic return on environmental investments and making them sources of competitive advantage. Orsato (2009) argues that the request to managers to base eco-investments on solid grounds has never been so important. They need to know *what* they should do first, and *why*. Should they focus on generating carbon credits via eco-efficiencies? Enhance their corporate reputation by joining Green Clubs? Subscribe to eco-label programmes? Explore emerging cleantech markets? By analysing the reasons for sustainability strategies, 'when does it pay to be green?' clarifies the elements involved in the formation and evaluation of sustainability strategies in firms, helping managers prioritise eco-investments and transform them into sources of competitive advantage and new market spaces.

Figure 2: Sustainability strategies and sustainability value innovation (Orsato 2009)



Source Orsato, R.J.: 2009, Sustainability Strategies: When Does it Pay to be Green? (Insead Business Press)

III) The consequences for organisations of formulating CSR as a core activity based on Orsato's (2009) model depend on competitive advantage and competitive focus in existing markets and the degree of sustainable value innovation in new markets. For example:

1. *Eco-Efficiency*: Lean thinking; Industrial symbiosis e.g., Eco-industrial parks; Carbon credits e.g., Swiss Rhodia installing filters in nylon factory and selling carbon credits.
2. *Beyond Compliance Leadership*: Business self regulation, Business-NGOs partnerships
3. *Eco-Branding*: Eco-label, Life Cycle Assessment
4. *Environmental Cost Leadership*: Ecolean Sweden substituted oil-based plastics for calcium carbonate as a raw material in their packaging solutions, Brazil's ethanol production.
5. *Sustainable Value Innovation*: The car industry's shift from head-on competition to not trying to out-perform each other, but to create new market spaces for greener cars. This

concept is based on the book 'Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant' by Kim and Mauborgne (2005)

Thus, the consequences are context-specific and interactive with a company's positioning and strategy.

Theoretical perspectives to distinguish CSR as a peripheral activity from CSR as a core activity: levels of ambition

As mentioned above, here we must differentiate between a) Periphery → core *transition* in the *past* (transition meaning materialised ambition) and b) Periphery → core *ambition* towards the *future* (intentional).

As an introduction to theoretical perspectives, it is noted that although the CSR field is becoming more established and distinctive, 'this does not indicate any emergence of a Kuhnian normal scientific paradigm' (Lockett, Moon and Visser 2006). The writers describe CSR knowledge 'as in a continuing state of emergence'.

Smith (2003), who defines CSR as 'the obligations of the firm to society or, more specifically, the firm's stakeholders – those affected by corporate policies and practices', distinguishes between business and normative cases for sustainability:

- *Business case*: sustainability resulting from enlightened self-interest ('*doing well by doing good*'). (e.g. Burke and Logsdon 1996, Orsato 2009, Orlitzky, Schmidt and Rynes 2003). Question is whether 'doing good' leads to higher profits.
- *Normative case*: sustainability resulting from a *desire to do good.*

Burke and Logsdon (1996) as well as Husted (2003) point towards fit between sustainability policy and an organisation's missions and goals, leading to a view which is close to what Porter and Kramer (2006) mean by strategic sustainability. Porter and Kramer (2006) state that most theoretical perspectives on sustainability focus on tensions between business and society, while in reality 'business and society need each other'. Burke and Logsdon (1996) and Husted (2003) look at the share of profit generated by investments in sustainability that is captured by the firm. They apparently still regard sustainability activities as being separate from a firm's mission and goals, which is close to 'doing well by doing good'.

In their article ''mapping the territory'', Garriga and Melé (2004) conclude that most of the current CSR theories focus on four main aspects: (1) meeting objectives that produce long-term profits, (2) using business power in a responsible way, (3) integrating social demands and (4) contributing to a good society by doing what is ethically correct. Based on these aspects, Garriga and Melé (2004 classify the most relevant theories on CSR and related CSR concepts into four groups:

- *Instrumental theories*: which perceive the corporation as an instrument for wealth creation only, and its social actions as a means to an economic end;
- *Political theories*: which focus on the power of corporations in society and responsible use of this power in politics;
- *Integrative theories*: according to which the corporation strives for satisfaction of social demands;
- *Ethical theories*: aimed at doing the right thing and building a fair society.

The instrumental theory appears to stem from Smith's (2003) business case and the three others theories from Smith's (2003) normative case. The fact that both cases complement each other is exemplified by Elkington's (1997) People and Planet which constitutes a

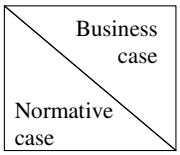
normative case, whilst the Profit refers to a business case. In other words: simultaneously striving for social justice and environmental quality as normative case and economic prosperity as business case. (See definition perspectives).

Berger, Cunningham and Drumwright (2007) investigated what it means for corporate social responsibility (CSR) to be 'mainstreamed' in a company and identified three distinct CSR orientations: *Business-case*, *Social values-led* and *Syncretic stewardship.* Their orientations and approaches to mainstreaming CSR are the result of three interrelated factors: an 'external market for virtue,' an 'internal market for virtue,' and the established culture of the company.

- The *Business-case model* is economic and shareholder driven, similar to Smith's (2003) business case, and fits within Garriga and Melé's (2004) instrumental theories. 'The prototype was the large, public company' Berger, Cunningham and Drumwright (2007).
- The *Social values-led model* is comparable to Smith's (2003) normative case. Sustainability is defined around a particular social and/or environmental issue and is mainstreamed as the force that drives the organisation. 'The social vision typically was integral to the fabric of the firm right from its inception' and 'the prototype was a smaller, private company' (Berger, Cunningham and Drumwright 2007). These businesses typically challenge the industry's status quo and 'invented a non traditional business model that was viewed as countercultural'.
- Organisations following the *Syncretic stewardship model* use a larger and more diverse set of stakeholders than either the business-case or the social values-led firms. Like social values-led firms, they embrace non-economic objectives and measures while trying (and struggling) to integrate them with economic goals in a way that social values-led firms do not. Representatives of these firms frequently refer to triple bottom line outcomes as measures of success - economic, social, and environmental - 'indicating their commitment to serve multiple masters simultaneously' Berger, Cunningham and Drumwright (2007)

The syncretic stewardship model may well represent the most sustainable dimension of CSR. It takes a holistic view of sustainability and encompasses a larger set of stakeholders than either the business case or the normative case (Smith's 2003) does.

Van Tulder and Van der Zwart's (2006) four approaches to CSR (International Business-Society Management, Page 143), can be visualised as a gradual shift from a business (wealth-oriented) to a normative (welfare-oriented) case (Smith's 2003) as follows:



- In-active or Corporate Self Responsibility
- Re-active or Corporate Social Responsiveness
- Active or Corporate Social Responsibility
- Pro-active or Corporate Societal Responsibility

According to Van Tulder and Van der Zwart's (2006), the four approaches are based on the stakeholder theory, whereas Frynas (2009) questions whether *pro-activeness* (the highest normative level according to Van Tulder and Van der Zwart's 2006) is about external or internal drivers.

Frynas (2009) explains that within the fields of management and organisation studies, the company responses to social and environmental issues have been variously explained. These theoretical perspectives include agency theory, stakeholder theory, stewardship theory, institutional theory, game theory, theory of the firm and the resource-based view in strategic management.

Table 3: Theoretical perspective on CSR strategies (alphabetical order)

Theoretical perspective	Main argument	Main authors
Agency theory	CSR driven by self-serving behaviour of managers at the expense of shareholders	Friedman 1962; Wright and Ferris 1997
Game theory	CSR as a trade-off between present cost and future benefits	Prasad 2005
Institutional theory	CSR driven by conformity to different institutional contexts	Doh and Guay 2006; Jennings and Zandbergen 1995
Resource-based view in strategic management	CSR can act as a specialised skill or capability to gain a competitive advantage	Hart 1995; Russo and Fouts 1997
Stakeholder theory	CSR driven by relationships with specific external actors	Clarkson 1995; Freeman 1984
Stewardship theory	CSR driven by moral imperative of managers to 'do the right thing'	Donaldson and Davis 1991
Theory of the firm	CSR driven by a supply of/ demand for social activities in the marketplace	Baron 2001; McWilliams and Siegel 2001

Source: largely adapted from McWilliams, Siegel and Wright (2006) by Frynas (2009) in 'Beyond Corporate Social Responsibility. Oil Multinationals and Social Challenges'

Frynas (2009) notes the emergence of two dominant perspectives in the current literature. Firstly, the *stakeholder theory* can explain the different strategic responses of firms to social pressures in the same industry or country, based on the nature of external relationships (includes employees, customers, suppliers, shareholders, banks, governments and non-governmental organisations).
Secondly, *the institutional theory* can explain why firms from different countries or industries respond differently to social and environmental pressures and why different country subsidiaries of the same multinational firm have different CSR strategies, as a result of the prevailing national norms and beliefs.
Since both theories explain company responses but fail to explain active strategic choices, Frynas (2009) introduces *Austrian economics* – a third perspective 'which provides insights on the active pursuit of CSR strategies within companies from an entrepreneurial perspective.'

Stakeholder theory
Although the concept of stakeholding became more popular in the United States and the United Kingdom in the nineties (Clarke 1998), this could not prevent Enron's neglect of stakeholder interests - not only interests of customers and employees, but the essential interests of the economies and communities in which they operated (Clarke 2005). The stakeholder theory is what Freeman (1984) calls 'The principle of who or what really counts?' Human rights considerations and social accountability programmes (SA 8000) result from stakeholder debates, for example. Mitchell, Agle and Wood (1997) distinguish normative theory of stakeholder identification (who (or what) are the stakeholders of the firm?) from descriptive theory of stakeholder salience (to whom (or what) do managers pay attention?). [1] They present three relationship attributes: *power*, *legitimacy* and *urgency*, and argue that three

[1] Donaldson and Preston (1995) present four basics of stakeholder theory. Firstly, it describes what the corporation is and who its stakeholders are (descriptive aspect). Secondly, it presents a framework for relationships between stakeholder management and corporate performance goals, such as growth, profitability and stability (instrumental aspect). Thirdly, it argues that stakeholders have legitimate interests (normative aspect). Finally, it suggests specific attitudes, structures, and practices that make up stakeholder management (managerial aspect).
The instrumental and managerial aspects is combined by Pirsch, Gupta and Grau (2007), when they state that 'Stakeholder theory suggests that organisational survival and success is contingent on satisfying both its economic (e.g. profit maximisation) and non-economic (e.g. corporate social performance) objectives by meeting the needs of the company's various stakeholders'

attributes must be taken into account. 'Stakeholder salience will be high where all of the stakeholder attributes are perceived by managers to be present' (Mitchell, Agle and Wood 1997). The concept of stakeholders is central to CSR according to Maon, Lindgreen and Swaen (2009), 'a win-win situation for the organisation and its stakeholders'. By referring to Whetten, Rands and Godfrey (2002), they conclude that 'stakeholders, thus, form the link between the aims and ambitions of the organisation and the expectations of society'. Frynas (2009) states that a 'stakeholder is considered particularly important if: either (1) the organisation is dependent on the stakeholder for its continued survival (Freeman and Reed 1983; Jawahar and McLaughlin 2001); or (2) the stakeholder can affect the business in some way (Clarkson 1995; Freeman 1984)'.

According to Frynas (2009), it is not clear under what circumstances stakeholder theory can actually be used to explain and predict CSR strategies. Frynas (2009) refers to Doh and Guay (2006) and Levy and Kolk (2002) when he writes that 'case studies show the importance of institutional contexts in determining CSR strategy, which is further exemplified by Tsai, Yeh, Wu and Huang (2005) who found that the key external influence on strategy was institutional factors derived from dominant social norms, while the more traditional stakeholder attribute of resource dependence was found to be less important.

Institutional theory

Campbell (2007) links the institutional (macro-level) theory to the stakeholder (firm level) theory, by arguing that CSR is embedded in institutional conditions: 'public and private regulation, the presence of nongovernmental and other independent organisations that monitor corporate behaviour, institutionalised norms regarding appropriate corporate behaviour, associative behaviour among corporations themselves, and organised dialogues among corporations and their stakeholders.' [2] Bomann-Larsen and Wiggen (2004) discuss how companies should deal with the harmful side effects of their business operations and how to conduct business in a responsible manner in countries where human rights abuses are widespread or where the environment is being degraded.

Institutional theory suggests that firms need to conform to the social norms in a given business environment because they cannot survive without a so-called 'social licence to operate', in other words 'legitimacy' (DiMaggio and Powell 1983). Institutions are defined by March and Olsen (1989) as 'collections of rules and routines that define actions in terms of relations between roles and situations'. [3]

DiMaggio and Powell (1983) identified coercive isomorphism as actions of agencies such as government regulators on which the firm is dependent; normative isomorphism as professionalisation within occupational groups with similar training, ethos and disciplinary mechanisms; and mimetic isomorphism as executives' imitation of strategies of firms which are considered more successful or more legitimate. CSR policies become similar in a given industry because companies imitate the policies of their competitors, 'MNCs appear only willing to state active commitment if others in their sector do so as well' (Kolk and van Tulder 2006, 798) or firms face similar social expectations - a process known as 'institutional

[2] Other examples of mediating institutional conditions are strong and well-enforced state regulations, corporate peer pressure, pressure from organisations like NGOs and the press, and normative calls which are institutionalised in business school curricula.

[3] In contrast to stakeholder theory, firms often imitate what others do in order to remain socially acceptable because certain practices 'are taken for granted as 'the way we do these things'' (Scott 2001, 57). These practices are associated with shared value and meaning, enable predictable interactions and constrain individual behaviour (Peters, 1999). Hence, institutional theories explain behaviour by current norms, values and rules (Huntington, 1969; Peters, 1999).

isomorphism'. Institutional isomorphic pressures play a significant role in corporate sustainability, where responsibilities in certain areas are expected (e.g. Bowen, 1953; McGuire, 1963; and Elkington, 1997).

The institutional theory seems to collide with the *resource-based view* (Oliver 1997). Firms which give way to isomorphic pressures are relatively successful because they gain support and legitimacy, leading to increased homogeneity among firms, whereas firms are successful when they are different from their competitors according to the RBV. Reinhardt (1998) addresses the same contradiction when sustainable strategies are implemented and above normal results are expected because of the ability to prevent competitors from copying the same strategy. This is impossible because sustainable strategies are, by definition, very transparent. Frynas (2009) refers to studies linking strategic management to CSR (in particular, the resource-based view) suggesting that specialised skills or capabilities relating to investment in CSR can create firm-specific competitive advantages (Hart 1995; Russo and Fouts 1997). This literature implies that companies can be proactive in terms of searching for CSR-related business opportunities, in contrast to the reactive view presented by stakeholder theory and institutional theory. Frynas (2009) refers here to the *Austrian view*, which emphasises future opportunities and active entrepreneurship in identifying future investments.

Austrian view

Frynas (2009) proposes Austrian economics as an alternative perspective because exclusive emphasis on adapting to external pressures (Aguilera, Rupp, Williams and Ganapathi. 2007; Campbell 2007) (i.e. stakeholder and institutional theory) fails to allow for active managerial choices. Frynas (2009) continues by stating that firms can obtain major business opportunities from social and environmental strategies (Mackey, Mackey and Barney. 2007; Margolis and Walsh 2003; Porter and Kramer 2006), and create firm-specific competitive advantages (Hart 1995; McWilliams, Van Fleet and Cory 2002).

Frynas (2009) writes that the Austrian perspective can be applied to explain the strategic actions and competitive advantages at firm level (Lewin and Phelan 1999; Roberts and Eisenhardt 2003) and believes that it can be useful in explaining CSR strategies. However, he argues that current studies fail to consider social and environmental entrepreneurship. I believe that Orsato (2009) filled part of this gap by analysing the reasons behind sustainability strategies in ‘when does it pay to be green?’, although CSR has already been linked to supply of/demand for social and environmental activities, i.e. an integral part of a firm's differentiation strategy (Baron 2001; McWilliams and Siegel 2001).

Table 4: Summary of theoretical perspectives on CSR strategy from Frynas, (2009)

	Institutional theory	***Stakeholder theory***	***Austrian view***
Main focus	Adherence to rules and norms	Relationships with external actors	Role of the entrepreneur
Determinants of CSR strategy	Conformity to different institutional contexts	Relative dependence of a firm on stakeholders	Entrepreneurial foresight
Scope for independent managerial action	Non-choice behaviour	Limited choice behaviour	Substantial choice behaviour

Source: Frynas, (2009) Beyond Corporate Social Responsibility. Oil Multinationals and Social Challenges’

Different (asymmetric) interpretations of future opportunities could explain why some companies have been quicker than others in developing new social and environmental products, introducing policies on climate change or partnering with NGOs (Frynas 2009).

To summarise, we have seen following theoretical perspectives, which more or less start from a peripheral approach at the left-hand side to a core approach at the right-hand side. Please note that these perspectives are not scaled when compared to each other.

Table 5: Summary of theoretical perspectives on CSR

Smith (2003) Cases			
Business		*Normative*	
Garriga and Melé (2004) Theories			
Instrumental	*Political*	*Integrative*	*Ethical*
Elkington's (1997) Ps			
Profit	*People*	*Planet*	
Berger, Cunningham and Drumwright (2007) Models			
Business-case	*Social values-led*	*Syncretic stewardship*	
Van Tulder and Van der Zwart's (2006) approaches to CSR			
In-active	*Re-active*	*Active*	*Pro-active*

Frynas (2009) theoretical perspectives are slightly different in a way that the stakeholder and institutional perspectives are both reactive and 'emphasise the role of external actors', whereas the Austrian view does not exclusively emphasise adapting to external pressures and therefore allows for active managerial choices. Since Van Tulder and Van der Zwart's (2006) approaches are based on the stakeholder theory, this seems to suggest that Frynas' (2009) Austrian view could provide a missing link in constructing a multilevel theory of CSR strategy.

A Periphery – Core model

Most periphery-core debates tend to be limited to being responsive or proactive. The question is then: to what? To legislation, public pressure or to internal concerns or entrepreneurial ambition? Whilst companies are expected to assist in addressing many of the world's most pressing problems (Frynas 2009)', benefits from socially responsible actions only tend to be found in the periphery of business activities. What results from CSR policy is almost exclusively measured in terms of financial performance (McWilliams, Siegel & Wright 2006). Policies tend to comply with minimum external regulations and market expectations (Bebbington, Higgins & Frame, 2009) and turn CSR activities into hardly more than *responsiveness* in disguise or 'much ado about nothing' (Van Oosterhout and Heugens 2008). Responsiveness aimed at a *social licence to operate* could be referred to as *voluntary* CSR (Vitaliano & Stella, 2006) as it often means activity beyond the mandatory (e.g. anti-discrimination legislation). Responsiveness presupposes external triggers, for example environmental standards which trigger innovation, which may partially or more than fully offset the costs of complying with them (Porter & Van der Linde, 1995). Bird, Hall, Momente & Reggiani, (2007) concluded that the market has valued most firms that satisfied minimum (*legal licence to operate)* requirements in the areas of diversity and environmental protection but were most proactive in the area of employee relations (*social licence to operate*).[4]

Schmidheiny, Holliday and Watts (2002) advocate in 'Walking the Talk' that the integration of sustainable development goals - economic growth, social justice and ecological balance - into corporate strategy will provide lasting shareholder value and immediate bottom-line

[4] Evidence that response to external pressure leads to negative outcomes is for example about reinvestment in natural capital: 'scores of common practices in both the private and public sectors systematically reward companies for wasting natural resources and penalize them for boosting resource productivity' (Hawken, Lovins & Lovins, 1999).

returns. Porter (2006) addresses the CSR issue from an internal perspective: 'Rather than merely acting on well-intentioned impulses or reacting to outside pressure, the organisation can set an affirmative CSR agenda that produces maximum social benefit as well as gains for the business'. CSR as source of innovation, competitive advantage (Porter and Kramer 2006) and strategy (Orsato 2009) suggest that companies seek something in return for their contribution to society. The fact that support from total believers who embrace the CSR principle in order to achieve environmentally sustainable business is no guarantee at all for success, is described amongst others in a case study by Frank Wijen (2007); 'Companies which emphasise only the *ambition dimension*, leading to an 'idealist sustainability quest,' or merely the embeddedness aspect, resulting in 'realist environmental management,' are unlikely to gain and sustain momentum during their sustainability voyage.'

Table 6: Van Tulder & Van der Zwart (2006) CSR approaches / Frynas (2009) Austrian view

Van Tulder and Van der Zwart's (2006)				Frynas (2009)
In-active	***Re-active***	***Active***	***Pro-active***	***Inter-active***
'Corporate self-responsibility'	*'Corporate social responsiveness'*	*'Corporate social responsibility'*	*'Corporate societal responsibility'*	*'Corporate social and environmental entrepreneurship*
Inside-in	*Outside-in*	*Inside-out*	*In/outside-in/out*	*'CSR inside'*
'Doing things right'	*'Don't do things wrong'*	*'Doing the right things'*	*'Doing the right things right'*	*The right things are the only things*
'Doing Well'	*'Doing Well and doing good'*	*'Doing good'*	*'Doing well by doing good'*	*'Doing well by being good*
'Just do it'	*'Just don't do it'*	*'Do it just'*	*'Just do it just'*	*Initiate just*

Economic Responsibility ←——————— CSR Concepts———————→ Social Responsibility

PR Brochures
Press releases
Sponsoring
Transparency
Accountability
Corporate Citizenship
Corporate Philanthropy
Corporate volunteering
Integrity
Business-Community Involvement (BCI)

Core business activities
mirrors CSR starting points

Source: Van Tulder and Van der Zwart (2006), International Business-Society Management, page 144.
Frynas, (2009). Beyond Corporate Social Responsibility. Oil Multinationals and Social Challenges

Van Tulder and Van der Zwart's (2006) four approaches theory is chosen to loosely frame the periphery – core debate – in such a way that we keep an open mind for what might surface in this exploratory research. Van Tulder and Van der Zwart's (2006, page 144) overview of the four approaches seems by far the most complete model compared with other models in the literature and their aspects and concepts provide a good source for themes to be used in the semi-structured interview. However, as mentioned above, since Van Tulder and Van der Zwart's (2006) approaches are based on the stakeholder theory, Frynas' (2009) Austrian view could provide an additional 'level' in constructing a multilevel theory of CSR strategy. An extension of Van Tulder and Van der Zwart's (2006) model is a research project in itself and would therefore be a suggestion for future research. However, there are good reasons to present a concept of an extended multilevel theory of CSR. Although Van Tulder and Van der Zwart's (2006) model does cover the whole spectrum from in-active to an entrepreneurial active and pro-active approach, this entrepreneurship seems still stakeholder-oriented. In other words, this multilevel theory for explaining CSR strategies mainly focused on stakeholder

theory and is guided by the idea that social and environmental strategies are externally driven, with the role of managers largely confined to adapting – from in-active to pro-active - to external demands (read: stakeholders). According to Frynas (2009), stakeholder and institutional perspectives are both reactive and 'emphasise the role of external actors in transmitting ideas and beliefs about managerial practices to the firm'. External actors may be classified both as part of the stakeholders and of the institutions; for example, the government as business partner and as law maker. Frynas' (2009) Austrian view seems to complete the model on the right-hand side, based on the assumption that CSR is intertwined with the entrepreneurial heartbeat of the company in such a way that its activities no longer depend on stakeholder issues, but on social and environmental starting points within an organisation.

2.2 Organisational Routines

The generic term 'routines' includes the forms, rules, procedures, conventions, strategies, and technologies around which organisations are constructed and through which they operate' (Levitt and March, 1988). An organisational routine is a 'relatively complex pattern of behaviour ... triggered by a relatively small number of initiating signals or choices and functioning as a recognisable unit in a relatively automatic fashion' (Winter, 1986: 165). Robert Grant (1996) underlines the ability of routines to support complex patterns of interactions between individuals in the absence of rules, directives or even significant verbal communication. There are two main dimensions to this complexity. Firstly, routines are capable of supporting a high level of simultaneity of individuals' performance of their particular tasks. Secondly, routines can permit highly varied sequences of interaction.
While Nelson and Winter (1982) and Gersick and Hackman (1990) have emphasised the automatic nature of routines, Pentland and Rueter (1994) have shown that a routine can be a varied repertoire of responses in which individuals' moves are patterned as 'grammars of action.'
Nelson and Winter (1982, 2002) consider routines as the basis for behavioural continuity of organisations, whilst Feldman (2000) argues that organisational routines have great potential for change even though they are often perceived, even defined, as unchanging. The internal dynamic is based on the inclusion of routine participants as agents. Change occurs as a result of participants' reflections on and reactions to various outcomes of previous iterations of the routine. Agency is important for understanding the role of organisational routines in learning and in processes of institutionalisation.
Where Feldman (2002) follows the change agent point of view, Nelson and Winter (2002) place routines in an *evolutionary theory* framework of variety (through invention, experimentation), inheritance (through routines and norms), and selection (through competition and market exit). Nelson and Winter (1982) suggest persistence by comparing routines to genes. Apart from irrational resistance to change, there are rational and conceptually important reasons as well. Firstly, routines serve as 'memory': they store knowhow. Secondly, routines provide 'accepted ways of doing things', and thus avoid conflict, an important reason for people to be hesitant about changing routines.
Hodgson (2008) argues that 'Routines are like genes in the sense that they are both generative, rule like structures and potentialities. However routines (like genes) cannot be both generative structures and outcomes of such structures'. Hodgson (2008) concludes that 'routines are thus understood as conditional, rule-like potentialities or dispositions, rather than behaviour as such', and defines routines as follows '*Routines are organisational dispositions to energise conditional patterns of behaviour within an organised group of individuals, involving sequential responses to cues*'.

Where Hodgson (2008) accepts only the potentiality element of genes, Pentland, Hærem and Hillison (2010) state that 'the metaphor of routines as genes (or grammars, or computer programs) is too simplistic to be useful in empirical research. Instead, routines must be considered as recurrent patterns of action and the same routine can generate many different patterns. Pentland, Hærem and Hillison (2010) argue 'that expressed patterns of action are the most appropriate foundation for empirical research on organisational routines, even if one's primary concern is to learn about the underlying generative mechanisms'

Nelson and Winter's (1982) 'An evolutionary Theory of Economic Change' put the concept of routines centre-stage (Becker 2004). Storing organisational knowhow has traditionally been regarded as the key function of routines, as it is considered a code or guideline for processes and behaviour. In this view, change can be enforced by recombination of routines. This suggests that the routines themselves are stable and that changes come from recombination only (just like genes are stable and recombine during reproduction). This perspective let us believe that routines are not flexible and therefore sources of organisational inertia. Somewhat in contrast with the above, Becker, Lazaric, Nelson and Winter (2005), write that routines 'hold one of the keys to understanding organisational change' and 'a central proposition of routine theory is that organisations change what they are doing and how they are doing it by changing their routines'. This means that routines are central to understanding organisational and economic change.

As mentioned above, Feldman (2000) argues that organisational routines have a great potential for change, which is further developed by Feldman and Pentland (2003) into organisational routines as consisting of both abstract understandings (ostensive aspect) and specific performance (performative aspect):
The *ostensive* aspect provides structure - the abstract pattern, used by participants to guide, account for and refer to specific performances of a routine (Feldman and Pentland, 2003; Pentland and Feldman, 2005). It can be compared to a script, a musical score, or the 'stable gene' responsible for continuity.
The *performative* aspect is where agency enters the stage (Feldman, 2000; Feldman and Pentland, 2003; Pentland and Feldman, 2005) i.e. 'specific actions, by specific people, at specific times and places, that bring the routine to life' (Feldman and Pentland, 2003). It embodies the enactment, like the transcription of the gene or the actual musical performance (which is never the same). Feldman and Pentland (2003) argue 'that this performative aspect creates, maintains, and modifies the ostensive aspect of the routine'.
'The *relationship between ostensive and performative* aspects of routines creates an on-going opportunity for variation, selection and retention of new practices and patterns of action within routines and allows routines to generate a wide variety of outcomes, from apparent stability to considerable change' according to Feldman and Pentland (2003). The authors further argue that 'organisational routines consist of the resulting performances and the understandings of these performances'.
Feldman and Pentland, (2003) write: 'Some have argued that routines foster the perceived legitimacy of organisations as institutions (Feldman and March, 1981) because their behaviour conforms to established norms. Frequent change of procedures would make participants suspicious of the process (the legitimacy antecedent)'.

Becker, Lazaric, Nelson and Winter (2005) wrote that 'what authors call 'routines' often refers to slightly different things', and 'convergence to a widely agreed-upon conceptualisation and terminology has not yet taken place'. To better understand the concept of

routines, a review by Becker (2004) will serve as guideline. Becker (2004) listed *characteristics* ascribed to routines throughout time, followed by their supposed *effects* on organisations.

Table 7: Characteristics and Effects of routines (Becker 2004)

Characteristics of routines (Becker 2004)	**Effects on organisations** (Becker 2004)
1. Patterns	1. Coordination and control
2. Recurrence	2. Truce
3. Collective nature	3. Economising on cognitive resources
4. Mindlessness vs. effortful accomplishment	4. Reducing uncertainty
5. Processual nature	5. Stability
6. Context-dependence, embeddedness and specificity	6. Storing knowledge
7. Path dependence	
8. Triggers	

Characteristics

Becker (2004) identified behavioural **patterns** (routines understood as activity patterns, e.g. action, activity, behaviour, interaction), which are clearly different from cognitive patterns (routines understood as rules, e.g. standard operating procedures and performance programmes).

Teece, Pisano & Shuen (2007) refer to routines as 'patterns of interactions that represent successful solutions to particular problems. Pentland and Feldman (2008) describe routines 'as generative systems that can produce patterns of action based on local judgment and improvisation by actors'.

Recurrence is an obvious key characteristic of any routine, which needs no further explanation. In a recent study, Pentland, Hærem and Hillison (2010) compared organisational routines as **recurrent patterns** of action and concluded that 'the same routine can generate many different patterns'.

The **Collective nature** refers to multiple actors in different locations. This means that organisational routines can be distributed across space or across the organisation, whilst organisation members participating in the same routine are linked by interaction.

The **Mindlessness vs. effortful accomplishment** debate reveals two schools of thoughts. Proponents of *mindlessness* argue that individuals follow routines without consciously heeding the routines itself, whilst proponents of the second position argue that routines are '*effortful* accomplishments'. A possible resolution for this contradiction comes from Feldman and Pentland (2003), who see organisational routines as consisting of both abstract understandings (ostensive aspect) and specific performance (performative aspect). The latter is often overlooked until Feldman (2000) introduced the internal dynamic based on the inclusion of routine participants as agents. Change occurs here as a result of participants' reflections on and reactions to various outcomes of previous iterations of the routine.

The **Processual nature** of routines comes with many dimensions, of which Becker (2004) highlights frequency of repetition, regularity of frequency and time pressure. Cohen and Bacdayan (1994) underlined that knowledge encoded by routines is procedural knowledge. It says 'how things are done', encompassing both cognitive (ostensive aspect) and motor activities (performative aspect).

About **Context-dependence, embeddedness, and specificity,** Becker (2004) writes that 'routines are embedded in an organisation and its structures and are specific to the context' About historical specificity, Becker (2004) writes that 'whatever happens does so at a certain point of time, which is characterised by a certain constellation of environmental factors and interpretative mindsets'. Local specificity implies that routines are not easily relocated: routines are quite meaningless when they are removed from their context (Elam, 1993). Teece, Pisano & Shuen (2007) use the term **Tacitness** in their writings. As Nelson and Winter (1982)

and Teece (1982) have explained, many organisational routines are quite tacit in nature. Imitation can also be hindered by the fact that few routines are 'stand-alone;' coherence may require that a change in one set of routines in one part of the firm (e.g., production) requires changes in some other part (e.g., R&D)'. It seems that Tacitness is very close to Becker's (2004) Context-dependence, embeddedness, and specificity, but could be a separate aspect.
'The notion of **path dependencies** recognises that 'history matters.' Teece, Pisano & Shuen (2007) and history changes routines (Nelson and Winter, 1982; Levitt and March, 1988; Barney, 1991). How they develop depends on their starting point (Dosi, Teece and Winter 1992) and feedback about outcomes (Levitt and March, 1988). The starting point is especially important when feedback leads to competency traps (March, 1991; Levitt and March, 1988). In other words; when members get stuck in the way they do their work, re-setting the routine to its state at an earlier point might be important.
Routines are **triggered** (Nelson and Winter, 1973). In his overview, Becker (2004) mentions actor-related triggers and external cues. An actor-related trigger is for example aspiration level (Cyert and March, 1963). When results lie below the aspiration level, some form of corrective action is elicited. Often, the elicited remedies will consist of routines. An external cue or trigger can be that a budgeting routine in one department triggers a finance routine in the other. An empirical study by Weick (1990) shows that high levels of stress prompt people to fall back on their first learned responses.

Effects on organisations
Becker (2004) writes that '**coordination** derives from: Capacity to support a high level of simultaneity (Grant, 1996); giving regularity, unit and systematicity to practices of group (Bourdieu, 1992); making many simultaneous activities mutually consistent (March and Olsen, 1989); providing each of the actors with knowledge of behaviour of the others on which to base his/her own decisions (Simon, 1947: cf. Stene, 1940); providing instructions in the form of programme; and establishing a truce (Nelson and Winter, 1982)'. Routinisation or standardisation enables comparison and thus **control** (Segelod, 1997). Gittell (2002) found that routines enhance interactions among actors, i.e. routines coordinate work relationships. About **Truce** (peace) Becker (2004) refers to Nelson and Winter (1982) when he writes that truce results from the fact 'that organisation members are hardly ever surprised by each other's behaviour' because 'control systems generally leave a zone of discretion, which allow smooth execution of routines'.
In his review, Becker (2004) states that the effect of routines on '**economising on limited cognitive resources**' is somewhat similar to uncertainty reduction. This relates to the concept of 'bounded rationality', meaning that cognitive power (of organisation members or 'agents') is limited and attention has to be allocated selectively (Cyert and March, 1963; Simon, 1997). When Cyert and March, (1963) state that routines (best practices) rely heavily on past experiences and are often dealt with semi-consciously, allowing more valuable cognitive capacity to be used for non-routine events, there is a parallel with Feldman and Pentland's (2003) theory: the *ostensive* aspect provides the structure, to 'free up' time for the *performative* aspect of one's routine work. Similarly, routines help save valuable time in taking decisions (Betsch, Haberstroh, Glöckner and Fiedler 1998).
Reducing uncertainty or uncertainty avoidance is a generally accepted concept (Hofstede 1980), which Becker (2004) sees as a preference for low levels of complexity as well. Pervasive uncertainty means that none of the possible results are known or their probabilities. In this case, more information may increase uncertainty due to information overload and ambiguity in interpreting the extra data (Daft and Lengel, 1986; Weick, 1979). Routines provide guidance in choosing what to do (empirically shown by Egidi, 1996). Thus, Heiner (1983) concludes that uncertainty increases predictable behaviour! Reversing causality,

routines may cause uncertainty to decline (Becker and Knudsen, 2004) because specific factors are constrained (see *economising on limited cognitive resources*).
Stability is often seen as a characteristic but it has this effect ('behavioural continuity') on organisations as well (Nelson and Winter, 1982, 2002). For stability, there are two explanations. First, there is no trigger to find other ways of performing a task, when the existing routines lead to satisfactory outcomes (Cyert and March, 1963). Second, switching to a different routine brings about costs (Becker, 2004). Stability-providing routines are blamed for negative effects like inertia, (Hannan and Freeman, 1983), de-motivation (Ilgen and Hollenbeck, 1991), and competency traps (March, 1991), whilst stability provides a foundation to evaluate the effect of changes, necessary for learning. Feldman (2000) argues that organisational routines have a great potential for change even thought they are often perceived, even defined, as unchanging. The inclusion of routine participants as agents suggest that change may be endogenous to routines themselves (Feldman, 2000, 2003). Becker (2003) underlines that these changes usually are incremental.
Routines **store knowledge**. Becker (2004) writes that Nelson and Winter (1982) spent an entire section explaining that 'routinisation of activity in an organisation constitutes the most important form of storage of the organisation's specific operational knowledge'. Routines are especially important for storing *tacit* knowledge (Teece, Pisano & Shuen 1997). Despite this tacitness 'a thorough mapping of a routine would also include the documents and artefacts used' (Becker, 2004). Tacit knowledge 'is susceptible to influence by its bearer when it is applied and replicated' (Becker et al., 2005). This source of endogenous change is also explained by Feldman (2000), who argues that internal dynamic is based on the inclusion of routine participants as agents. Lazaric, Mangolte and Massué, (2003) showed that articulation and codification of expert know-how affects daily routines and creates new forms of generic knowledge that make use of local knowledge. Routines are regarded as building blocks of organisational capabilities because routines are about the application of knowledge (Dosi, Nelson and Winter 2000).

Pluye, Potvin, Denis and Pelletier (2004) studied (Health) programme sustainability (capacity to endure) in relation to organisational routines. They concluded that a routinised programme, defined by the presence of routinised activities (memory, adaptation, values and rules), is essential to make a programme sustainable.[5] In case we define CSR as a sustainable programme, it can be concluded - following the authors' conclusions - that routinised activities are essential to make a sustainability programme (in terms of CSR) sustainable (capacity to endure).

Simpson, Power and Samson (2007), studied 'greening' in the automotive supply chain, and addressed amongst others monitoring or assessment routines. Assessment or monitoring performs two important roles in the supply relationship – that of a monitoring mechanism to safeguard asset-specific investments and also a mechanism to reduce information asymmetry (Williamson, 1985; Stump and Heide, 1996). The importance of relationship conditions that include the customer using an Assessment routine – such as a customer-derived list of specific performance criteria for suppliers to follow – is still a highly under-explored factor (Simpson, Power and Samson 2007).

[5] Here a 'programme' is defined as being a set of activities aimed at achieving an objective (Nancholas, 1998). Pluye, Potvin and Denis (2004) wrote that the concept of sustainability refers to the continuation of programmes (Shediac-Rizkallah & Bone, 1998). According to Scheirer (1994), a sustained programme is defined as a set of durable activities and resources aimed at programme-related objectives.

Antecedents of changes in organisational routines

According to Becker (2005), organisational routines refer to: (i) behavioural regularities; (ii) rules, standard operating procedures; and (iii) dispositions. Behavioural regularities are relevant for all questions that regard organisational performance. Becker (2005) identified two characteristics that describe the behaviour-level aspect, i.e. *frequency and sequential variety*, which captures the behavioural expression, i.e. recurrent interaction patterns. [6]

Table 8: Conceptual framework of variables (Becker 2005)

Antecedents of recurrent interaction patterns	Characteristics of recurrent interaction patterns	Outcomes of recurrent interaction patterns
• Task complexity • Task interdependence • Time pressure • Uncertainty • Turnover of agents	• Frequency • Sequential variety	• Coordination • Saving on cognitive resources • Learning by doing

Source: Becker, M.C. (2005). A framework for applying organisational routines in empirical research: linking antecedents, characteristics and performance outcomes of recurrent interaction patterns.

The implications of the task characteristics (antecedents) investigated here are of a general nature. The task level helps to understand organisational routines as accomplishing organisational tasks (Becker 2005), where those are defined as dealing with interdependencies, a core feature of organisations (Thompson, 1967). Thus, based on above explanation, the first likely antecedent of organisational routines has been selected: ***Task characteristics***. Task characteristics as antecedents (Becker 2005) are linked to routines characteristics; *patterns* and *recurrence* (Becker 2004).

Based on Becker's (2005) note that 'there are other causes on other levels, such as the individual (motivation, etc.) or the team (group dynamics)', which must be left for further research, we could add following antecedents: ***Personal characteristics*** *such as motivation* and ***Group characteristics*** *or team (group) dynamics.* It is noted that adding both antecedents is premature as it is not based on solid research; however Becker's (2005) note seems obvious.

Wijen, Noorderhaven and Vanhaverbeke (forthcoming), introduce centralisation-decentralisation, differentiation-integration, and formalisation as organisational antecedents likely to affect endogenous network dynamics. Since network configuration – in terms of heterogeneity, stability and strength of contacts – shapes the development of routines (Wijen, Noorderhaven, Vanhaverbeke, forthcoming), ***network configuration*** could be considered as a likely antecedent of routines. Interaction patterns among diverse actors are different from those among relatively homogeneous actors. Stable network contacts entail more repetitive interactions than recently established contacts. And relatively strong ties are conducive to the transfer of tacit knowledge and the coordination of actions (Hansen, 1999; Nonaka, 1994), thus also affecting routines.

In case we want to complement or add antecedents, we could look at Narayanan, Zane and Kemmerer (2011), who integrated the literature on strategic cognition (SC) within a framework that links the antecedents, structure and process of SC with outcomes. The article identifies three elements of SC structure (organisational identity, strategy frames, and

[6] Becker (2005) limits his research to the two (most important) characteristics of routines (Becker 2004), those that belong to the task itself that is accomplished in stable ways (recurrent interaction patterns). See previous section.

organisational routines). Narayanan, Zane and Kemmerer (2011), identify four antecedents, i.e., ***external environmental factors*** (e.g., characteristics such as dynamism, industry), ***internal organisational factors*** (e.g., scope, size), ***decision-specific factors*** (e.g., decision urgency, decision complexity) and ***individual factors*** (e.g. educational background, experience, decision style and personality factors). Since these antecedents are not linked to *organisational routines* alone, but also to organisational identity and strategy frames, we must be very cautious about assuming that these antecedents are correct.

The following preliminary overview lists all the above antecedents whereby one duplicate, ***personal characteristics / individual factors*** leads to one antecedent.

Table 9: Likely antecedents of routines

Antecedents routines	**Aspects**	**Comments**
Task characteristics	task complexity, task interdependence, time pressure, uncertainty, turnover of agents	Time pressure is not assumed to be relevant for this research
Personal characteristics	motivation, educational background, experience, decision style, and personality factors	
Group characteristics	team or group dynamics	Is assumed to be covered under network configuration as these antecedents are more specific.
Network configuration	Heterogeneity, stability, and strength of contacts. Centralisation-decentralisation, differentiation-integration, and formalisation	
External environmental factors	dynamism, industry	Excluded as the research question starts with internal ambition
Internal organisational factors	scope, size	
Decision-specific factors	decision urgency, decision complexity	

The next step is to combine and select the above antecedents in such a way that they are useful for the research question and consequently for the theoretical model. In line with the comments in the above table, the group characteristics are excluded because it is assumed that these characteristics are covered under network configuration. This is because network configuration as antecedent covers more aspects and is more specific about team or group dynamics. Furthermore external environmental factors are excluded because the research question starts with internal ambition as explanatory variable. This gives the following likely antecedents of routines which will be incorporated into the theoretical model:

Table 10: Antecedents routines and aspects

Antecedents routines	**Aspects**
Task characteristics	task complexity, task interdependence, uncertainty, turnover of agents
Personal characteristics	motivation, educational background, experience, decision style, and personality factors
Network configuration	heterogeneity, stability and strength of contacts. centralisation-decentralisation, differentiation-integration and formalisation
Internal organisational factors	scope, size
Decision-specific factors	decision urgency, decision complexity

2.3 Theoretical model

We have concluded that the consequences for organisations of formulating CSR as a core activity are context-specific and interactive with a company's positioning and strategy. Furthermore Van Tulder and Van der Zwart's (2006) four approaches theory has been modified to frame the periphery – core CSR transition (past) and ambition (future). For organisational routines, it was concluded that there is limited scientific evidence for antecedents of changes in organisational routines; however five likely or potential antecedents have been identified. Finally, the characteristics of routines show some overlap. Although exclusion of characteristics at this stage does not fit inductive research very well, a review of the characteristics led to a selection of five characteristics that seem more relevant within the context of this thesis.

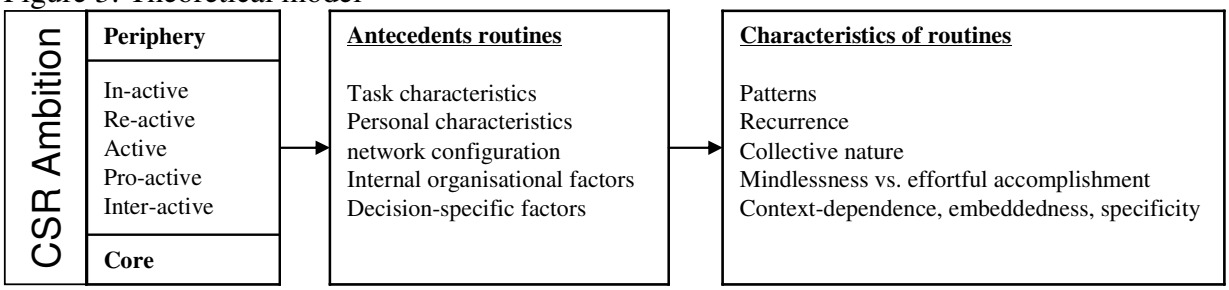
Table 11: Characteristics of routines excluded

Characteristics of routines (Becker 2004)	**Excluded**
1. Patterns	1. Processual nature
2. Recurrence	2. Path dependence
3. Collective nature	3. Triggers
4. Mindlessness vs. effortful accomplishment	
5. Context-dependence, embeddedness and specificity	

The *processual nature* of routines comes with many dimensions of which Becker (2004) highlights frequency of repetition, regularity of frequency and time pressure. These dimensions show some overlap with *recurrence*. Since activities or tasks in this study are not quantified in order to measure the above mentioned frequencies and time pressure, *recurrence* is considered the most appropriate characteristic to capture aspects and their tendency to return from time to time.
'The notion of *path dependencies* recognises that 'history matters.' Teece, Pisano & Shuen (2007) and history changes routines (Nelson and Winter, 1982; Levitt and March, 1988; Barney, 1991). This has been excluded due to the relatively low relevance of history since CSR or sustainability is generally considered a recent phenomenon, where the urgency and (external) pressure has changed over time, but not as much as the concept on its own. Routines understood as activity *patterns*, (e.g. action, activity, behaviour, interaction), show an overlap with *triggers* because *patterns* do reveal interaction triggers between actors or between two routines and therefore patterns are considered a more appropriate concept, which leads to exclusion of triggers.

Combining these findings in a theoretical model suggests that the periphery – core CSR transition (past) or ambition (future) is a driving factor for the influence of antecedents on changes in organisational routines.

Figure 3: Theoretical model



CSR ambition influences antecedents of routines.

Task characteristics are expected to become more complex when ambition leads to CSR as an integrated part of a company's core activities. For example, specific CSR-related tasks will be added on top of tasks of individuals and/or specific functions are expected to emerge, such as employees that concentrate solely on carbon foot print analysis or development of targets for the company or their unit. *Personal characteristics* are expected to become more important as jobs become more demanding when ambition leads to CSR as integrated part of company's core activities. This might point in the direction of new skills required in terms of ability to communicate with other disciplines in way that was not required before. Knowledge of the specific CSR-related issues and their impact on the company's activities might be an extra required skill. *Network configuration* is expected to reveal amongst others contacts with colleagues that did not exist or hardly existed before CSR was set as an ambitious target. A more complex and versatile network configuration could be an emerging aspect. *Internal organisational factors* are expected to reveal situations where, for example, the scale of CSR implementation demands cross unit specialisation or location specific functions. *Decision-specific factors* are expected to reveal the need for internal consulting in complex CSR implementation stages or more top down guidelines and self empowerment to fill in details on a local level.

Antecedents of routines influence characteristics of routines.

The fact that antecedents of routines precede its characteristics needs no further explanation as it is almost a tautology. However, literature review reveals no evidence for a relationship between each specific antecedent and each specific characteristic. Therefore the empirical study must reveal (some of) these relationships.

3. Methodology

This chapter firstly describes the research context (3.1) followed by the method (3.2) used to carry out the actual research. This comes with a definition and goals of case study research including the justification for choosing a case study as a research design. Next the data (3.3) are discussed, which includes the selection of companies, primary and secondary data, collection and analysis and triangulation of results. The validity and reliability (3.4) of this study conclude this chapter.

3.1 Research context

The dominant normative and business-case perspectives of corporate responsibility, centres around modernist, firm-centred assumptions regarding management agency, according to Higgins (2010). This thesis is based on a firm-centred research as well, whilst management agency will explain *ambition* to make CSR a core business activity. Management agency, however, might be just one of the aspects to determine whether CSR is based in the peripheral or core domain of a business.

More aspects surfaced in the literature review which leads to the point that in order to identify how this *ambition* - to turn CSR as a peripheral activity into a core business activity - influences organisational routines, it is necessary to study multiple realities. This multiple reality aspect made me choose critical realism as a paradigm for this empirical study as it deals with a mind dependent aspect (social constructivism) to understand the mind independent aspect (positivism) of the topic under study.

CSR transition from peripheral to core business activities (factual), the ambition (intentional) to make this happen and the relationship with organisational routines have not been covered in existing literature. This leads to explorative research or an inductive 'bottom up' approach in which specific observations should lead to general conclusions. Since the topics under review are concepts with some degree of abstract complexity, a qualitative research approach has been chosen based on case studies as methodology and semi-structured interviews as primary method.

3.2 Research Method: case study

Since we want to answer a 'how' question in a real life context which has not been answered before, a qualitative approach, and more specifically a case study, has been chosen. According to Yin (2003), case studies are appropriate for examining 'how questions' and investigating phenomena which are complex and not easily separable from their organisational context. Case studies are empirical by nature and allow researchers to investigate certain phenomena in a real life setting (Yin, 1981). Yin (2003) distinguishes between two types of case studies: single and multiple case studies. A single case logically focuses on only one case, while multiple case studies investigate more cases. In this study, a multiple case study has been chosen in order to enhance the richness of data. The selection of cases is a result of purposive sampling (see 3.3).

Within the typologies single and multiple case studies, another distinction can be made between exploratory research (discovering new research questions), descriptive research (describing a certain phenomenon) and explanatory research. The latter answers the question how certain phenomena occur, based on the intertwined nature of the constructs (Yin, 2003).

This study seeks to answer 'how' A (Ambition to make CSR a core activity) leads to B (Changes in organisational routines), after we know 'what' A and B is (sub-questions). Although this study has both descriptive (how) and explorative (what) elements, the overall characteristic of this study is explanatory. The latter is based on the fact that the main research question is particularly aimed at answering 'how' the phenomenon *CSR Ambition affecting organisational routines* occurs, based on the intertwined nature of the constructs in the theoretical model. A case study is in fact not a specific methodological choice, but can be considered a choice of what is studied (Yin, 2003).

Since the proposed research questions in this study are explanatory by nature and not easily separable from the context, a case study is the appropriate research method to use. Case studies need less research structure and the results are easily recognisable and more readily accepted in practice, which can be considered as an advantage of this research methodology. Secondly, it is argued that case studies can be appropriate in interpretive research and in areas where a theory is not yet well developed or in new topic areas (Eisenhardt 1989). Finally, case studies usually come with an overall picture of the research object and are far more flexible compared with experiments or surveys, for example. In particular, 'attempts to reconcile evidence across cases, types of data and different investigators, and between cases and literature increase the likelihood of creative reframing into a new theoretical vision' (Eisenhardt 1989). The downside, however, is that the results are not as representative as when statistical research is performed (e.g., survey), hence no universal law or theory will be derived.

A non-longitudinal multiple case study design must compare companies with CSR incorporated in the heart of business activities with companies where CSR remains a peripheral activity. This comparison might reveal changes in organisation routines. The potential findings could be based on differences between cases, but also on CSR transition from peripheral to core business activities (factual) or the ambition (intentional) to do so, in one company (case). Eisenhardt (1989) writes: 'While there is no ideal number of cases, a number between 4 and 10 cases usually works well. With fewer than 4 cases, it is often difficult to generate theory with much complexity, and its empirical grounding is likely to be unconvincing, unless the case has several mini-cases within it. With more than 10 cases, it quickly becomes difficult to cope with the complexity and volume of the data'. In this thesis five cases have been selected.

3.3 Data

Selection of companies

When it comes to selecting cases, Eisenhardt (1989) writes that 'Selection of cases is an important aspect of building theory from case studies'. Given the research topic, it is important that the companies of choice must have a certain exposure to important social and environmental issues. Furthermore, large organisations including production complexity are expected to yield more and richer data. Finally, since this study has a high descriptive (how) and explorative (what) character, the goal of theoretical sampling is to choose cases 'which are likely to replicate or extend the emergent theory' Eisenhardt (1989). Eisenhardt (1989) refers to Pettigrew (1988) when she writes that 'given the limited number of cases which can usually be studied, it makes sense to choose cases such as extreme situations and polar types in which the process of interest is 'transparently observable'. Thus, the multiple case study research is based on 'purposive sampling' and not on the objective to generate statistically

representative data. The cases that have been selected are listed in the following table, including a motivation for selected companies.

Table 12: Selected cases

Princes	As a private label food and drinks group, Princes has an active seafood sustainability programme, sources food ingredients / products worldwide and operates several production sites. In this company, CSR activities are partially observable. (Princes employs the undersigned.)
Eastman Chemical	As a non-food and chemical multinational company, Eastman serves as polar type in which CSR activities are 'transparently observable'. Due to the great challenges within this industry, the chemical industry plays a major role in advancing applications to support sustainability.
Unilever	As a multinational food company of branded products, Unilever deploys company-wide CSR activities with ample primary and secondary data, which is useful for this research. Unilever has been very pro-active in sustainable sourcing, e.g. palm oil, soy, tea.
Tetra Pak	As a non-food and packaging multinational company, Tetra Pak serves as another polar case, which is expected to yield rich data. Tetra Pak is known for its company-wide, proactive CSR activity programme, which is described in Orsato's (2009) 'when does it pay to be green?'
Farm Frites	While Princes (mainly private label) and Unilever (branded products) produce consumer goods for retailers, Farm Frites manufactures products for the food service industry. Therefore Farm Frites is a third food company with a different company profile.

Primary data

The main sources of data are interviews. According to Yin (1994), interviews are an 'essential source of case study evidence because most case studies are about human affairs.'
A semi-structured questionnaire allows verification of potential causal relations based on a literature review, whilst maintaining the explorative character of an open interview. The data can be quantitative or qualitative; they can be collected from either single or multiple cases (Yin, 2003). In this study, data will be collected through semi-structured interviews. Important internal stakeholders are operators, technical support staff, top management (Wijen, 2002), which includes CSR dedicated positions such as 'Senior VP/Chief Regional & Sustainability Officer Eastman Chemical EMEA'. During the interviews, it became clear that additional interviews were needed with operators, technical support staff and employees who are involved in daily core operations of the individual companies. This is because the first interviewee in each case was a member of top management, which yielded valuable general data about ambition levels and other general CSR issues, but not enough data on operational level. An overview of reports and/or transcripts is enclosed.

Asking the right questions

The questions for the semi-structured interview were derived from the periphery – core model and from the antecedents of routines. Most of the questions point in the direction of routine antecedents as it became clear that it is very difficult to keep the interviewee focused on this subject, whereas a great deal of information came spontaneously on the subject CSR transition and ambition. It is especially on this point that the interviews proved to be very

useful. The aspects mentioned in the periphery – core model were often spontaneously addressed during the interview.

The first two interviews were pilot interviews (Passina Products, CEO, A. Houweling and Princes Foods, Technical Manager, L. Jennissen) in order test the questions and learn from practical problems, misunderstandings between interviewees and interviewer.
It proved difficult to shift from ambition and general themes to task level and specific operational and employee issues, relevant for insights into changes in organisational routines. These insights were used to change and add questions, which resulted in the final questions (see appendices).

Secondary data

Findings from the interviews were supplemented by information from secondary sources, such as annual or sustainability reports, industry reports but also internal presentations or company presentations for CSR-related conferences. It proved to be difficult to obtain documents related to CSR-related tasks, procedures and other formal data.

The cases studied in this research project are a source of information, both primary and secondary. Since 'the analysis of a case study is one of the least developed and most difficult aspects of doing case studies' (Yin, 1994) it will be explained in detail.

Data collection

As mentioned above, data was collected through semi-structured interviews. During the interview, the first question from the semi-structured questionnaire (see below) was used to kick-off the interview, after which the list of questions became more of a check-list of what was already covered. It was a choice to avoid cutting relevant explanations in order to collect rich data. Based on the direction of the conversation, the unanswered questions were asked, meaning that the order of questions was different in each interview. As each interview was recorded, it was possible to listen to it several times in order to extract as much data as possible.
The contacts within each company were not selected but introduced through personal network contacts, although obviously each interviewee was expected to be able to elaborate on CSR ambition and related activities. After the first interview, the interviewee was asked whether it would be possible to interview a colleague who was knowledgeable about CSR activities and operationalisation and who had a different view on CSR ambition and related activities. This last question was intended to enhance the richness of data and avoid biased input. It must be said that although this last question was obviously based on correct intentions, in practice almost each contact introduction provided by the first interviewee was happily accepted for practical reasons. In most cases, the interviewees provided the secondary data, such as annual or sustainability reports, industry reports, internal presentations, etc.
All tape-recorded interviews were converted into individual case reports. These case reports were sent to each interviewee in order to check the content of the case report. The completed case reports were then turned into the final case analyses. The secondary data was analysed to complete the primary data analysis and to seek additional information which was not collected by means of primary data analysis. Finally, the outcomes of the individual case analyses provided input for the cross-case analysis.

Data analysis

Now that the data collection method has been explained, this section explains how all these words were analysed. This analysis involved making sense of the data collected in order to present findings and draw specific conclusions at the end of the thesis (i.e. answer the research questions).
This involves the analysis of the interviews conducted, as well as the review and use of any documentation that the firms felt they were able to hand over (i.e. annual reports, brochures, etc.). These multiple sources of evidence (i.e. 'triangulation') are what add to a study's validity (Yin, 1994).

Before data can be analysed, relying on theoretical propositions is a common strategy (Yin, 1994), after which specific techniques (Yin, 1994 refers to Miles & Huberman, 1984) can be used to actually analyse the data. Miles and Huberman (1994) refer to analysis of qualitative data as being organised into three stages: (1) data reduction, (2) data display, and (3) conclusion drawing/verification.

Data reduction is part of the analysis, for which the theoretical model serves as a kind of template. This resulted in the three main categories of the theoretical model: CSR ambition, antecedents of routines and characteristics of routines and subsequently the sub categories in each category analogous to the theoretical model.

Table 13: Categories and sub categories theoretical model including affixed codes

CSR Ambition	Antecedents routines including aspects	Characteristics routines
1a. In-active 1b. Re-active 1c. Active 1d. Pro-active 1e. Inter-active	2a. Task characteristics: task complexity, task interdependence, uncertainty, turnover of agents 2b. Personal characteristics: motivation, educational background, experience, decision style, personality factors 2c. network configuration: heterogeneity, stability, and strength of contacts. centralisation-decentralisation, differentiation-integration, and formalisation 2d. Internal organisational factors: scope, size 2e. Decision-specific factors: decision urgency, decision complexity	3a. Patterns 3b. Recurrence 3c. Collective nature 3d. Mindlessness vs. effortful accomplishment 3e. Context-dependence, embeddedness, specificity

Reduction of the data started with a selection of quotes, paragraphs, text lines and expressions (in short: quotes) from the interview reports and transcriptions. The secondary data is mainly used to determine the ambition level of each case. The selected quotes were marked with a colour, corresponding to the three categories and copied / pasted in a spreadsheet with three columns, again corresponding to the same categories (see appendices: sample spreadsheet cross case analysis). The first column contains quotes related to ambition, plus an extra column for an ambition code (1a – 1e) in order to be able to sort at a later stage. The whole spreadsheet has one quote per cell and each quote has a company and interviewee code. The second column contains quotes related to antecedents plus two extra columns, one for an antecedent code (2a – 2e) and one for an aspect code (e.g. Task complexity increase - TCI). The third column contains quotes related to characteristics plus two extra columns, one for characteristics (3a – 3e) and one for extra details (e.g. higher Embeddedness - EmI).

It is important to underline that between selection of a quote in the reports or transcripts and coding, one step was made which is not visible. This step refers to 'context'. A line or a quote comes within the right information (read: code) only within the context of the whole case. Quote selection and coding based on actual information and context can be seen as three steps.

The question which became central is: 'what does he or she really want to say or what is the underlying story?'

Vertically the spreadsheet contains five sections (five cases) and a section per interview, in total fifteen sections. Consequently, this helps to sharpen, sort, focus, discard and organise the data in a way that allows for 'final' conclusions to be drawn and verified. In other words, the three (sub) categories in the spreadsheet were sorted by case, meaning that the individual interviews are mixed and patterns emerge per case. At this stage there are five sets of patterns, hence after the vertical sorting within each case, horizontal patterns emerge. The next step is to compare the horizontal patterns, i.e. compare the five cases. Data was reduced and transformed through selection, summarising, paraphrasing or by being subsumed in a larger pattern. This step is part of chapter 4: findings.

Data display means taking the reduced data and displaying it in an organised, compressed way so that conclusions can be more easily drawn. Data reduction (and the creation and use of displays and matrices) is part of the cross-case analysis; however displays and matrices have not been used other than the spreadsheet for data collection. Cross-case analysis is to see if it fits (or does not fit) with the theoretical model. This step is part of chapter 4: findings.

Conclusion drawing and verification is the final analytical activity and this is where it becomes clear what things mean, based on noting regularities, patterns (differences / similarities), explanations, possible configurations, causal flows, and propositions. This step is part of chapter 5: discussion and conclusions.

Triangulation of results

In this case study, most data comes from interviews which were recorded on tape in order to be able to listen back and double check the primary data analysis. Furthermore the case reports were sent to the interviewee for comments, further explanations and suggestions for correction. The latter acts as triangulation of the data collected during the interview. Finally the secondary data must at least reflect what was obtained during the interview and not reveal any contradictions. If the latter was the case, the interviewees would be contacted for a third time in order to clarify the points that seemed contradictory.

3.4 Validity and reliability

Four different tests can be used to evaluate the quality of empirical social research such as a case study, namely construct validity, internal and external validity and reliability (Yin 2003). These research design-related conditions guarantee the design quality (Yin, 2003).

Construct validity presupposes 'establishing correct operational measures for the concepts being studied' (Yin, 2003: 34). Like external validity, construct validity is related to generalising. But where external validity involves generalising to other people, places or times, construct validity involves generalising to concepts. The term 'construct validity' is therefore more appropriate in this study.
A case study is able to take into account the complexity of reality, often based on qualitative research and different sources which can be triangulated. In particular, this triangulation of evidence based on different facets of reality in the form of data triangulation, investor triangulation, theory triangulation and methodological triangulation of multiple sources of evidence produces a case study with a high construct validity (Yin 1994).

This study depends largely on evidence based on audiotapes of all the interviews, transcripts or reports of all the interviews and various secondary data sources, both internal (e.g. meeting minutes and internal updates) and external (e.g. sustainability reports and websites). Investor triangulation is not applicable as there is only one investor. This study is preceded by an in-depth literature review, which comes with a certain degree of theory triangulation. Methodological triangulation is not applicable as only one method (multiple case study approach with semi-structured interviews and secondary data analysis) was used.

Internal validity demonstrates a causal relationship, in which certain conditions lead to other conditions. This multiple case study analyses causal relations among relevant factors in detail, and thus has a high internal validity (Eisenhardt 1989; Yin 2003).

External validity tests whether a study's findings can be generalised beyond the immediate case study (Yin, 2003). External validity thus describes to what extent the findings of one study are applicable to other cases. While surveys rely on statistical generalisation, case study research relies on analytical generalisation; the researcher's aspiration is to generalise a particular set of results to some broader theory (Yin, 2003). A case study can rely on analytical and theoretical generalisations, although no statistical generalisation can be made. This case study needs follow up research from an external validity point of view. Since the relation of CSR ambition on organisational routines is new and explains a possible relationship between both aspects, quantitative in depth research might be appropriate to enhance external validity for a new study.

Reliability tests whether the operations of a study can be repeated with the same results (Yin, 2003). Reliability in qualitative studies is based on a transparent detailed account of the procedures followed, as no uniform protocols exist to analyse them (Yin 1994). This requires the development of a case study database in order to enable reviews (Yin, 2003).
Recording all interviews and making transcript or reports of these interviews to ensure that they can be quoted instead of relying on memory, considerably improves the reliability of this research. Furthermore a check of the reports by the interviewees to verify that everything was correctly recorded improves the reliability.

4. Findings

Firstly, the case descriptions will highlight basic company profiles (4.1) including CSR (Corporate Social Responsibility) related topics from Annual CSR or Sustainability reports, websites and other secondary data. This explains why the content of each profile may be different, depending on the nature and scope of the Corporate Social Responsibility programme.
Secondly, in the cross case findings (4.2), the theoretical model serves as template to produce an aggregated presentation of findings based on five cases and fifteen interviews

4.1 Case descriptions

The five cases are: Princes, Eastman Chemical, Unilever, Tetrapak and Farm Frites.

Princes

Princes Limited[7] is a UK based food and drink group, with around EUR 1.2 billion turnover. Princes is a subsidiary of Mitsubishi Corporation. Core products include canned food, edible oils, pasta, ready meals and soft drinks. Sales are predominantly private label in the UK. Ingredients are sourced from over 370 suppliers across more than 40 countries. Princes operates 10 manufacturing sites in the UK and a tuna processing plant in Mauritius.

Corporate social responsibility profile
Princes presents its approach to sustainability and corporate responsibility (CR) in a Corporate Responsibility Report[8]. Environmental aspects focus on reducing road miles, packaging recycling, energy efficiency, waste reduction and sustainable fishing. As a fair partner and good employer, Princes focuses on core values, whereas health and wellbeing is important for Princes products. Besides a comment about the fact that beef used in products is reared in accordance with strict animal welfare and environmental standards, the dominant message is about sustainable fishing[9].

All fish and seafood products comply with the commitments and principles detailed in Princes' Wild Caught Sustainable Seafood Statement[10]. Princes supports environmental management and research initiatives, such as those undertaken by the International Seafood Sustainability Foundation (ISSF)[11]. Princes is one of the founders of the ISSF, an organisation which launches science-based initiatives for the long-term conservation and sustainable use of fish stocks, reducing by-catch and promoting ecosystem health. Princes also supports the Marine Stewardship Council (MSC)[12] , the world's leading certification and eco-labelling programme for sustainable seafood. Princes tuna suppliers are monitored through the Earth Island Institute (EII)[13] international monitoring programme which ensures Princes can carry the 'Dolphin Friendly' logo on cans of tuna because no dolphins are intentionally targeted or encircled with nets, killed or seriously injured during the catch.[14]

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[7] http://www.princesgroup.com/
[8] http://www.princesgroup.com/about-princes/our-responsibilities/
[9] This paragraph is largely based on: http://www.princes.co.uk/about-princes/sustainability/
[10] http://www.princes.co.uk/about-princes/sustainability/
[11] http://iss-foundation.org/
[12] http://www.msc.org/
[13] http://www.earthisland.org/
[14] http://www.princes.co.uk/about-princes/sustainability/tuna-sustainability/

As part of the sustainable seafood programme, tuna is dolphin friendly and traceable back to individual boats. The majority of the tuna bought by Princes is skipjack which is considered to have sustainable stock levels. Princes only sources tuna caught by pole and line and purse seine net fishing methods, which reduces by-catch. One of the reasons for by-catch is fish aggregation devices (FADs). These floating objects are used by fishermen in open ocean waters to attract shoals of tuna. However, they can result in by-catch. Princes aims to purchase tuna from pole and line and FAD-free sources by the end of 2014.
To achieve this target, the purse seine net method without the use of FADs must be developed. Princes also supports research initiatives, such as a project being led by the ISSF to develop fishing methods and gear technology that minimise the catch of non-target species.
Additional tuna sustainability initiatives include: 1) Supporting the ISSF, 2) Public support for the creation of a Pacific Commons marine reserve, 3) The launch of pole and line caught tuna, and 4) Financial support for a feasibility study for the creation of a marine reserve around lagoons off the coast of Mauritius.

Eastman Chemical

Eastman Chemical[15] is a US based manufacturer of chemicals, fibres and plastics materials which are used by Eastman's customers as ingredients. With a 2010 turnover of $5.8 billion, Eastman has approximately 10,000 employees and 16 manufacturing sites and several office locations worldwide. The four business segments include: Coatings, Adhesives, Specialty Polymers and Inks; Fibres; Performance Chemicals and Intermediates; and Specialty Plastics.

Corporate social responsibility profile
Eastman presents sustainability[16] as a key driver of growth and innovation, which led to clear and measureable goals[17].
Short term environmental goals include the 2.5% improvement in energy efficiency year-over-year, 2% annual reduction of Greenhouse Gas (GHG) emissions per unit of production (GHG intensity) year-over-year, 10% reduction in hazardous waste (indexed to production) from 2005 to 2010, 25% reduction in reportable releases from 2005 to 2010, 25% reduction in Toxic Release Inventory (TRI) releases from 2005 to 2010, 15% reduction in Volatile Organic Compounds (VOC) from 2005 to 2010 and completion of the Life cycle assessments (LCA) on prioritised product families aligned with customers' priorities.
Mid-term environmental goals include 25% reduction in energy intensity within the next 10 years, 20% reduction of Greenhouse Gas intensity over 10 years, the continuous improvement of energy conversion and energy consumption per unit of output, 20% nitrogen oxide (NO2) and 40% Sulphur Dioxide (SO2) reductions within 10 years, the reassessment of environmental goals for those that have been met or are on track to be completed in 2010 and a life-cycle assessment for all new product family launches.
Short term social goals for employees include the enhancement, recruiting, training, communications and mentoring practices with a focus on diverse global perspectives and public policy issues, offer of diverse and challenging volunteer opportunities to employees, strong commitment to health, safety and employee well-being with continued goals and incident tracking for Corporate Injury and Illness Recordable Rates, Days Away from Work Rates, and process safety incidents.
Short term social goals for other stakeholders include Community Advisory Panels (CAPs) in site communities, proactively engage key education, environmental and community

[15] http://www.eastman.com
[16] http://www.eastman.com/Company/Sustainability/Our_Journey/Pages/OurJourney.aspx
[17] http://www.eastman.com/Company/Sustainability/GoalsMeasures/Pages/Sustainability_Goals.aspx

stakeholders and support community involvement efforts, including philanthropy, volunteerism, and in-kind donations.
Midterm social goals for employees include continuation of sustainability awareness training and education for employees and local constituents, partnerships with key influencers in the value chain to promote sustainable practices and the assessment of safe work practice goals annually to focus on maintaining gains and continual improvement.
Midterm social goals for other stakeholders include an active voice in the industry, sharing leading practices on sustainability throughout the value chains and expansion of value chain engagements to focus on strategic sustainability issues with key influencers such as designers, academia, government and NGOs.

The above goals result in sustainable products, environmental Stewardship and social responsibility. Environmental Stewardship is geared towards reducing the environmental footprint, reducing overall greenhouse gas intensity, energy efficiency, water quality and conservation and life cycle assessment. Social Responsibility targets suppliers, employees and communities.

Unilever

The Unilever[18] portfolio ranges from foods to household care products. The two parent companies (NV in the Netherlands and PLC in the United Kingdom), together with their group companies, act as a single economic entity, the Unilever Group. Unilever's turnover in 2009 was € 39.8 billion and it employed 163,000 people in around 100 countries. Unilever has 264 manufacturing sites worldwide.

Corporate social responsibility profile
Sustainable agriculture is a major element of Unilever's sustainability agenda. Since the 1990s, sustainability has been integrated into Unilever's strategy. The last element of the 2009 vision is highly ambitious: 'Double the size of the company while reducing our overall impact on the environment'[19]. The Unilever Sustainable Living Plan (USLP)[20], published in 2010[21], builds on the 2009 vision and connects Unilever's sustainability strategy with quantified targets: improve health and well-being, halve the environmental footprint of projects and enhance livelihoods.

Unilever does not own agricultural operations for the majority of its inputs.[22] Different supply chain situations have different consequences for the organisation of sustainable sourcing. In some cases, verification and certification can be left to third parties. In other cases, Unilever plays an important role in helping their suppliers implement the Unilever Sustainable Agriculture Code. All suppliers must comply with the Supplier code[23], which contains the usual articles on legality, workers' rights, health & safety, prohibition of child labour,

[18] http://unilever.com
[19] Creating a better future everyday – Sustainable Development Overview 2009, at http://www.unilever.com
[20] Unilever Sustainable Living Plan – Small Actions, Big Difference, Rotterdam/London, November 2010, at Unilever's website http://www.unilever.com
[21] Press communication 15/11/2010: 'Global consumer goods company Unilever today announced plans to decouple future growth from environmental impact', http://www.unilever.com/mediacentre/pressreleases/2010/Unileverunveilsplantodecouplebusinessgrowthfromenvironmentalimpact.aspx
[22] Exception: tea estates in Tanzania and Kenya.
[23] http://www.unilever.com/sustainability/customers-suppliers/suppliers/partner-code/?WT.LHNAV=Unilever's_Supplier_Code

freedom of association, etc. and a clause related to the environment. The Unilever Sustainable Agriculture Code [24] summarises the common elements of good agricultural practices, soils, farming systems, landscapes and climate zones. The 'Code is applicable to all Unilever suppliers of agricultural goods, the farmers producing them and contractors working on the farm.'

Targets are set for all products. Palm oil is Unilever's no. 1 agricultural input[25]. Unilever sees the possibility of doubling the yield of palm oil plantations[26].Together with WWF and other industry partners, Unilever initiated the Roundtable on Sustainable Palm Oil, which was formally established in 2004. The USLP target is to have 100% RSPO certified by 2015. Other goals are to source all paper and board from either recycled material or from sustainably managed forests by 2020[27] and sustainably source all soy beans by 2014 and all soy oils by 2020[28]. Unilever is one of the founding members of the Roundtable on Responsible Soy (RTRS) and is promoting the development and application of the RTRS Principles and Criteria, including the development of a certification scheme. Unilever is the world's largest seller of tea: 320,000 tonnes p.a., sourced from its own estates in East Africa among others. Unilever is targeting 100% sustainably sourced tea (including loose tea) by 2020[29]. For Lipton tea bags, sourced from 'Rainforest Alliance' Certified estates, 100% should be certified by 2015. Fairtrade certification is not a mainstream requirement. However, in 2010, the Ben & Jerry's brand committed itself to Fairtrade certification for all its ingredients by 2013[30].

Tetra Pak

Tetra Pak[31] provides processing and packaging solutions for food worldwide. Tetra Pak is part of the Tetra Laval Group – a private group that started in Sweden **-,** has a turnover of almost 10 billion euro in 2010 and employs nearly 22,000 people. Tetra Pak operates 11 machine assembly plants, 43 packaging material plants, 70 sales offices and 11 R&D centres, which covers over 170 countries.

Corporate social responsibility profile
Goals for development, sourcing, manufacturing, and transportation activities are embedded in Tetra Pak's mission, strategy and code of business conduct. Tetra Pak's Environmental Policy[32] describes the company's environmental commitment in the value chain. This commitment contains a long list of focal points. Commitment to environmental sustainability consists of: long term and life cycle view; continual improvement of environmental performance; achieve pollution prevention; meet or exceed internal guidelines, standards and requirements, relevant environmental legislation, and all other external requirements; understand and manage responsibly areas of environmental risk and uncertainty as well as the known environmental aspects of products and processes; fully integrate environmental considerations into strategic management decisions, policies, programmes and practices

[24] Unilever Sustainable Agriculture Code, Unilever Rotterdam, 2010. From http://www.unilever.com.
[25] http://www.sustainable-living.unilever.com/the-plan/sustainable-sourcing/palm-oil/
[26] ibidem
[27] http://www.sustainable-living.unilever.com/the-plan/sustainable-sourcing/paper-board/
[28] http://www.sustainable-living.unilever.com/the-plan/sustainable-sourcing/soy/
[29] http://www.sustainable-living.unilever.com/the-plan/sustainable-sourcing/tea/
[30] Sustainable Development Overview, 2009: p 20. USLP 2010, p 19.
[31] http://www.tetrapak.com
[32] http://www.tetrapak.com/environment/policy_and_goals/pages/default.aspx

across our business; communicate openly and credibly with stakeholders and report regularly; be environmentally pro-active in every market
Other commitments are to society and customers, transportation and manufacturing & operations, which will not be printed here to avoid long lists of focal points. Environmental excellence in all operations includes: minimising environmental impact; addressing past contamination; promoting the efficient use of resources; reducing our contribution to climate change; managing waste properly, including maximising recycling of factory waste; all factories will have environmental management systems certified to ISO 14001. Employee environmental engagement/participation has its own chapter in the document. Supplier management is very visible: the aim is that all wood fibre in liquid packaging board will come from forests independently certified as managed in accordance with the principles of sustainable forest management. This requires a solid traceability system from board suppliers. Product development based on Life Cycle Analysis (LCA) is the standard approach which was adopted a long time ago to steer renewability. Minimising material use and recycling are key assets of the packaging portfolio.

Tetra Pak's climate goal target for 2010 was to achieve an absolute 10% reduction of CO2 emissions compared to 2005 in absolute terms (*Environmental performance*[33]). Confirmed by an independent audit by Ecofys, Tetra Pak achieved an absolute cut in carbon emissions of 12.9 %, while increasing production by over 23 per cent over the last 5 years. Other procedures and guidelines include factory waste procedure, which defines how to handle waste from converting factories. The forestry guideline defines how Tetra Pak tracks sources of paperboard material. Tetra Pak aspires to develop packaging material based on 100 per cent renewable materials. Its cartons are already mainly based on paperboard from a renewable resource, wood fibre, and Tetra Pak is taking important steps towards increasing the renewable content. In 2010, over 30 billion cartons were recycled worldwide.

Farm Frites

Farm Frites[34] is an independent family owned company established in 1971 and the third largest potato processing company in the world, with 40 sales offices, 8 production plants and 1500 employees in over 40 different locations. Farm Frites processes more than 1.3 million tonnes of potatoes annually.

Corporate social responsibility profile
The emphasis at Farm Frites is on finding a balance between good soil management and sufficient crop production. In line with government policy, a 65% emission reduction of nutrients since the mid eighties has been accomplished. To ensure a minimal risk of pest outbreaks and prevent a negative impact on the environment, Farm Frites applies agricultural practices and techniques in its own farming operations with a reduced level of chemical input: a combination of integrated pest management (IPM), a decision support system for irrigation, crop protection and fertilisation and GPS-driven precision farming. The right allocation of a potato variety to a particular soil type and climate zone enables Farm Frites to optimise efficiency per hectare potatoes. A modern truck and trailer fleet and logistical planning has reduced the kilometres per kilogram of potatoes which in turn reduces carbon emissions. All potato suppliers are Global Gap[35], FARMAAP or FSP[36] certified which guarantees food safety and traceability.

[33] http://www.tetrapak.com/environment/env_performance/Pages/default.aspx
[34] http://www.farmfrites.com
[35] http://www.globalgap.org

Farm Frites is a member of the Sustainable Initiative Platform[37] (SAI), a food industry initiative supporting the development and promotion of sustainable agriculture worldwide.

Waste reduction is mainly achieved by choosing the ideal potato for each product: based on a balanced pre-sampling system, information is provided about dry matter content, length and defects of the raw material to achieve an optimal supply chain scheduling. Secondly, improvements to the peeling process result in a higher quantity of useable crop. The remains are used as animal feed or as biomass for the production of green electricity.
Optimising the packaging process resulted in more units per pallet. The relative carton weight decreased as well as the foil usage/thickness, an annual foil usage reduction of 8%. 98% of its outer cartons are made from recycled material. Palm oil suppliers are members of the Round table of Sustainable Oil (RSPO) - an association which develops and implements global standards for sustainable palm oil production.

The production plant in Belgium has a [closed loop] system which converts waste into green electricity via biogas. At the same time, this technology produces purified water and biological fertilizers. The basic idea is to deliver peel and starch residues from the production process to an energy plant. This waste is converted into green electricity and purified water that can be returned to the production process and into biological fertilizers of value in the potato growing process. This resulted in the production of enough electricity to supply an equivalent of 12,000 homes, delivering 100,000 cubic metres of purified water and 30,000 megawatts of heat straight back to the primary production processes. This eliminated more than 3000 annual truck movements, with all their associated emissions.

4.2 Cross case findings

In this chapter, the findings are presented for the aspects as shown in the theoretical model - in short: I: CSR ambition → II: antecedents routines → III: characteristics routines - thus following the key concepts and the structure of the literature review as far as possible. Findings on CSR ambition are presented first (I). Then findings related to CSR ambition and its influences on antecedents of organisational routines are presented (I → II). Finally in this chapter, the characteristics of organisational routines are presented (III). CSR ambition and how this changes organisational routines through its antecedents (I → II → III) will be discussed in chapter 5: Discussion and conclusions.

I: CSR ambition

Based on the secondary data review and 15 interviews, two out of five cases are considered pre-dominantly re-active (Princes and Farm Frites), one pre-dominantly active (Eastman Chemical) and two cases pre-dominantly pro-active (Unilever and Tetra Pak). The case descriptions (4.1) mainly relate to corporate social responsibility, which may serve as additional information for the ambition description below. In the case of Princes, the Interviewees occupied the following positions: Technical Manager, Manager Buying soft drinks, Public relations Director and Buyer Sea Food. In the case of Farm Frites: Corporate Manager Quality & Technical Services Manager environment, safety and energy and Coordinator variety research and seed potatoes. Eastman: Senior VP / Chief Regional & Sustainability Officer, Director Global Sustainability and Site Manager Middelburg. Unilever:

[36] A Food Safety Programme (FSP) is a written programme designed to manage food safety required for any business involved in the production of general food products.
[37] http://www.saiplatform.org/

Global Director Sustainable Sourcing Development and Senior researcher Sustainable Supply Chain Development at LEI[38] (Landbouw Economisch Instituut) Wageningen University & Research Centre[39] / External advisor to Unilever. Tetra Pak: Supply Chain Director / Site Manager Moerdijk, WCM (World Class Manufacturing) manager Benelux and Public Affairs & Environment Director Benelux (see Appendices).

Reactiveness
Reactiveness in this case study emerges as the predominant focus on one particular issue and as efficiency activities which are relabelled or upgraded as sustainability activities.
Princes emerges as a one-issue case. The consumer website[40] relates sustainability to seafood only, more specifically to its tuna products. The corporate website[41] comes with a Corporate Responsibility Report[42] on the environment (road miles, packaging, recycling, energy, waste and sustainable fishing), social aspects (core values) and health and wellbeing (products). The dominant message, however, is about sustainable fishing, underlined by the 'Wild Caught Sustainable Seafood Statement'[43] and the specific message about 'tuna sustainability'[44]. Sustainability meetings and internal mailing are predominantly about seafood and in particular about tuna sustainability.
Farm Frites' website[45] puts environment[46] under the heading quality and environment. The focus is on farm management, efficient logistics and bio energy in the Belgian production plant. Observations from a 'supplier environmental sustainability scorecard' and a 'period report matrix KPIs' show that the environment is predominantly about efficiency. Efficiency in its turn reduces the use of energy and water within the processing plants and optimises logistics, thus reducing road miles. Furthermore efficiency refers to farmers' suppliers, which reduce the use of pesticides and water. The documents 'potato sustainability programme' and 'the future legacy - integral approach to sustainability' express an ambition to become more active; however, this is not backed up by other documents or interviews.

The interviews yield a consistent picture of Princes' sustainability or CSR programme as a single issue programme, i.e., sustainable tuna. The expression 're-active' has been spontaneously on a few occasions. The following quotes illustrate the internal perception of Princes CSR ambition:
- 'Many of the CSR activities are driven by Greenpeace in the UK. This has to do with Princes' canned fish / tuna product line.'
- 'And I've got to say: no, what other sustainable policies or initiatives do we have? If we do, they're very vague and there's no weight behind them. And look at packaging, for example. You sometimes see e-mails out there but ##. You know, 'do you have any lightweight projects, what material are you using?' But there's no real substance there.'
- 'But when you look at the amount of attention which has been devoted to tuna, you can kind of understand that we have to do the same in different areas as well. You have to suddenly go up to bringing in new heads for those different topics as well. So I think right now, it's kind of fire fighting.'

One of just a few quotes, which does not specifically illustrate re-activeness:

[38] http://www.lei.wur.nl/UK/
[39] http://www.wur.nl/uk/
[40] http://www.princes.co.uk
[41] http://www.princesgroup.com
[42] http://www.princesgroup.com/about-princes/our-responsibilities/
[43] http://www.princes.co.uk/about-princes/sustainability/
[44] http://www.princes.co.uk/about-princes/sustainability/tuna-sustainability/
[45] http://www.farmfrites.com
[46] http://www.farmfrites.com/page_gb_environment.html

- 'In terms of packaging, we are particularly looking at recyclable PET. Princes was in discussion with Tetra Pak and realised that in the UK there is no recycle system for Tetra Pak today, meaning that the packing which is to be recycled must be bought abroad.'

Interviews within Farm Frites show that CSR-related activities are market, cost or legislation driven. Sustainability emerges as an upgraded or relabelled set of efficiency activities.
- 'What the market has to offer and what is of operational advantage drives actions in relation to Corporate Social Responsibility: a true opportunity seeker.'
- 'Our own farm land in Poland is a flag ship farm for McDonalds because of quality and sustainability. This is mainly due to the application of pesticides and irrigation based on demand analysis of the plants.'
- 'Energy efficiency is externally driven by legislation and internally by profit considerations, more than it was driven by sustainability considerations.'

Activeness
Activeness refers to a situation where sustainability or CSR-related activities affect all or most of the company's activities. It is not a single issue and the ambition goes beyond efficiency. Certain activities are geared towards changes within the value chain which could have been more cost effective if sustainability was not an issue. On the other hand, much is market driven and CSR-related investments are largely measured against the same financial ratios as non CSR-related investments. Eastman Chemical is a good example. The website[47] puts sustainability central. The sustainability journey[48] and goals[49] represent a company-wide set of environmental and social goals that illustrate an ambition to have sustainability as an integrated part of all business activities. The Annual report 2010[50] refers to the topic of sustainability five times, which only tells us that sustainability has no strong presence in this document. Throughout the company, sustainability is put at the forefront, an observation which is based on the above documents (except the annual report), Innovation and Sustainability Council structure, the general presentation, a sustainability strategy 'Our journey continues', the 'Sustainable Manufacturing in Middelburg' document and the Methodology Life Cycle Assessment documentation.

The interviews mainly point in the direction of activeness, although some pro-activeness emerged. Activeness is based on the fact that customers tend to drive Eastman's sustainability activities and the fact that Eastman only very recently started a Life Cycle Analysis (Tetra Pak had already started using LCAs in the eighties). Both points are illustrated by a quote:
- 'Sales people have been driving the sustainability project by demanding foot print data, which helps sell the product.'
- 'Key was a Product Life Cycle Analysis (LCA), which was very big for Eastman. The numbers which came from this LCA, created a kind of lens, which gave us the opportunity to look at our own products in terms of sustainability. This strategy was adopted at the end of 2008. For the most of 2009, we developed an execution plan to complete the LCA and sustainability lens for our key products and businesses.'

A form of Business Community Involvement of the company at global and local level points in the direction of pro-activeness, as well as strong participation and motivation of employees. Both points are illustrated by a quote:
- 'Each of our directors here is engaged in one non-business related activity, for example one director is on the board of hotel management. I am on the board of several non-profit companies.'
- 'Yes, a lot of networks have been developed with external stakeholders. This is also important for the sustainability journey within the organisation. Several employees within Eastman are active in external groups or associations where sustainability plays a key role. These activities do accelerate the acceptance of the sustainability concept internally as well.'

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[47] http://www.eastman.com
[48] http://www.eastman.com/Company/Sustainability/Our_Journey/Pages/OurJourney.aspx
[49] http://www.eastman.com/Company/Sustainability/GoalsMeasures/Pages/Sustainability_Goals.aspx
[50] http://www.eastman.com/Company/Investors/Pages/Introduction.aspx

The fact that Eastman is considered active is based on the fact that the company does not really have a different financial ratio (read: payback time) for sustainability-related investments. The latter points in the direction of a financially driven company. The fact that the previous CFO is today's CEO is illustrative. As mentioned above, the Life Cycle Analyses programme seems to have started at a moment when there was no more time to hide.
- 'The older generation is very different. Some of them think sustainability is a waste of money. They only change their mind if we are able to show the data and the dollars. Eastman is a company of engineers and technicians, who tend to look at the world in terms of numbers and data. A black and white data driven approach. Because sustainability is sometimes everywhere and nowhere at the same time, it's difficult. Everybody understands the issue at an abstract level, why we need this and the issues with our environment, but at the point of a green capital investment which does not deliver the numbers now, it obviously becomes a difficult discussion.'

Pro-activeness
Pro-activeness points in the direction of a fully integrated sustainability (CSR) programme, which puts the company far ahead of social and legal requirements and which comes with targets which are CSR-specific (complementary to financial and growth targets).
Unilever's website[51] puts sustainability central, but more importantly it comes with a lot of relevant content. The Unilever Sustainable Living Plan (USLP) is particularly ambitious, i.e., halve the environmental footprint, help more than 1 billion people take action to improve their health and well-being and source 100% of our agricultural raw materials sustainably. The latter resulted in a supplier code[52] and a sustainable sourcing policy for all main products, such as palm oil, paper & board, soy and tea[53]. The annual report 2010[54] presents the general focus on social and environmental issues, including sustainable development, product safety and renewable resources as a risk. If Unilever fails to meet applicable standards or expectations with respect to these issues, its reputation could be damaged and business adversely affected. Throughout the company sustainability is put at the forefront, an observation which is based on the above documents and documentation on tea activities: sustainable tea production (An assessment of Farmer Field Schools in Kenya by LEI Wageningen University and Research Centre), Unilever IDH Tea Booklet and Unilever FFS Sustainable Tea document (The Farmer Field School project Growing sustainable tea in Kenya).
Tetra Pak's website[55] puts the environment central with a considerable amount of relevant content as well, such as environmental policy and goals[56] and environmental performance[57]. Tetra Pak's sustainability Update 2011 'Mission Possible'[58], presents ambitious goals for the environment, amongst others: carbon reduction must lead expected sales increase by more than 60% in 2020, without greenhouse gas emissions to exceed today's level. The global recycling rate must be doubled from 20% in 2010 to 40% by 2020. Innovation relates to the efficient use of energy, water and chemicals. Natural resources reduction relates to wood for paperboard production. From all paper board purchased in 2010, 28% was FSC[59] certified. The interim target for 2012 is 50%.

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[51] http://www.unilever.com
[52] http://www.unilever.com/sustainability/customers-suppliers/suppliers/partner-code/?WT.LHNAV=Unilever's_Supplier_Code
[53] http://www.sustainable-living.unilever.com/the-plan/sustainable-sourcing
[54] http://www.unilever.com
[55] http://www.tetrapak.com
[56] http://www.tetrapak.com/environment/policy_and_goals/pages/default.aspx
[57] http://www.tetrapak.com/environment/env_performance/Pages/default.aspx
[58] http://www.tetrapak.com/environment/performance/Pages/default.aspx
[59] Forest Stewardship Council is an independent, non-governmental, not-for-profit organization established to promote the responsible management of the world's forests. http://www.fsc.org/

The chapter People & society ('Food for development, our people and community engagement') presents different examples of business community involvement with an ambitious character, whereas the chapter Governance is ambitious in terms of responsibilities, a supply chain approach and ethical business.

The interviews underline Unilever pro-activeness, in general terms and specifically in terms of an integrated upstream supply chain approach. Whether a product comes from a third party processer, farmer or fully backward integrated supply line does not make a big difference, Unilever applies a from 'field to fork' approach to all its products:
- 'Unilever policy has always been to make a difference by being ahead of competition in terms of sustainability. Unilever invests more in sustainability programmes than Procter & Gamble or Nestlé do.'
- 'Primary processing, however, is largely outsourced and therefore part of our supply base. Primary processors always have to deal with waste and this waste can change as result of a sustainability programme at the farmer's site as discussed above. Unilever's core business is consumer products, but waste forms an integral part of the product and we cannot walk away from that. Therefore this must be part of the supplier's sustainability programme.'

Some of Unilever's activities can be seen as business community interfaces, such as the tea projects in Kenya.
- 'Together with Oxfam, two new sourcing countries have been identified. R&D and supply chain were instructed to developed these sources based on pro-poor development, smallholders in sourcing countries with Oxfam activities.'

Interviews within Tetra Pak, show pro-activeness towards issues related to corporate social responsibility. Many of the CSR-related targets are quantified in key performance indicators.
- 'Tetra Pak adopted environment as a key objective. Sustainability has already been part of the company's values for a very long time, think of FSC, the responsible management of the world's forests. From an internal point of view, Tetra Pak monitor's its performance based on key performance indicators such as EPI, Energy Performance Indicator, indicating the amount of Kilo Joules needed per package produced.'

Tetra Pak allows longer pay back times of CSR-related investments and some CSR-related investments are mandatory.
- 'We have a company balance score card with a recycling rate, among others. CSR did not make tasks more complex; you simply add a few more activities. It is not more complicated because we are used to driving improvements all the time, but we just add more dimensions to it. We have a few employees focussing solely on environmental targets. The point is that you must measure and drive it in order to get things done. At the same time, progress on environmental targets must be facilitated by the right investments.'
- 'Tetra Pak has mandatory investments coming from HQ. The moment new legislation comes up, aimed at banning a chemical with 10 years, for example, Tetra Pak implements a plan to ban this much faster, perhaps in five years.'

Business community involvement activities in Haiti, India and Thailand, for example, include safe food and water and the rebuilding of infrastructure, such as schools and health clinics.
- 'In developing countries, the Tetra Pak Food for Development Office works in close partnership with governments, development agencies, NGOs, local dairies and farmers to deliver milk and other nutritious drinks to children in schools.'

I → II: CSR ambition and its influence on antecedents of organisational routines

The antecedents of organisational routines involve five aspects (task characteristics, personal characteristics, network configuration, internal organisational factors and decision-specific factors), some of which can be linked to CSR ambition and some of which occasionally emerged during the interviews. Obviously these findings are limited to the most salient features or influences.

Task characteristics:
- (Perceived) *Task complexity* tends to be lower at a higher CSR ambition level.
- *Task interdependence* tends to increase as result of CSR activities as such and not from a change in CSR ambition level.
- (Perceived) *Task uncertainty* tends to be lower at a higher CSR ambition level.
- *Turnover of agents*: no findings available.

Personal characteristics:
- *Motivation* tends to be higher at a higher CSR ambition level. This motivation tends to result from visibility, involvement and empowerment.
- *Educational background*: Eastman's sustainable profile emerged as an important aspect of the company during recruitment of young professionals.
- *Experience* or knowledge through education and training emerged as requirement in each case, regardless of the CSR ambition level.
- *Decision style*: no findings available.
- *Personality factors*: no findings available.

Network configuration:
- *Heterogeneity* tends to increase as result of CSR activities as such and not from a change in CSR ambition level.
- *Stability and strength of contacts*: no findings available.
- *Centralisation* tends to result from a lower CSR ambition level.
  Decentralisation tends to result from a higher CSR ambition level.
- *Differentiation – integration*: no findings available.
- *Formalisation*: no findings available.

Internal organisational factors:
- *Scope* and/or *Size* emerged as a topic in each case which affects the complexity of CSR related activities. Since CSR tends to affect activities regardless of product or country, implementation in stages with different CSR issues per product and area is the result.

Decision-specific factors:
- (Perceived) level of *decision urgency* and / or *decision complexity* tends to be lower at a higher CSR ambition level.

Thus the antecedents which have a relationship with *a change* in CSR ambition (not with CSR ambition as such) are:
- (Perceived) *Task complexity* (task characteristics) tends to be lower at a higher CSR ambition level.
- (Perceived) *Task uncertainty* (task characteristics) tends to be lower at a higher CSR ambition level.
- *Motivation* (personal characteristics) tends to be higher at a higher CSR ambition level. This motivation tends to result from visibility, involvement and empowerment.
- *Centralisation* (network configuration) tends to result from a lower CSR ambition level.
  Decentralisation tends to result from a higher CSR ambition level.
- (Perceived) level of *decision urgency* and / or *decision complexity* (decision specific factors) tends to be lower at a higher CSR ambition level.

CSR ambition and task characteristics *(task complexity, task interdependence, uncertainty, turnover of agents)*

In the case of re-activity (Princes, Farm Frites) and activity (Eastman), tasks tend to become more complex or are at least perceived as more complex. In these cases, several answers or quotes point in the direction of increased task complexity, which is illustrated by a selected quote from each case. Conclusions will follow in the next chapter (5.3).

- 'Because it means, if you want to adhere to the 2014 policy . . . . at the buying-end of finished products, your whole philosophy has to change; because you have to start putting your feelers out for people who can provide (at the right price) a sustainable product.'

- 'My position as environment, safety and energy manager has become more complex since there has been a clear focus on sustainability. The sustainability programme was difficult to sell, because personnel believed it was their core duty to produce potato products.'

- 'The biggest change is happening in procurement where control of upstream sustainability results in extra responsibilities and complications. For technical sales, the Life Cycle Analysis involves an additional challenge, because a cradle to grave analysis not only demands input from suppliers but also from customers, which is not always easy.'

Although both pro-active cases give a mixed picture, a (perceived) task complexity increase cannot be observed in the case of a high level of ambition. Task complexity has not been an issue, but has not been denied either in the case of Unilever, whereas Tetra Pak denied task complexity being an issue. Quotes to illustrate these findings are:

-'Tea was considered a complex product and this complexity had to be changed before a change to sustainable products could be made. The same applies to many other complex products. The concept of sustainability is easy, but implementation for some products is extremely difficult.'

- 'R&D produces suggestions for changing raw material intake (such as tomato varieties), which creates huge recipe changes and complications downstream in processing.'

-'We have a company balance score card with a recycling rate, among others. CSR did not make tasks more complex; you simply add a few more activities. It is not more complicated because we are used to driving improvements all the time, but we just add more dimensions to it. We have a few employees focussing solely on environment targets. The point is that you must measure and drive it in order to get things done. At the same time, progress on environmental targets must be facilitated by the right investments.'

Increased task interdependency is something which emerged in the case of Princes and to a lesser extent within Unilever and Tetra Pak. Although Task interdependency cannot be linked to CSR ambition level, it can be linked to CSR-related activities as such.

- 'As a buyer of just finished products, you tend to be doing the same type of processes. However, whereas normally you would take a decision on your own, it now has to be a commercial discussion between the sustainability team.'

- 'Sales, production, R&D and procurement use this database to see what their input should be in terms of sustainability requirements.'

- 'We seek knowledge within the group if we want to improve a process. For example, we made the heating ventilation system more efficient, consulting colleagues abroad because they had developed the system in the past..... In general, personnel have become more dependent on colleagues in other locations.'

Increased uncertainty can mainly be observed within the re-active cases Princes and Farm Frites and to a lesser extent Eastman, which points in the direction of low ambition resulting in a higher level of (perceived) uncertainty.

- 'There are projects going on all over the place which are all about setting up solid relationships with all these buyers. Of course, it's all in the very early stages at the moment. And that means you're unsure about who you still can buy from. Have you audited this factory yet? You constantly need to get updated. So you talk about this subject every single day.'

- 'Within our unit, we try to find ways to adopt the sustainability principles, but it's still very difficult to formulate specific actions or plans. '

- 'In general, investments are judged on clear ROI figures or pay back times, which is not always possible for 'green' investments and that's still a problem. .... The latter reflects an internal struggle and ambiguity. There is

a tendency within the company to think that sustainability-related investments do not require the same high rate of return as those for traditional investments.'

CSR ambition and personal characteristics *(motivation, educational background, experience, decision style, personality factors)*

Motivation is a theme that emerges in three cases. Within Eastman, Unilever and Tetra Pak, motivation tends to result from visibility, involvement and empowerment. In other words: a (pro) active CSR ambition comes with activities that enhance the motivation of personnel.
- 'And if you're a good operation manager you say: actually, now that you mention it, there is other equipment I could buy which will be more expensive, but which will reduce CO2 emissions. You say: let's calculate.'
- 'One of the biggest achievements is that colleagues challenge each other.'
- 'An improvement programme involves change and change will lead to an awareness process and therefore this automatically affects people. Changes, big or small, need to be explained to personnel, for example operators. In the past, cleaning material was changed to recyclable material, which needed explanation, because it was not always clear why certain decisions were taken. In other cases, it works the other way around, input from operators helps to find possibilities for new improvements.'

In all cases, CSR ambition (re-active, active or pro-active) tends to require experience or knowledge through education or training; however this does not appear to be a limiting factor for the companies. In the case of Eastman it works the other way around; in order to be able to attract the right personnel, Eastman experienced that a sustainable profile is important in discussions with new high potential employees. The latter is a kind of emerging finding.
- 'Eastman needs to offer a sustainable company profile in order to be able to attract and retain the younger generation. To get good engineers, marketing people, etc. we must offer a good, credible story.'
- 'We do a lot on training, but we do not hire 'sustainable personnel'. We do not need to do this. We need to hire creative people who are able to collaborate.'

CSR ambition and network configuration *(heterogeneity, stability, and strength of contacts. centralisation-decentralisation, differentiation-integration, and formalisation)*

CSR ambition and influence on network configuration relates mainly to network heterogeneity and centralisation vs. decentralisation.

Increase of heterogeneity can be observed in all cases.
- 'there are more cross functional contacts, which makes these contacts less formal. Thus the interdepartmental relations have enhanced in a formal and informal way. Besides the fact that existing contacts are strengthened, new contacts occur based on the sustainability program.'
- 'Factories and their environment departments or persons in charge have more frequent contact among each other.'
- 'People from various disciplines are member of this group. One person did a lot on understanding toxicology of our product portfolio. Another person looked at safety. I am from originally from marketing. Jennifer Creek, based in the UK, as en environmental background. She is a health, safety and environmental expert. One of those technical persons is driving the LCA program.'
- 'For instance marketing wants to communicate sustainability and has to consult the USLP, think about carbon foot print, etc. which leads to questions for R&D and procurement.'
- 'For sure we improved relation shipments internally, but that didn't happen just because of sustainability alone. Sales is talking more to buying, because of questions from customers about sustainability aspects, but it is more because of continues improvement programme that discussion. The reason for this is simply because sustainability is not an 'add on', but it is part of how we work.'

In terms of centralisation vs. decentralisation, it is difficult to distinguish organisation structure from network configuration. Princes is strongly centralised and the sustainability programme seems to enhance this.
- 'These quarterly meetings are to ensure that Princes is on track with the set targets and they have a formal structure with an agenda, meeting minutes and action points. '

Within Farm Frites, Eastman and Unilever a centralisation – decentralisation dynamic emerges from the interviews. This means that general guidelines tend to be centralised and implementation (read: actions) tends to be decentralised.
- 'Sustainability issues as part of environment, safety and energy requirements clearly forced the organisation to step away from the top down factory structure and made a profit centre supported by excellence centres necessary.'
- 'There is always tradeoffs and balance. Eastman provides clarity, not certainty. That is what the lens is about, to support all functions. The lens has to be customised for each function, to support their decision making, growth models, etc'.
- 'The holding determines general principles and targets, whereas business units are free to adopt a certification programme for their particular products.'

Within Tetra Pak focus is on decentralised activities, which results from strong vision, visibility and instruments, which have been developed in the past.
- 'In past decisions about investments were very much top down, whereas today investment proposals are often driven bottom up. Investment proposals are in fact fully bottom up and senior management eventually has to make choices and allocate funds accordingly. The WCM culture has been imposed on the organisation from the top.'

CSR ambition and internal organisational factors *(scope, size)*

The aspects of organisational factors are scope and size. In all cases, the scope of a CSR programme and/or the size of the company emerged as a topic, which influences the complexity of CSR-related activities. Because CSR usually affects all business activities regardless of the products or the countries it tends to result in an implementation in stages with different CSR issues for different product groups in different countries or continents.
- 'Considering that we source food ingredients from the Philippines to Peru and everywhere in between, than it is impossible to know local legislation on social and environmental aspects' - 'in such a way that there is a feel of urgency to deal with all CSR issues now, in order to be able to expand the business without the risk of having neglected important CSR issues while growing the business'
- 'The differences between the factories where to big and this needed central co-ordination.'
- 'It is a journey. Eastman started very North America centric. Europe was ahead, but most of our resources are in the US. Our Chief Sustainability Offices lives in Europe, so Eastman has a tailwind in Europe. Latin America is starting and Asia has not started yet.'
- 'Worldwide, 30 agriculture consultants support our procurement. These consultants analyse our supplier management system against our Sustainable Agriculture Code. This is meant to identify improvements programs necessary for our material supplier and their suppliers (for instance farmers), which obviously only works if suppliers want to cooperate.' - 'tension between operations in Kenya and certifying demand from marketing'
- 'Tetra Pak is very much cross functional, which means that I have two bosses, one is the MD in the Benelux (responsible for growth) and the other is responsible for five production plants in Europe.'

CSR ambition and decision-specific factors *(decision urgency, decision complexity)*

The topics decision urgency and decision complexity emerge in both re-active cases. It proved to be difficult to distinguish between urgency and complexity during the interviews. For this reason reference is made to 'decision urgency *and/or* decision complexity'.
- 'It's a completely different way of planning. Instead of having a short time scale on this, it's like a decision that takes – this one takes 3 weeks, this specific case. - Let's get in the best marine biologists around the world globally and make them do some studies and give us feedback. - So then, at the buying-end of finished products, your whole philosophy has to change; because you have to start putting your feelers out for people who can provide you –at the right price- a sustainable product.'
- 'The planet, people, profit concept needs to be translated to concrete action plans for each activity, business unit or factory and we are not there yet. This also includes suppliers. One of the problems we see is that the suppliers of machinery are not prepared to adjust equipment and this is something that should be discussed together with competitors as no equipment supplier will develop machines only for Farm Frites, however this

inter-competitor discussions do not take place unfortunately. - As results of Belgium legislation and general developments, projects need to be carried out on an ad hoc basis.'

III: Characteristics organisational routines

Patterns, Recurrence and Recurrent Patterns

It proved to be difficult to distinguish between a) behavioural or activity patterns (action based on local judgment and improvisation by actors or patterns of interactions that represent successful solutions to particular problems), b) cognitive patterns or rules (standard operating procedures and performance programs) and c) recurrence of patterns (which refers to the fact that the routine can generate many different patterns). Despite this difficulty, the following findings are considered as the most obvious:

Reaction to incidents emerges as behavioural pattern in combination with a change of cognitive patterns. The latter refers to controlling procedures to minimise exposure to external pressure, a finding which points mainly in the direction of Princes.
- '*CSR policy is something I am not aware of, apart from the aspects that were addressed as result of reactions to incidents.'*
- *'now, we have to change our thought process and say to ourselves 'right, OK, to keep Greenpeace happy, we have to say 'skipjack only.'*
- *'but what has changed is the level of information that you have to deliver to sales and marketing.*'
- *'Normally it would just have been a case of 'bought'. Now it's like 'X, I know you are speaking to the Maldives, do they now have fish available? What is the best option? Do you want to give this business to Senegal, do you want to give it to the Maldives, can you buy the fish from PTM?' It's a completely different thought process.'*
- *' sustainability / CSR-related coordination within the company require a more evolving approach, with regular reviews of development and a more fluid way to assess issues and opportunities and reach next steps within the program.'*

Without these incidents (due to lack of external pressure), behavioural patterns come as responsibilities to support safety, efficiency and environment related activities. This is combined with cognitive patterns to steer and monitor for-mentioned activities. The latter can be seen as constant fine tuning of existing safety and efficiency targets, where efficiency is upgraded to environment and in the end more or less labelled 'sustainability', a situation which points mainly in the direction of Farm Frites.
- '*Environment is a standard topic of the supply review of each plant.'*
- '*Two new positions have been created. One person is fully dedicated to changing patterns of behaviour. The sustainability concept is not fully integrated in this change of patterns of behaviour. '*
- *'HR became an integrated part, because behaviour needed to be addressed to change environment, safety and energy aspects throughout the company. An HR manager is fully dedicated to this change of patterns of behaviour, which resulted in an ongoing training program.'*
- *'From a field management point of view we have things under control, this is where our strength is, quality, varieties, pesticides, fertilisation and this is also where we environment is part of our system. Hence, sustainability became an additional and important topic.'*

Cognitive patterns are not limited to one rule, (e.g. standard operating procedures and performance programs). In the case of Eastman, however one dominant cognitive pattern emerges, disguised as Life Cycle Analysis program. This programme requires a constant structurised input from various disciplines and it also generates the output for CSR-related activities. Behavioural or activity patterns point in the direction of awareness, participation and thinking in terms of value chain.
- '*Yes. The place where that routine comes in, if you want to drill down, it is more the LCA. If you want to use an example, that LCA is the base where we have to change the routine of how we will be measuring the consumption of energy and water or steam. We have to measure and segment each plant by product.'*

- 'Internally technical and production must provide all data for the Life Cycle Analysis program, which is an ongoing process.'
- 'Another one is engineering and construction (E&C). For E&C, we have created a check book. We picked E&C, services, supply chain, procurement and corporate development. We added sustainability aspects to these functions, which is a not push, but we are working with them.'

Recurrent Patterns emerge when 'sustainability' becomes part of an existing routine.

- 'Eastman has always been innovative and active in order to improve the production processes in terms of energy efficiency, safety and environment. Now that sustainability is a hot topic, we are asked to do more, which is not always recognition for what has been accomplished in the past.'
- 'In Innovation and R&D, we got some people spending all the time on how to improve the footprint.'
- 'The key initiatives for this year are further developing LCA, training and providing the company a lens to judge the different products. Where the LCA gives the exact input (e.g., water and energy) and output (emission), the lens gives a sustainability profile (which includes health, safety and hazardous toxics, etc) for each product, which is based on more than the exact input and output figures from the LCA.'
- 'The CEO came with three important points: speed, focus and visibility. Tomorrow's programme will lead to a change in product portfolio and we don't exactly know how to get there yet. That's why we need visibility in order to let people understand where to focus on in order to keep momentum.'

Within Unilever a strongly developed behavioural pattern emerged, which can be described as integration of the upstream supply source as a general orientation. A recurrence of patterns emerges downstream, such as various primary processes which need adjustments, certification programs which are different between units and R&D which adopted an advisory role. The latter can be seen as a new behavioural pattern within the R&D community of 8.000 persons, where the traditional focus has always been on analysis and product development.

- 'Employees from R&D who normally would do agronomical analysis of local sources and processors, adopted a development and advisory role to help upstream sources. Employees welcome and chose these positions voluntary.'
- 'a dedicated group started to adopt the sustainability targets in the NPD processes. This means that R&D must have access to databases with carbon density of all ingredients. This is a kind of life cycle assessment. '

Change of primary processes:

- 'Sustainability aspects do affect primary processes, for instance growing spinach and reducing chemical treatment requires dramatic changes in intake processes to remove bugs, snails, etc. Quality variance of vegetables in general increases which has implications for a processing plant.'
- 'Colleagues and suppliers of primary production processes always understood best that quality starts in the fields with the farmers. At the same time standardising processes where not welcomed as it reduced flexibility.'
- 'Tea for example, was always a blended product, but proof of sustainability requires the non-blended tea, hence non blended traceable products, which led to Rainforest Alliance certified tea from own plantations in Kenya: Kericho Estate Tea.'

Recurrent Pattern becomes visible when certification routine leads to different patterns.

- 'Ben&Jerry's adopted the Fair Trade principle, whereas Lipton adopted Rainforest Alliance. Within the tea activities, you can see that specifications and workflow processes are aligned with the good every cultural practices of Rainforest Alliance.'

The buying process changed from reliance on specifications to monitoring the supply chain.

- 'Because of implementation of CSR, procurement and R&D where forced to look behind the supplier and go all the way to the famer and their certification.'
- 'Operations to change procedures to accommodate changes in upstream product varieties or sources, leads to conflicts and deliberate choices to change standards.'

When cognitive patterns, such as standard operating procedures and performance programs are synchronised with behavioural patterns, routines seem to be at their full strength, which becomes apparent in the case of Tetra Pak. The latter seems to allow actions based on local judgment and since "change tolerance" is part of the behavioural pattern, different patterns occur. Recurrence of patterns (several patterns of the same routine) circles around safety (which includes safety for environment), KPI meetings (kick off topic is always sustainability) and operational meetings, where the kick off topic is always safety (again; which includes safety for environment).

- 'Sustainability is already a routine for a long time. Tetra Pak embarked on a programme to become a process oriented company.'
- 'Environmental targets are connected to all processes in the company, in the company's 2020 strategy, personal objectives, in balance score cards, KPIs, etc. This means that sustainability is truly formalised within the company.'

Patterns within R&D and other departments changed.

- 'In the past R&D started to design for purpose instead of designing and then selling. Customer needs are very often also about environment. CSR is fully part of the business. The R&D guys have their job to design products that are environmental friendly, the factory guys have their own responsibly to reduce waste, energy consumption, etc.'
- 'Sustainability is part of everything we do on a day to day basis..... Several years ago, Tetra Pak realised that it is important to gear all business activities towards customer needs and work according to hierarchy or in silos. Sustainability is part of this way of working, part of the improvement program.'

Recurrent patterns: change and operational excellence

- 'What never changes is change. Because we have such a strong culture as result from our World Class Manufacturing program, personnel is open to constant change and improvement.'
- 'Every month, when we have a KPI review meeting, sustainability aspects are discussed. In fact every single day, our operations meeting starts about safety as the very first topic. And this safety is about persons, product, infrastructure, etc. A personal incident or an oil spill is both part of the safety discussions, therefore environment is constantly on our agenda.'
- 'Sustainability is an integrated part of an overall improvement program, which can be seen as constant striving for operational excellence as natural habit. People are aware of the fact that efficiency improvement, energy savings or waste reduction has a positive environmental impact. It has to do with a general willingness to adopt new methods, programs, systems and equipment.'

Collective nature

An increase of collective nature is observed in all cases. Awareness of a collective challenge within the seafood division in combination with a seemingly collective 'fear' to speak to external stakeholders (e.g. Greenpeace) tends to lead to an increase of collective nature in the case of Princes.

- 'These meetings are considered to be fully integrated into the Princes core business, because it is a complex issue which requires various disciplined. It also integrated within the group because it reports through the wider Corporate Responsibility team on a group level, which on its turn reports to the board.'
- 'We need people who know about tuna in an area where we can completely communicate with them all the time and in an area where they can quickly fly over to France, fly over to Spain to speak to this big fishing companies who have all of the fleet. So suddenly, X gets called back and is put into a position 'just tuna'. I get flown back over here (from Mauritius to Rotterdam) to kind of galvanise the knowhow, the knowledge within this area.'
- 'Everybody is involved in every single purchase. I know what's happening in the UK whereas 12 months ago no-one knew what was happening in the UK.'

An emerging finding is what could be described as 'collective fear'.

- 'And another part of routine you could say, that definitively has been instilled within the company is the fear of outside people communicating with someone within the building. So you'll see a lecture which goes out every single 2 weeks going 'this is how you deal with outside inquiries.'

Collectiveness in the case of Farm Frites results from joint efforts to improve operations, which includes environment. Moreover, it results from discussions about what implementation or adoption of CSR principles means in practical terms.

- 'Social responsibility becomes more and more of an issue because of colleagues in Poland, Egypt and Argentina, for example. Here, knowledge sharing is key to empowering personnel abroad'.
- 'The people, profit, planet document is a result of this need to coordinate things across business units and to avoid local initiatives which lead to fragmentation of efforts. Business units in Lommel include Farm Trans (Logistics) and the two production factories in Lommel. This coordination of umbrella activities created new internal communication or networks of people dealing with the same topic, including sustainability. '
- 'Discussions about sustainability raise many questions. Sometimes we find our farmer suppliers working around efficiency by reducing pesticides and water, which makes them more sustainable without realising that they are working on sustainability.'

Collectiveness in the case of Eastman seems to be predominantly linked to a company-wide Life Cycle Analysis, strong visibility and communication of CSR ambition.
- *'We want to have sustainability embedded in our organisation. So how do you do that? You need to come down slowly and make sure that when you present the concept, people ask: what can I do in my area to improve sustainability?'*
- *Procurement, corporate development, sales & marketing and production form regional teams to assess growth objectives, discuss how to keep existing business and how all of this relates to Eastman's sustainability ambitions Eastman.'*
- *'Lots of networks have been developed with external stakeholders. This is also important for the sustainability journey within the organisation. Several employees within Eastman are involved in external groups or associations where sustainability plays a key role. These activities promote acceptance of the sustainability concept internally as well.'*

Within Unilever, collectiveness seems to be the result of a company-wide supply chain approach and awareness of the vulnerability of strong brands and reputation.
- *'This leads to new communication channels or networks, if you like. In the category team 'Knorr', you have colleagues from marketing, sales, buying and R&D. '*
- Collective Nature between companies: *'Nowadays there is a lot of coordination with companies like Nestlé, Kraft and Procter and Gamble. This has resulted in ISO-standards, external independent audits and certifying bodies. We have maintained the quality system for sustainable procurement and adopted the best parts of NGOs like Rainforest Alliance and Fair Trade.'*
- Collective concern as result of personal involvement in upstream issues: *'Buyers, brand managers, R&D managers visit upstream sources (i.e. farmers) and witness social and environmental problems, which creates awareness and collective concern.'*

Within Tetra Pak, collectiveness no longer seems to be linked to 'sustainability' as it has become business as usual.
- *'If any factory or site proposes a good solution to something, this is immediately shared within the company and several employees will visit that particular site to study the improvements. Obviously, the environment is part of this, such as waste reduction, etc. When we identify a problem, we appoint an improvement team. The first step for this team is to look for best practice worldwide. This is a kind of copy- paste action.'*
- *'With the introduction of World Class Manufacturing in around 1999, the pillar structure was created, with specific KPIs for each pillar. Environment is one of these pillars. Throughout the company, workshops were organised to show individual factories where improvements could be made; a type of advisory audit organised by Tetra Pak head office in Sweden.'*
- *'The fact that Tetra Pak has a strongly developed sustainability programme with dedicated people gives other colleagues confidence and the possibility to ask for help whenever that is necessary.'*

Mindlessness vs. effortful accomplishment

Princes' non-seafood activities adopted basic CSR-related principles (licence to operate) which point in the direction of mindlessness of routines. Routines within the seafood business have either been disturbed (de-routinisation) or come as effortful accomplishment.
- Mindlessness: *'As part of the buying process, we have supplier audit questionnaires, which come through the technical department. In fact the questionnaire covers all the questions from the retailers, which include CSR-related issues such as elimination of child labour. We are now asking our suppliers whether they have their own CSR policy in place, which is fairly recent. But other than that, we do not have specific tasks which can be related to CSR implementation.* '
- Effortful accomplishment*: 'So you think to yourself: 'I'd like to get somebody from Greenpeace to stand in, look at this and they'll see the same thing at any cannery around the world because of the methods they use.'*
- *So from a personal and a Princes point of view, I would like Princes to gather all their information, all their arguments and go: 'OK, hi everybody. We agree sustainable fish is great but here are the real facts.' I've brought various papers on things like that. X has. Those are then sent to the sustainability team. And at that point we have a debate and we judge each point on its own merits at that time and… '*

Farm Frites seems to have initiated actions to instil effortful accomplishment around energy, safety and the environment. The need for a sustainability programme appears to accelerate this process.

- 'The factory management encountered a cultural barrier in the factory, not only for sustainability, but also in terms of workers' safety. This was addressed as a serious problem, which received full attention from HQ a few years ago.'

- 'All factories or business units produced ideas, although this stopped after a while because the ideas were not backed up by plans. Business unit mangers started to challenge top management what to do with the proposed ideas, partly because their job profiles showed targets for energy efficiency, environment etc'.

Eastman's operational excellence routines seem to indicate mindlessness, which became effortful accomplishment after strong visibility and awareness programmes. A change from mindlessness to effortful accomplishment emerged as a finding.

- 'So you have to totally change all your routines in the sense that a company's routine is selling and maximising earnings. That's what business is about. We looked at implementing sustainability across the organisation and from the top.'

- 'I'll give you an example. The changes to company routine mean that we have to measure lots more things. We have to implement control. I have one of the ladies working fulltime on this, what we call programme sustainability tool. - People are able to understand the impact, but I wouldn't say they are [onverstaanbaar: 29:20]. An example: we tell them when someone introduces an improvement to this plant. We say: we also want to be able to improve your emissions or energetic conception: have you thought about that?'

- 'The difference with the sustainability programme is that people throughout the organisation want us – as a corporate sustainability team - to facilitate them, they need us to be involved, whereas in the past on other initiatives corporate involvement was often perceived as interference. The business case was very much top down, but the heartbeat is bottom up.'

Unilever's stretch in control of the (upstream) value chain led to effortful accomplishment of routines. New routines to control at the source instead of at the gate developed over time.

- 'With R&D we developed a technique to quantify the carbon and water footprints of more than 1400 products, based on consumption data from 14 countries. This resulted in a database covering 70% of total sales with ample variables (consumption patterns, economic growth, etc) to enable us to make future projections.'

- 'The consequences of such a tea programme needs to be closely coordinated with and by the global brand directors. Advertising, awareness and media campaigns as well as downstream trade channel activities must be in tune with the new product line, e.g. retailers need new displays. As this is a huge operation in which tea sources worldwide are gradually incorporated in the sustainability programme, a new dynamic between brand development, brand activation and procurement becomes apparent.'

- 'Middle management drove this specific action to develop a new washing powder and this had a hugely positive impact in terms of sustainability.'

Tetra Pak's full embeddedness of sustainability in operational excellence programmes seem to have led to mindlessness of routines: From effortful accomplishment to mindlessness.

- 'We realised fairly late that our approach to the environment was a great sales story. Packaging is 100% recyclable and largely renewable, which basically means a balance between responsible production and consumption of forest products.'

- 'It is simply not acceptable to have a leak or anything that might harm the environment. We have a continuous improvement culture that transcends the different units. This is about people's mindset.'

- 'The basics of the company did not really change, as Tetra Pak has always been a responsible company. Nowadays it may be more visible externally, but internally I have always felt that Tetra Pak was a good company to work for, almost like a family.'

Context-dependence, embeddedness, specificity

It proved difficult to distinguish context-dependence, embeddedness and specificity from each other. However some tendencies emerged from the five cases.

Interviews within Princes tend to reveal a low level of embeddedness. The context is 'societal spotlight' (Greenpeace) and specificity predominantly points towards sourcing of tuna.

- 'The sustainability group in HQ is part of marketing (if I understand this correctly, please verify with them), which might not be a logical place within the organisation.'
- 'During technical meetings in Liverpool, neither sustainability nor CSR are discussed. The sustainability group is responsible for that'.
- 'There has not been a fundamental shift in Princes' approach towards CSR topics, meaning that the company is as re-active as it was five years ago. This is demonstrated by the fact that Princes recently appointed the previous marking director as corporate relations director, whose role is to look at sustainability as well.'

The context of Farm Frites is efficiency, energy and safety. Environmental aspects have been linked to lower energy consumption, less water and pesticide usage, personnel safety, etc, which tends to lead to a high level of embeddedness in combination with a low CSR ambition, re-active sustainability programme.
- 'Work groups have been initiated to rewrite the procedures to make them implementable in a business unit structure, which includes the environment, safety and energy requirements. '

Eastman provides a context of engineers, facts and figures and community awareness. Sustainability seems to be embedded in production processes and targets are specific.
- 'Context - Eastman is a company of engineers and technicians, who tend to look at the world in terms of numbers and data. A black and white data drive approach. Because sustainability can be everywhere and nowhere at the same time, this is difficult. Everybody understands the issue at an abstract level, why we need this and the issues with our environment, but with regard to a green capital investment which does not deliver the figures, it obviously becomes a difficult discussion.'
- 'Context - Eastman used to be a US-centred and conservative company with a strong family feeling. In Tennessee, 10,000 of the ~50,000 inhabitants work for Eastman, which explains a community-focused company culture.'
- 'Allocation of costs leads to embeddedness. There is an impact, because they now know the areas where they consume most energy. In the past, this was not their problem, it was everybody's problem. Now they suddenly realise that they are using x amount of electricity or water. To some extent, this makes the problem more visible to them and again: I can do better. '
- 'Specificity through personal targets - Yes. Personal performance commitments do include sustainability aspects, but that starts at the top and with time, cascades down in the organisation. A plant manager might have a cost improvement initiative, which can be seen as a sustainability target as well.'

A context of a high profile company and supply chain responsibility combined with a high level of embeddedness and specific targets are the findings in the case of Unilever
- Context Dependence*: 'Employees are requested to conduct a risk assessment within their own businesses. Based on the environmental impact, actions will lead to washing powder which can be used at 30°, for example.'*
- Context Dependency Increase*: 'Colleagues wanted to join my team. I could only say, 'talk to your boss' as every job has a sustainability aspect. Sometimes people come back to me with the message 'my boss does not want …. ', but nowadays, no boss can walk away from sustainability, as it's intertwined with the strategy.'*
- Specificity*: 'Same as with quality issues, tasks and targets must be specific. The sustainability policy comes with seven pillars: hygiene and health, food, climate (carbon foot print), water, waste, procurement and livelihood.'*
- Specificity*: 'Since the introduction of the USLP, there is a new dynamic, for example marketing wants to see farmers (suppliers) themselves.'*

Tetra Pak's context is about excellence for company, environment and society, which points towards a high level of embeddedness and specificity.
- 'Although some NGOs had already admitted 10-15 years ago that Tetra Pak was right, the general message of consuming a product and throwing the packaging away was simply the wrong message to the public.'
- 'The environmental master pillar called attention to the robustness of the business case for energy efficiency. A strong message was sent around the company that timely action on energy efficiency was the best way to avoid future costs related to higher energy prices and carbon taxation.'
- 'Personnel is aware of the fact that environment is intertwined with everything we do, that energy savings reduce costs but are environmentally friendly at the same time. Waste reduction has been reduced tremendously, which is another sustainability aspect.'

5 Discussion and conclusions

This last chapter starts with a discussion (5.1) in which the literature review and field study are compared in a wider context. Emerging findings are included. Secondly, the limitations (5.2) of this study are discussed. In the conclusions section (5.3) the sub questions and main research question are answered. Finally, suggestions for future research (5.4) are presented.

5.1 Discussion

The general relevance of Corporate Social Responsibility (CSR) results from increasing social and environmental challenges. As described in the literature review, both social and environmental challenges have led to various definitions and approaches about who is responsible for what and why. In fact, most research has been about what CSR is (or should be) and why it is necessary. Researchers have chosen various approaches, from business ethics to corporate greening and from diversity management to sustainability, etc. Most studies point in the direction of challenges, which cannot be separated from society as a whole.

Emerging findings which do not entirely fall within the 'expected' based on the literature review, are limited. However, it can be observed that findings suggest an interwoveness of businesses and society, which was less apparent in the literature review. More particularly, the field study made clear that society does not stop at a company's entrance but is part of it, simply because the workforce is concerned about social and environmental challenges as well. The latter is exemplified by the fact that Eastman found that a sustainable profile was vital to recruit young professionals. Findings that suggest that a higher CSR ambition level leads to a lower (perceived) task complexity and uncertainty, is somewhat unexpected. The latter might suggest that above mentioned interwoveness expresses an external pressure which leads to task complexity and uncertainty, when a company is not ready to act. This finding seems consistent with findings that suggest that task interdependence (task characteristics) increases as result of CSR activities as such (not as result of ambition level), which might indicate that re-activity leads to discussions about problems while pro-activity leads to discussions about solutions; hence it always leads to (multidisciplinary or cross-functional) discussions.

The point is made that there is little research about 'how' organisations should or could deal with CSR (Higgins, 2010), which in fact led to the research question. Although this statement is correct, companies have discovered how to approach CSR. These ambitious (e.g. pro-active) companies have been able to embed CSR within their specific (business) context. Learning from these companies is what led to the findings in this study. These companies (or some of them) have been able to define what CSR means in their specific business context, whereas in literature Dahlsrud (2006) observed that confusion has not so much arisen about how CSR is defined, but about how CSR is constructed in a specific context. The latter is therefore a correct remark in terms of definition but not in terms of implementation. The comment in the literature review that the consequences for organisations of formulating CSR as a core activity are context-specific and interactive with a company's positioning and strategy is underlined by the findings. Moreover, the ability of a company to make CSR context-specific points in the direction of CSR ambition to embed CSR in core activities.

The literature review presents CSR *transition* and CSR *ambition* as the 'past' and 'future' version of the same thing. In other words: the (level of) *ambition or formulating CSR as a core activity* and the degree to which CSR *is* a core activity are not the same. This created more complications during field research than anticipated. What was not clear from the

literature review is that when a company has already embedded CSR, it is extremely difficult to determine where this ambition (or past transition) has affected routines. The paradox here is that CSR as a routine is not visible and interviewees simply forget what their company has already achieved because it is precisely that, a routine. To complicate this issue further (as described in the literature review, 2.1 p. 9), one should look at past transition as far as it happened intentionally and not accidentally. For both transition and ambition, one must also differentiate between periphery vs. core as the origin of CSR actions, appearance or visibility of these activities and the goals of these activities. In short, these nuances express a research ambition which proved to be unrealistic during field research, meaning that these nuances did not emerge as findings. However during probing or asking follow-up questions, it has been very important to bear the above considerations in mind in order to find out where or when the routine became routine and why.

The differences between companies with the same ambition level depend on the business context in which they operate. As a predominantly re-active company, Princes experienced external pressure from Greenpeace with regard to their tuna business. This single issue demands control and centralisation. In the findings, we have seen (perceived) increase of task complexity, a higher level of (perceived) uncertainty and signs of collective 'fear'. Within Farm Frites, there is no external pressure and the issue is more about what to do with such a diffuse concept as CSR. Both pro-active companies, Unilever and Tetra Pak, developed a different focus, which is a logical result of their business model. Within Unilever, CSR ambition led to awareness, control and monitoring of the upstream supply line, whereas in Tetra Pak (and Eastman) the focus is predominantly on internal processing (e.g. Life Cycle Analysis).

The theoretical perspectives in the literature eventually led to Van Tulder and Van der Zwart's (2006) model including an extension, which proved to be complicated during data collection for various reasons. Operationalisation requires much more attention than what has been presented in the literature review and methodology chapters. Moreover, the above observations about business context reveal that what is ambitious in one context is not ambitious in another. In order to better understand Eastman's ambition, for example, an analysis of the chemical sector of industry should have been carried out. This was not done. Preferably in one business sector, but not necessarily, it might have been appropriate to look at what has been described in the literature review as 'the consequences for organisations of formulating CSR as a core activity' (2.1, p. 11-13). One of the approaches is to look at a company's focus on the value or supply chain, based on general consequences formulated by Blowfield and Frynas (2005). It is especially here that Unilever stands out with a strong upstream supply chain orientation. Hawken, Lovins & Lovins (1999) present four central strategies of natural capitalism. For example, Farm Frites' bio energy project could be classified as *radical resource productivity*. Within Tetra Pak, we see that paperboard procurement is largely based on sustainable forestry, which comes close to *investing in natural resources*. Orsato (2009) assumes management rationality in line with Porter and Kramer (2006, 2011) and presents four sustainable strategies and sustainable value innovation. Within Princes, for example, we see an ambition to reach *beyond compliance leadership* in the sea food division based on 'business-NGO partnership'. Eastman tends towards Orsato's (2009) *eco-efficiency*. In other words, there are many different ways to look at CSR ambition and its consequences.

The theoretical perspectives (2.1 p. 14-19) come with alternative viewpoints as well. Smith (2003) distinguishes *business case* from *normative case*, which is too general for this study.

However the observation is that Tetra Pak appears to have most elements of a normative case, which is mainly based on CSR-related activities at a time when there was little external pressure (e.g. seventies and eighties) and the founder's intentions before this period. At the same time, the other (pro) active cases come with normative elements as well, which underlines how complicated it is to produce an accurate classification of a company's CSR ambition (or transition). Garriga and Mélé's (2004) classification of theories on CSR combined with the findings of this study seem to point in the direction of *instrumental theory* for the reactive cases and an *integrative theory* for the (pro) active cases. Elkington's (1997) *people* and *planet* tend towards the *(pro) active* cases with a normative element, whereas *profit* tends towards the reactive cases. Finally Berger, Cunningham and Drumwright's (2007) *business-case*, *social values-led* and *syncretic stewardship model* have been presented in the literature review. The *Business-case model* is economic and shareholder driven, similar to Smith's (2003) business case. It fits within Garriga and Melé's (2004) instrumental theories and points mainly in the direction of the reactive cases in this study, although the reactive cases are not completely without normative elements. The *Social values-led model* is comparable to Smith's (2003) normative case. Sustainability is defined around a particular social and/or environmental issue and is mainstreamed as the force that drives the organisation. The (pro) active cases show elements of this model, whereas it is not clear which, if any, of the cases in this study fit the *syncretic stewardship model.* These organisations use a larger and more diverse set of stakeholders than either the business-case or the social values-led firms. They embrace, just like social values-led firms, non-economic objectives and measures, yet they try (and struggle) to integrate them with economic goals in a way that social values-led firms do not.
The above theories more or less fit in a low to high CSR ambition scheme, although it must be emphasised that these theories come with different scales, which complicates comparison.
In the literature review, Van Tulder and Van der Zwart's (2006) model is considered the most appropriate model for operationalisation in this study. It can be concluded that an assessment of each case in terms of ambition does not require one of the other four theories. However, more specific approaches such as the four central strategies of natural capitalism propounded by Hawken, Lovins & Lovins (1999) or Orsato's (2009) sustainable strategies could have made it easier to assess each case in terms of ambition, because these authors describe a more specific business context.

The literature review provides an overview of characteristics and antecedents of routines (2.2 p. 21-27) which led to a field study in search of influences on routines. However, what has been neglected in the literature review is de-routinisation or disappearance or replacement of existing routines. Indirectly, de-routinisation effects can be 'read between the lines' of the literature review, but based on the findings it can be concluded that this aspect should have been discussed in the literature review more thoroughly. The consequences for organisations of formulating CSR as a core activity are also that certain routines are no longer perceived as routine, i.e. certain aspects of the same routine cannot be performed on automatic pilot after formulating CSR as a core activity.
Aspects of the same routine refer to the recurrence of patterns or, as it is described in the literature review, the same routine can generate many different patterns. The difference between patterns, recurrence and recurrent patterns proved to be very complicated. In the findings and conclusions, these aspects have been combined, although at the very end a distinction between behavioural or activity patterns (action, activity, behaviour, interaction), cognitive patterns or rules (standard operating procedures and performance programmes) and recurrent patterns emerged. In this particular case, (recurrent) patterns in the study emerged not from the findings, but from a combination of the findings, hence the conclusions.

Feldman (2000) argues that organisational routines have a great potential for change, which is further developed by Feldman and Pentland (2003) into organisational routines as consisting of both abstract understandings (*ostensive* aspect provides structure) and specific performance (*performative* aspect is where agency enters the stage). The relationship between both aspects 'creates an on-going opportunity for variation, selection, and retention of new practices and patterns of action within routines and allows routines to generate a wide variety of outcomes, from apparent stability to considerable change' according to the authors. It is this aspect which seems to correspond best with Tetra Pak's routine of constant improvements or constant change. Any improvement fits in this routine of constant fine tuning or operational excellence as long as vision and targets are clearly communicated, instruments are developed and tools are provided. From this perspective, Tetra Pak seems particularly able to adopt new improvement programmes fairly quickly as their routines can generate or 'include' new practices and patterns relatively easily. The above is more of an emerging finding than a conclusion from a cross analysis, but it could be both.

5.2 Limitations

The multiple case study is based on five cases and on only 15 interviews, which is a limitation in itself. Each case is classified based on Van Tulder and Van der Zwart's (2006) approaches to CSR, extended with Frynas's (2009) Austrian view, which (as explained in chapter 2.1, p. 20) could provide an additional 'level' in constructing a multilevel theory of CSR Strategy. Operationalisation or even an extension of Van Tulder and Van der Zwart's (2006) model is a research in itself, which has not been pursued to its full potential depth in this study. The latter expresses a limitation or even an unrealistic ambition, which is a poor excuse for the fact that an assessment of each case in terms of CSR ambition is meant to identify changes in organisational routines, rather than being an assessment of CSR ambition itself.

Answers or quotes from interviewees have been linked to ambition, antecedents including their aspects and characteristics as coherently as possible. Since this coherency is very subjective, a critical reflection is needed. This explorative study or inductive 'bottom up' approach (see also 3.1) comes with specific observations that should lead to general conclusions. In other words, this study comes with rich data and a subjective classification of ambition, antecedents and characteristics. For example, the antecedent *network configuration* involves several aspects. *Centralisation-decentralisation* emerged as a CSR ambition-sensitive aspect, but it is very difficult to identify where *centralisation* stops and where for example *formalisation* from top management starts. These two aspects are intertwined; hence it would be wrong to suggest that *centralisation-decentralisation* is the only aspect that emerged during this study. In the case of doubt between *centralisation-decentralisation* and *formalisation, centralisation-decentralisation* is chosen for the simple reason that the latter had already emerged several times and differentiation between these aspects could mask the common themes. The same applies to the aspects *heterogeneity, stability and strengths of contacts*, a second example to illustrate this dilemma. Answers and quotes pointing in the direction of these intertwined (sub) aspects have been classified under the (sub) aspect *heterogeneity*. Therefore, the general limitation is that this study can only point in the direction of a few common themes running through five cases. Each single classification of ambition, antecedent and aspect or characteristic should be subject to discussion and criticism. Another limitation is the fact that more interviews should have been held with people at an operational level, as it is mainly at an operational level that routines develop. Finally answers

and quotes have not been double-checked with the interviewees, in order to verify whether the interviewee agrees with the chosen classification or so-called label.

5.3 Conclusions

As concluded in chapter 4.2, two out of five cases are considered predominantly re-active (Princes and Farm Frites), one predominantly active (Eastman Chemical) and two cases predominantly pro-active (Unilever and Tetra Pak). Moreover, it has been mentioned that an operationalisation (or even an extension) of Van Tulder and Van der Zwart's (2006) model is a research in itself, which has not been pursued to its full potential depth in this study. It must be underlined that an assessment of each case in terms of ambition is intended to identify changes in organisational routines, rather than that this assessment of CSR ambition has been the sole purpose of this study.

Sub-question: What are the antecedents of changes in organisational routines?

Regarding antecedents of changes in organisational routines changes, both *CSR ambition-sensitive antecedents* and *non-CSR ambition-sensitive antecedents* must be considered. The antecedents which showed a relationship with a change in CSR ambition (*CSR ambition-sensitive antecedents*) are:

- (Perceived) *Task complexity* (task characteristics) tends to be lower at a higher CSR ambition level.
- (Perceived) *Task uncertainty* (task characteristics) tends to be lower at a higher CSR ambition level.
- *Motivation* (personal characteristics) tends to be higher at a higher CSR ambition level. This motivation tends to result from visibility, involvement and empowerment.
- *Centralisation* (network configuration) tends to result from a lower CSR ambition level. *Decentralisation* tends to result from a higher CSR ambition level.
- (Perceived) level of *decision urgency* and / or *decision complexity* (decision specific factors) tends to be lower at a higher CSR ambition level.

The antecedents which could not be linked to a change of ambition level (*non-CSR ambition-sensitive antecedents*) are:

- *Task interdependence* (task characteristics) tends to increase as result of CSR activities as such and not from a change in CSR ambition level.
- *Educational background* (personal characteristics): Eastman's sustainable profile emerged as an important aspect of the company during recruitment of young professionals.
- *Experience* (personal characteristics) or knowledge through education and training emerged as requirement in each case, regardless of the CSR ambition level.
- *Heterogeneity* (network configuration) tends to increase as result of CSR activities as such and not from a change in CSR ambition level.
- *Scope* and/or *Size* (internal organisational factors) emerged as a topic in each case which influences the complexity of CSR related activities.

The antecedents for which no findings could be reported are: *turnover of agents* (task characteristics), *decision style* (personal characteristics), *personality factors* (personal characteristics), *stability and strength of contacts* (network configuration), *differentiation vs. integration* (network configuration) and *formalisation* (network configuration).

The next step could be a description of the relationship between five CSR ambition-sensitive antecedents and five characteristics, hence 25 relations, but this makes no sense. First of all, for some antecedents no findings could be reported (see above). Secondly, this would suggest a scientific accuracy which does not exist and thirdly this explorative study cannot deliver more than a discussion of a few common themes running through five cases. Furthermore, when a characteristic is not ambition-sensitive (through the antecedents of routines), non-CSR ambition-sensitive antecedents must be considered as well. (As *collective nature* increases in all cases, these non-CSR ambition-sensitive antecedents will be linked to this routine characteristic). Finally we must consider levels of CSR ambition. The danger here is that of causality between too many factors, which could mask the common themes. Therefore the objective is to reveal the (obvious) common themes and not describe as many (suspected) relations as possible.

Sub-question: What are the consequences for organisations of formulating CSR as a core activity?

Patterns, Recurrence and Recurrent Patterns
Since the characteristics Patterns, Recurrence and Recurrent Patterns show differences between the five cases, the CSR ambition-sensitive antecedents are considered: *task complexity* and *task uncertainty* (task characteristics), *motivation* (personal characteristics), *centralisation or decentralisation* (network configuration) and *decision urgency and/or decision complexity* (decision specific factors).

Re-activity in terms of CSR ambition comes with a higher *(perceived) task complexity* and *task uncertainty* (task characteristics), which emerges as an antecedent of reaction to incidents as pattern (in the case of external pressure) and the disappearance of existing patterns ('things must change'). Without external pressure, cognitive patterns in daily operations (activities strongly related to operational excellence) need small adjustments over time. The pattern here is about adjustments outside the scope of the existing routine or new patterns which are strongly related to the existing routine (a recurrent pattern). Behavioural patterns in terms of local responsibilities and awareness emerge to support this process (in order to overcome reluctance). The latter could be related to the fact that re-activity does not come with *motivation* (personal characteristics) through visibility, involvement and empowerment, but from *centralisation* (network configuration) based on a message that the company must adopt new formats in order to keep its 'licence to operate'. A general consciousness of *decision urgency and/or decision complexity* (decision specific factors) tends to follow, which needs central coordination.

On the other side of the spectrum within the study, pro-active cases tend to deny *(perceived) task complexity* and *task uncertainty* (task characteristics) which is considered an antecedent of cognitive patterns (such as standard operating procedures and performance programmes) synchronised with behavioural patterns (which allow actions based on local judgment). Several patterns of the same routine circle around various performance targets which are no different from CSR performance targets. In other words, pro-activity seems to put CSR within the same dynamic as constant change to customer demands and an always changing environment. Pro-activeness tends to align CSR ambition with daily operations in such a way that environmental and social impact are part of the company's instruments and targets, which provide the tools to fine tune and adjust on an ongoing basis. The fact that these instruments and targets are accompanied by strong *motivation* (personal characteristics) through visibility, involvement and empowerment makes it possible to *de-centralise* (network configuration)

actions, which reduces (perceived) level of *decision urgency and/or decision complexity* (decision specific factors) because personnel are empowered to act before actions are urgent and become complex.

Collective nature
Although ambition-sensitive antecedents do play a role, collective nature increases in all cases[60], regardless of the CSR ambition. For this reason, the non-CSR sensitive antecedents are considered: *task interdependence* (task characteristics), *educational background* (personal characteristics), *experience* (personal characteristics), *heterogeneity* (network configuration) and *scope* and/or the *size* (internal organisational factors).

Findings which suggest that *task interdependence* (task characteristics) increases as result of CSR activities as such (not as result of ambition level) might indicate that re-activity leads to discussions about problems while pro-activity leads to discussions about solutions; hence it always leads to (multidisciplinary or cross-functional) discussions, and therefore always to more *interdependency*. This is a possible explanation for an increase in *collective nature* in all cases. Other explanations could be that in all cases *experience* (personal characteristics) is needed, i.e. in all cases CSR ambition (re-active, active or pro-active) requires a certain *experience* or knowledge through *educational background* (personal characteristics) or training. An increase of *heterogeneity* (network configuration) can be observed in all cases too, which seems to be strongly related to a general increase of *task interdependence*. In other words, a possible explanation is that re-activity leads to discussions about problems and (pro) activity leads to discussions about solutions, but it always leads to (multidisciplinary or cross-functional) discussions, and therefore always to *heterogeneity*. In all cases, the *scope* of a CSR programme and/or the *size* (internal organisational factors) of the company emerged as a topic which influences the complexity of CSR related activities. The possible explanation is that because CSR usually affects all business activities, it results in an implementation in stages with different issues for each product group and/or geographical area.

Mindlessness vs. effortful accomplishment
The characteristics 'mindlessness vs. effortful accomplishment' come with differences between the cases, hence the CSR ambition-sensitive antecedents are considered.

The differences between the cases appears to be U shaped; low CSR ambition comes in combination with mindlessness, a higher CSR ambition leads to effortful accomplishment and a high level of CSR ambition is accompanied by mindlessness again.
The possible explanation could be that low ambition and high *task complexity* and *task uncertainty* (task characteristics) do not lead to effortful accomplishment, because there is a lack of *motivation* (personal characteristics) which results from an absence of targets, guidelines and clear communication. After strong *centralisation* (network configuration), the central message leads to a general awareness of the issues at stake and therefore *motivation* (personal characteristics) follows. This is followed by *de-centralisation* (network configuration) to empower personnel to reduce *task complexity* and *task uncertainty* (task characteristics), which is ultimately an effortful accomplishment to even reduce *decision urgency and/or decision complexity* (decision specific factors). Because the company starts to get ahead of the curve of events, CSR becomes a second nature, hence mindlessness re-emerges.

[60] An exception which could be made is that in one re-active case, collective 'fear' emerged as result of constant pressure of a NGO and strictly centralised PR guidelines (i.e. control).

Context-dependence, embeddedness, specificity
Since the characteristics 'context-dependence, embeddedness and specificity' show differences between the cases, the CSR ambition-sensitive antecedents are considered.

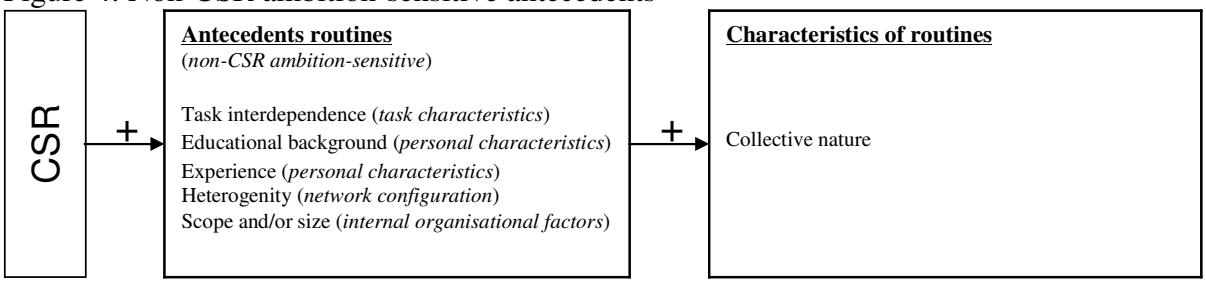
It proved difficult to distinguish context-dependence, embeddedness and specificity for the cases; however an increase of CSR ambition can mainly be linked to an increase of embeddedness. The possible explanation is that a lower (perceived) *task complexity* and *task uncertainty* (task characteristics) indicates more embeddedness as result of a high CSR ambition. Embeddedness of CSR-related activities tend to follow *motivation* (personal characteristics) and *decentralisation* (network configuration) which empowers personnel to avoid *decision urgency and/or decision complexity* (decision specific factors) because they can act before urgency is an issue and complexity becomes a problem.

Main research question: How does the ambition to turn CSR from a peripheral activity into a core business activity change organisational routines?

Before the main research question is answered, firstly the non-CSR ambition-sensitive antecedents are summarized.

Pressure to adopt CSR activities is inevitable and whether a company is ambitious or not, findings suggest that this will always lead to CSR-related activities (legal and social licence to operate). This pressure to step up in terms of CSR activities comes from society, which includes the workforce. The latter might explain why *task interdependence* (task characteristics) and *heterogeneity* (network configuration) increase as result of CSR activities as such, regardless of the ambition level. Companies are exposed to society, thus re-activity tends to lead to discussions about problems while pro-activity tends to lead to discussions about solutions, but findings suggest it always leads to (multidisciplinary) discussions and therefore always to *interdependence* (task characteristics) and *heterogeneity* (network configuration). Regardless of ambition, CSR-related activities require a certain *experience* (personal characteristics) or knowledge through education or training, similar to any other activity. An interesting finding (subject to researchers subjectiveness) was that *educational background* (personal characteristics) led to pressure for a company (Eastman) to adopt a sustainable profile in order to employ young professionals, hence societal pressure also comes from the future work force. In all cases, the *scope* of a CSR programme and/or the *size* (internal organisational factors) of the company emerged as a topic which influences the complexity of CSR-related activities. Because CSR tends to affect all business activities regardless of product, step in the value chain or location, the result is implementation in stages.

Figure 4: Non-CSR ambition-sensitive antecedents



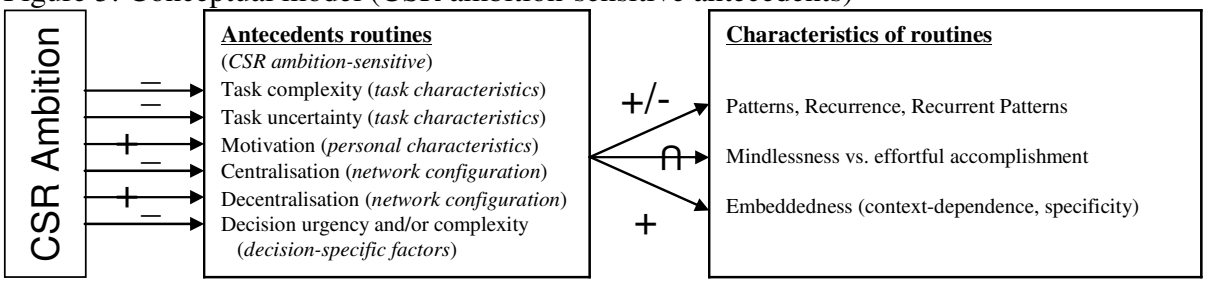
The above suggests that non-CSR ambition-sensitive antecedents change organisational routines, but this change is not linked to the CSR ambition level as such. This also suggests that these non-CSR ambition-sensitive (partly) explain an increase of **collective nature**, one

of the characteristics of routines in the theoretical model. As discussed, findings show an increase of collective nature in each case. The above is illustrated in figure 4.

The fact that the non-CSR ambition-sensitive antecedents are linked to collective nature alone, because collective nature tends to increase in each case, represents a simplification. Non-CSR ambition-sensitive antecedents could influence the other characteristics of routines as well, but this does not lead to an answer to the main research question. Findings suggest that these other characteristics of routines (Patterns, Recurrence, Mindlessness vs. effortful accomplishment, Context-dependence, embeddedness, specificity) are changed by the ambition to turn CSR from a peripheral activity into a core business activity.

Therefore, the remaining characteristics of routines will be discussed below in relation to the CSR ambition-sensitive antecedents. This constitutes the answer to the main research question. Five CSR ambition-sensitive antecedents emerged that change organisational routines, which leads to the main research question: how does the ambition to turn CSR from a peripheral activity into a core business activity, change organisational routines? See figure 5.

Figure 5: Conceptual model (CSR ambition-sensitive antecedents)



Findings suggest that the ambition to turn CSR from a peripheral activity into a core business activity starts with a *centralised* (network configuration) developed set of instruments (e.g. Life Cycle Analysis programme) and targets (e.g. CSR related KPIs), which lead to **cognitive patterns** (such as standard operating procedures and performance programmes). These *centralised* (network configuration) developed set of instruments and targets increase *motivation* (personal characteristics) through visibility, involvement and empowerment, which enables *de-centralised* (network configuration) actions in the next stage. Decentralisation (as second stage) reduces (perceived) *task complexity* and *task uncertainty* (task characteristics) now that cognitive patterns are synchronised with **behavioural patterns**, which allow actions based on local judgment. This local judgement reduces (perceived) level of *decision urgency and/or decision complexity* (decision specific factors), since personnel are empowered to act (**effortful accomplishment** replaced **mindlessness**) before *urgency* becomes an issue and *complexity* becomes a problem.
In other words: because uniform (*centralised*) instruments and targets put CSR within the same business dynamic as financial or growth targets, personnel have the tools and training to act locally and **embeddedness** follows *motivation* (personal characteristics), empowerment and *decentralisation* (network configuration). Eventually CSR-related activities become so intertwined with the company's core activities that **mindlessness** is the result.

In order to embed CSR in a company's core activities, it is recommended that a clear vision and message is developed about what CSR means within a specific business context (as specific as possible) as well as targets (e.g. social and green KPIs) including company-wide instruments to measure critical points and progress (e.g. instruments for measuring concentrations and emission rates of gases). Responsibilities to materialise set targets should

be decentralised as much as possible by providing personnel with the tools (e.g. run a clean and efficient plant, procure sustainable raw materials), training (from company wide policy to personal contribution) and motivation (empowerment) to act locally.

5.4 Recommendations for future research

As mentioned above, any operationalisation and/or extension of Van Tulder and Van der Zwart's (2006) model is a research in itself and would therefore be a suggestion for future research. Furthermore it is recommended that just two cases are compared with each other; one re-active (or inactive) and one pro-active (or inter-active). In each case more interviews are recommended. These interviews should be held with various people at an operational level in order to test the CSR ambition-sensitive antecedents, i.e. a higher CSR ambition level leads to a lower task complexity and uncertainty, higher motivation, more decentralisation and a lower level of decision urgency and/or decision complexity. The antecedents which could not be linked to a *change* of CSR ambition level, as well as the antecedents for which no findings could be reported, could be tested in order to verify whether the findings in this study are correct.

In a wider context, in terms of workforce (and their families), the literature tends to focus on responsibilities of businesses to improve quality of life of their workforce (mostly in developing countries). In future studies, however it might be worthwhile to include the pressure from (future) workforce in developed countries, to improve sustainability (environment and social aspects in a wider context, beyond direct quality of life) of the companies they work for. This recommendation is based on findings, which underline that society does not stop at a company's entrance but is part of it, through its workforce as well.

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Appendices

Questionnaire

Primary data overview

Secondary data overview

Sample spreadsheet cross case analysis

Questionnaire

1) What is your company's ambition in terms of corporate responsibility?

2) To what actions has this ambition led?
    a) How do these actions relate to other types of action?

3) How do CSR activities relate to your main business activities?
    a) Are they organised as separate or integrative activities?

4) Are these CSR activities different from the past?
    a) And different from what it will be in the future?

5) Are these activities influenced from outside or within the organisation?
    a) What is the role of organisation scope and size?

6) Do these activities lead to specific tasks? And what does it do with:
    a) task complexity,
    b) task interdependence (individual or group tasks)
    c) uncertainty,
    d) turnover of agents

7) What do these CSR-related tasks require from individuals in terms of:
    a) motivation,
    b) educational background,
    c) experience,
    d) decision style,
    e) personality factors

8) Are CSR activities decided on by top managers or are decisions taken lower in the hierarchy?
    a) Do CSR activities lead to changes in decision urgency or decision complexity?

9) Are CSR activities described in formal company policies or other rules?

10) Do CSR activities lead to changes in network heterogeneity, stability and strength of contacts?

11) Have we omitted any relevant aspects of your company's CSR ambition or CSR activities?

Primary data overview

Princes	Interview	Interviewee	Title
Report	04-May-11	Mrs L. Jennissen	Technical Manager Princes Foods & Princes MC Foods Europe
Report	18-May-11	Mr J. Clegg	Manager Buying Princes Soft Drinks Division
Report	25-May-11	Mrs R. Simpson	Public relations Director Princes Corporate
Transcript	30-June-11	Mr M. Flyn	Buyer Sea Food

Eastman	Interview	Interviewee	Title
Transcript	16-May-11	Mr G. Motte	Senior VP / Chief Regional & Sustainability Officer
Report	10-Jul-11	Mrs A. Kilgore	Director Global Sustainability
Report	12-Jul-11	Mr R. Jonker	Site Manager Middelburg

Unilever	Interview	Interviewee	Title
Report	20-May-11	Mr J-K. Vis	Global Director Sustainable Sourcing Development
Transcript	13-May-11	Mr D. Boselie	Senior researcher Sustainable Supply Chain Development at LEI Wageningen University & Research Centre / External advisor to Unilever

Tetra Pak	Interview	Interviewee	Title
Report	25-Jul-11	Mr A. Gibson	Supply Chain Director / Site Manager Moerdijk
Report	29-Jul-11	Mr J. Foesenek	WCM manager Benelux
Report	03-Aug-11	Mrs M. Beulens	Public Affairs & Environment Director Benelux

Farm Frites	Interview	Interviewee	Title
Transcript	17-May-11	Mr R. Kooijmans	Corporate Manager Quality & Technical Services
Report	15-Jun-11	Mr F. De Boever	Manager environment, safety and energy - Lommel
Transcript	17-Jun-11	Mr M. Vrij	Coordinator variety research and seed potatoes

Secondary data overview

Princes

General	http://www.princesgroup.com/ http://www.princes.co.uk/
Sustainability profile and Wild Caught Sustainable Seafood Statement	http://www.princes.co.uk/about-princes/sustainability/ http://www.princes.co.uk/about-princes/sustainability/tuna-sustainability/
Princes Group corporate responsibility report	http://www.princesgroup.com/about-princes/our-responsibilities/
Minutes Sustainability Meeting March 2011	
Tuna Sustainability Update – internal mailing	

Eastman Chemical

General	http://www.eastman.com
Sustainability journey and goals	http://www.eastman.com/Company/Sustainability/Our_Journey/Pages/OurJourney.aspx http://www.eastman.com/Company/Sustainability/GoalsMeasures/Pages/Sustainability_Goals.aspx
Annual report 2010	http://www.eastman.com/Company/Investors/Pages/Introduction.aspx
Innovation and Sustainability Council	
General presentation	
Sustainability strategy	
Sustainability: Our journey continues	
Methodology Life Cycle Assessment	
Sustainable Manufacturing in Middelburg	

Unilever

General	http://www.unilever.com
Sustainable development overview 2009 and forward vision	http://www.unilever.com/sustainability/strategy/timeline/index.aspx http://www.unilever.com
Unilever Sustainable Living Plan	http://www.unilever.com
Supplier code	http://www.unilever.com/sustainability/customers-suppliers/suppliers/partner-code/?WT.LHNAV=Unilever's_Supplier_Code
Sustainable Agriculture Code	http://www.unilever.com.
Sustainable sourcing of palm oil, paper & board, soy and tea	http://www.sustainable-living.unilever.com/the-plan/sustainable-sourcing
Annual report 2010	http://www.unilever.com
Sustainable tea production; an assessment of Farmer Field Schools in Kenya LEI Wageningen UR	
Unilever IDH Tea Booklet	
Unilever-FFS-Sustainable-Tea-Brochure The Farmer Field School project Growing sustainable tea in Kenya	

Tetra Pak

General	http://www.tetrapak.com
Environmental policy and goals	http://www.tetrapak.com/environment/policy_and_goals/pages/default.aspx http://www.tetrapak.com/environment/env_performance/Pages/default.aspx
Sustainability Update 2011	http://campaign.tetrapak.com/su2011/home/index.html

Farm Frites

General	http://www.farmfrites.com
Environment and BioEnergy	http://www.farmfrites.com/page_gb_environment.html
Supplier Environmental Sustainability Scorecard	
Potato sustainability program	
Farm Frites - The Future Legacy - Integral approach to sustainability	
Period 5_2011 report matrix KPI's	

Sample spreadsheet cross case analysis

1	CSR Ambition	2	Antecedents routines		3	Characteristics routines	
1A	In-active	2A	Task characteristics		3A	Patterns	
1B	Re-active	2B	Personal characteristics		3B	Recurrence	
1C	Active	2C	Network configuration		3C	Collective nature	
1D	Pro-active	2D	Internal organizational factors		3D	Mindlessness vs. effortful accomplishment	
1E	Inter-active	2E	Decision-specific factors		3E	Context-dependence, embeddedness, specificity	
1B	PRS - Re-active - *Legal's role is to ensure that Princes is not stretching commitment beyond what is legally required from Princes*	2A	PRS - Increase task interdependence - *First of all we formed a formal team across the various group disciplines within Princes. This formal group is chaired by the group marketing director and sustainability team. This formal CSR group represents each individual function*	TII	3C	PRS - Confirmation of collectivenss within seafood division - *These meetings are considered to be fully integrated into the Princes core business, because it is a complex issue which requires various disciplined from within the group. It also integrated within the group because it reports through the wider Corporate Responsibility team on a group level, which on its turn reports to the board.*	CNI
1B	PRS - Re-active - *The initiatives to set up above program came initially from trade customers, and consequently from within Princes' commercial department.*	2A	PMF - Increase of task interdependency - *as a buyer of just finished products, you are very much doing the same type of processes but normally when you are going to make a decision on your own it now has to be a commercial discussion between the sustainability team rather than just making an isolated decision on your own.*	TII	3C	PRS - Collectiveness across disciplines increases - *Interdisciplinary interaction and explanation of issues at stake lead to a more holistic conception of challenges. Experts within a particular field are expected to intertwine their knowledge in a bigger picture, rather than just share their knowledge as such*	CNI
1B	FRK - Re-active - *What the market has to offer and what is of operational advantage, drives actions in relation to Corporate Social Responsibility. A true opportinity seeker*	2A	FRK - Task Complexity - *The only area where tasl complexity is expected is with the call for sustainably produced palm oil, based on the Roundtable on Sustainable Palm Oil (RSPO),..... Procurement must act upon this development.*	TC	3A	FRK - Emerging pattern - *Environment as stanard topic of the supply review of each plant*	Pa
1B	FRK - Re-active - *Initiatives within the supply chain and within the factories result in some sustainability improvements and there are ideas abnout a sustainility report.*	2A	FFB - Task Complexity - *We found out that there is much more to look at when developing a sustainability program*	TCI	3A	FFB - Patterns of behaviour - *Two new positions have been created. One person is fully dedicated to changing patterns of behaviour. The sustainability concept is not fully integrated in this change of patterns of behaviour*	Pa
1C	EGM - Active - *And that responsible care ethic is really engaging the environment and the safety perspective. So the corporate responsibility, if you take that back, we have always been doing the right things, because you don't get your permit to operate if you don't do that.*	2A	EGM - More tasks, not nessesarily more complex - *more and you should think about the three legs, safety, environment and business. We have also audits. We are very strong on auditing our plants for environmental purpose, plans for safety*	TC	3A	EGM - Stable Patterns fore operations - *Yes, from safety environment point of view, we have been able to implement a culture at the lowest level, that allows approved top operation. From the routine you mentioned, no. If he sees something that is an issue, he has the authority to push the button and stop it right back.*	Pa
1C	EAK - Active - *Sales people have been driven the sustainability project by demanding foot print data, which helps to sell the product.*	2A	ERJ - Task Complexity Increase - *Purchase specifications include sustainability aspects (foot print, etc) and it happens that suppliers are not ready for this, sometimes even big players like BASF. This was reported by the procurement member in the SAT team. Eastman must have the right input from suppliers in order to be able to complete its own Life Cycle Analyses.*	TCI	3B	EAK - LCA as recurrent pattern - *The key initiatives for this year are further developing LCA, training and providing the company a lens to judge the different products. Where the LCA gives the exact input (e.g., water and energy) and output (emission), the lens gives a sustainability profile (which includes health, safety and hazardous toxics, etc) for each product, which is based on more than the exact input and output figures from the LCA.*	Re Pa
1D	UJV - Pro-Active - *This requires a mindset to look at products and processes from a different angle. 80 % is do-able, Unilever wants 100%. That is a leadership decision. We chose Rainforest Alliance as partner, at a moment they had no presence in Africa and no projects in tea whatsoever. Unilever tea buyers and Rainforest Alliance identified world wide tea availability in order to plan implementation of sustainable tea sourcing.*	2A	UJV - Task Complexity Increase - *The ambition to reach one billion people has far reaching consequences for distribution and logistics. This requires close cooperation with NGO's like WHO and Unicef. For instance, infant mortality can be reduced by half if children simply wash their hands at critical moments.*	TCI	3B	UJV - Change of primary processes - *Sustainability aspects do affect primary processes, for instance growing spinach and reducing chemical treatment requires dramatic changes in intake processes to remove bugs, snails, etc. Quality variance of vegetables in general increases which has implications for a processing plant.*	Re Pa
1D	UDB - BCI - *Together with Oxfam, two new sourcing countries have been identified. R&D and supply chain were instructed to developed these sources based on pro-poor development, smallholders in sourcing countries with Oxfam activities*	2A	UDB - Task Complexity increase - *Buyers need to understand the supply chain all the way until the farmers, which was not the case before.*	TCI	3B	UDB - From analysis to advisory role - *Employees from R&D who normaly would do agronomical analysis of local sources and processors, adopted a development and advisory role to help upstream sources. Employees welcome and chose these positions voluntary.*	Re Pa
1D	TAG - Pro-active - *In our house, the KPIs are very much around recycling, carbon foot print, energy consumption, etc. The business takes it very seriously and it is driven through our business. All environment related KPIs are also measures and I am a very firm believer in what is measured is also done.*	2A	TAG - Task Complexity - *We have a company balance score card with amongst other a recycling rate. CSR did not make tasks more complex, but you simply add a few more activities. It is not more complicated because we are used to drive improvements all the time, but we just add more dimensions to it. We have a few employees focussing solely on environment targets. Point is that you must measure and drive it in order to get things done. At the same time progress on environmental targets must be facilitated by the right investments.*	TC	3A	TAG - Pattern - *Sustainability is part of everything we do on a day to day basis..... Several years ago, Tetra Pak realized that it is important to gear all business activities towards customer needs and work according to hierarchy or in silos. Sustainability is part of this way of working, part of the improvement program.*	Pa
1D	TMB - Pro-active - *This started as an energy balance analysis in the seventies, but quickly Tetra Pak developed a complete Life Cycle Analysis for its products, which was at that time something very new. This puts Tetra Pak at the forefront of the LCA development.*	2C	TAG - Centralisation - *If we continue with the environmental theme, decisions to reach certain targets within a number of years, cascades through the company. Eventually responsibilities are with individuals within this site as well.*	Ce	3C	TAG - Collective Nature Increase - *This is translated in key account management towards customers, which means that you have multiple contacts with key customers instead of a single point of contact. This is about R&D, Marketing, Processing, Sales, Logistics, etc. The sales guy is not an individual, which is different to the traditional point to point contact set up. Our whole business is structured to work as a team*	CNI