

CORPORATE SOCIAL RESPONSIBILITY IN THE CONTEXT OF THE ENTERPRISE MARKETING ACTIVITIES

Rafał Drewniak

Department of Management and Corporate Finance,
Faculty of Management,
University of Technology and Life Sciences in Bydgoszcz, Poland,
e-mail: raaff@poczta.onet.pl

Abstract

Corporate social responsibility (CSR) is an area of the business, which increasingly is entered as an essential element of modern business strategy. CSR is a philosophy in which business organizations involved in social and environmental activities striving to meet the needs of their employees, local communities, suppliers, customers and other stakeholders who have an impact on the success of the enterprise market. Companies recognize the need to supplement the social objectives of business objectives, which turns out to be a good incentive to build long-lasting and mutually beneficial relationship. Important role in connecting the social partners played a concept of business social responsibility. In this sense, CSR programs can be the basis for a broader approach to marketing companies. CSR can be helpful in changing the perception of the company as an institution aimed mainly for profit and unfair to their clients. Determinants to implement socially responsible activities in the enterprise can be both a desire to improve the image, strengthening confidence in the company or brand, and a sense of morality and good will of the management company. The article attempts to present CSR initiatives in the context of building a business relationship with non-governmental organizations (NGOs). The purpose of this article is to present CSR initiatives as part of deliberate strategy of the company, which is one of the key sources of competitive advantage in the market. The characteristics of the issue was based on the achievements of literature and journals, and selected results of the cooperation between enterprises and non-governmental organizations in the field of social initiatives.

Keywords: corporate social responsibility, competitive advantage, marketing

Paper type: Conceptual paper

1. Introduction

Corporate social responsibility (CSR) is becoming an increasingly popular area of activity of companies which are interested in not only the managers or owners, but also customers, suppliers, NGOs, administrative and other stakeholders groups. This article aims to present CSR initiatives as part of deliberate strategy of the company, which is one of the key sources of competitive advantage in

the market. In this sense, CSR programs can be the basis for a broader view of marketing activities of enterprise. Considerations based on the identification of a CSR marketing model, pointing to the key aspects of this activity to the company, the environment and customers. The characteristics of the issues analyzed in the article was based on the existing achievements of literature and magazines. Analyzed in the paper issues have a significant impact on the social and practical implications in the field of consciousness, identity and perceptions of socially desirable and responsible actions that should lead enterprises nowadays to care for the welfare of buyers and the public.

2. The concept of Corporate Social Responsibility

The concept of CSR is variously understood and identified with many aspects of the business. For some, this is a particular area of business activity, aimed at mitigating or preventing excessive interference in today's business environment, for others it means a set of tactics and activities aimed at building a positive image of the company by engaging in socially ministerial meeting objectives for the environment (natural, socio-cultural, investors, representatives of the authorities, etc.). CSR can be defined as the activities implemented by the company that goes beyond the native activity (commercial implementation of the goals of the business), whose area of interest is the welfare of society. The scope of CSR may therefore include both modifications to products, taking into account the social aspirations of the stakeholders, the implications in terms of staff management or care for the environment through appropriate management processes across the enterprises (McWilliams et al., 2006: 1–16). The dynamic development of the expectations of corporate social responsibility came in the second half of twentieth century, as a result of social changes (including increased customer awareness, active NGOs, raising of awareness and sensitivity to social issues, etc.). These conditions began to take into account the business strategies of companies, as a commitment to expand the economic dimension of socially acceptable and expected initiatives. Enterprises are responsible to create, maintain and increase social welfare, which is why it is the essence of CSR initiatives that are socially useful. This includes taking care of the interests of the company, employees, customers and the environment, which aims to build and/or strengthen the customer loyalty, goodwill and other stakeholder groups, social acceptance activities undertaken in the field of CSR (Nakonieczna, 2008: 20–21).

Currently, corporate social responsibility programs should be seen as part of the deliberate strategy of the company, being one of the key sources of competitive advantage in the market. In this sense, CSR can be the basis for a broader approach to marketing activities of companies, which is reflected in the rise of the concept of social, eco-friendly and engaging marketing (Porter, Kramer, 2002: 56–69; Kotler, 1999: 26). These actions should lead- beyond satisfying the

needs, desires and expectations of the target groups of customers- to care for the welfare of buyers and the public. The social marketing are observed all the traditional principles of marketing, and additionally draws attention to the balance between the interests of business, consumers and the environment in which the firm operates. The main objective of the company is efficient and effective to stimulate and satisfy the needs and desires of customers while complying with the interests of the individual and society as a whole.

3. Marketing perspective of CSR

The key marketing objective of the company is to create a significant value for customers, which is acquired with the product (service). Therefore, the essence of marketing is to offer value to customers, which creation can be fostered by properly carried out socially responsible activities. CSR should not be seen as a modern form of company promotion and more attractive (fashionable) tool directly motivating customers to take an interest in the company's offer. CSR activities should rather be a response to the social expectations of stakeholders (customers, suppliers, investors and others) in relation to its market behavior. Customers influence for the management of socially responsible business activities in a large degree. So make CSR activities is now becoming a key factor in business success, conditioning not only the power of its image, customer loyalty ties to the brand, investor confidence, but also the survival of the company during the crisis, and the intensity level of competition on a global scale. It is worth to take a close look from the perspective of the CSR activities of modern marketing and point to important areas of the business that have an impact on the social and market success of the company in the future.

Traditional marketing requires establishing and maintaining lasting relationships with our customers through various, increasingly attractive marketing programs that build brand loyalty bond. Certainly it can be said that today's conditions are forcing companies to compete searching for effective ways to maintain long-term relationships with customers. One of them is to create the image of a socially responsible through actions which may create particular value resulting in strong customer-brand ties (client-company). A valuable result of such activities is to engage customers in the brand and identification with the social activities of the company. Such customers are a sort of ambassadors of the company (brand), propagating its good image among others. Indicate test results, according to which 87% of U.S. customers are willing to change the brand of product (same price and quality), where it will be associated with social commitment (Smith, Lenssen, 2009: 379).

The effectiveness of CSR in terms of marketing may be determined based on the reactions of customers to undertake activities for the company, both successful and socially irresponsible. Useful for this purpose can be a model "input-output"

for identifying optimal formulation, implementation and measurement of CSR from the perspective of marketing (see Figure 1). This model analyzes the effects of socially responsible behavior, as well as give you the opportunity to understand the effects of socially irresponsible activities. It should be assumed that CSR leads to the expected results of marketing for the company (in the form of bonds of loyalty customers, customer engagement, investor confidence, etc.). In addition, CSR, as well as traditional marketing tools can affect the customer needs, but also has a positive effect on the social dimension, which in turn often determines the needs of the buyers. Obviously motive CSR action may be other reasons- beyond the needs of buyers' expectations of employees, investors, local authorities, or may result from internal motives (philanthropic, moral) management (Smith, Lenssen, 2009: 380).

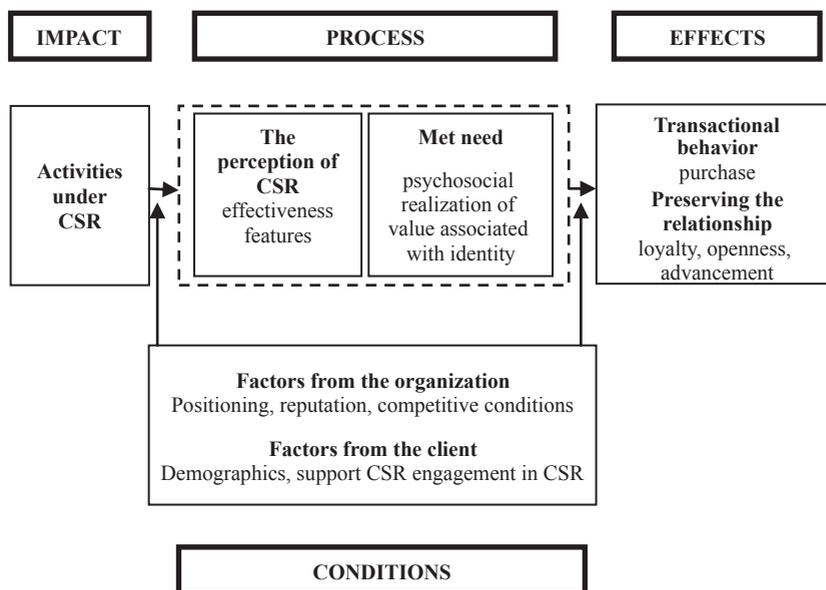


Figure 1.
Input-output model
of marketing's
benefits of CSR

Source:
Smith, Lenssen
(2009: 380).

This model shows how the perception of CSR activities by the client in respect of the satisfaction of his needs, the creation of appropriate behavior, and shows how CSR activities affect the marketing of the company. These relations can be described on the following areas (Smith, Lenssen, 2009: 381–385):

- 1) *Influences*: CSR activities are undertaken in a variety of areas- society (charities, voluntary), to provide diversity (in terms of gender equality in the composition of the supervisory board), employee relations (social needs, morale, trust), the environment (recovery of raw materials, clean energy, the protection of forests), corporate governance (the system of remuneration, incentives, transparency of procedures), product / service

(quality, value, usability), human rights (policies on ethnic minorities, labor rights). CSR initiatives can also take many forms- social marketing, involving, viral, guerilla, sponsorship, responsible business practices, and more;

- 2) *Process*: the perception of actions taken in the field of CSR has a significant impact on their evaluation by customers. Keep in mind that one initiative can be seen differently. CSR activities on the one hand can be seen based on the criterion of their effectiveness against the group to which the practice was addressed (eg improved quality of life for minorities)- this will be received in the context of the previously declared goals. On the other hand, CSR activity can be seen in terms of motivation, which is accompanied by the company. These themes can be external (when identified CSR activities with the intent to increase the profits of the company) and internal (the initiative as the actual answer is taken care of the matter (see: Du, Bhattacharya, Sen, 2007: 224–241; Ellen et al. 2006: 147–157). The second area- next to consumer perception of CSR- they need customers that are satisfied by these initiatives. Please note that in general the value of CSR for the customer are different from those that are tied products or services. Because they are less practical (than in the case of television used for viewing programs), more abstract and related to higher-order needs (education, self-realization), associated with the building of a system of values and identity (fulfillment of human aspirations, identification with a group social, build and reinforce beliefs);
- 3) *Effects*: if the needs and expectations of customers are met, then the customers most likely to engage in activities beneficial to the company and the CSR initiatives taken. Identifying the socially responsible activities gives you the possibility to meet the needs of a higher order, which in turn could lead to greater involvement in the activities of the company and support of his image (to strengthen the ties of loyalty, purchase products, promote goodwill, etc.). Another effect of the measures taken for the customer and CSR initiatives is greater awareness, sensitivity, promoting and supporting among other activities, in which he became involved with the company. It must be remembered that the ratio of the initiative is taken primarily conditioned by the strength of positive customer relationship with the company (product or brand);
- 4) *Determinants*: attitude towards CSR activities is determined by many factors, both at the enterprise level, as well as the recipient. The first group can include, among others type and nature of CSR taken share, matching the company (mission, physical facilities and people) to these activities and existing market rivals and they made similar initiatives. Client demands declared by CSR programs are based on a comparative

evaluation of many other similar projects carried out by competitors in the industry. It is not without significance for the perception of CSR activities by clients is the industry in which the company operates (skepticism can be assessed CSR activities of enterprises producing alcohol, tobacco and oil companies). In the second group of factors include the characteristics of customers and their level of involvement in CSR activities. If you plan to take this kind of action the company should identify the final recipients to whom it is directed initiative, in terms of age, sex, education, family values, preferred, leisure activities and other demographic and psychographic. At the same time buyers active attitude towards CSR activities brings the greatest impact, as they allow the expression of identity. Such involvement helps develop their skills, discover certain values, identification with a social group and meet the essential needs, which can strengthen the bond of loyalty to the originator of the program and more identified with him.

4. Business cooperation with NGOs in the field of CSR

Modern enterprise planning socially responsible action should be considered in its strategy the opportunity to establish cooperation with non-governmental organizations (NGO- Non-Government Organization), whose mission is to meet the social objectives of serving the public interest. Selecting a partner for social cooperation is not straightforward and unambiguous. The outcome of this collaboration should bring slightly different benefits to the company than expected financial results. Understanding of the issues related to running a socially responsible helps managers in creating a good relationship with your partner, and effective control agreement, to create conditions for the further development of the company, helps to create a positive image of the company (or brand of product / service) among buyers, investors, government and others. You should also pay attention to the potential benefits to the NGO. One of them may be a better understanding of the expectations of the business sector non-governmental organizations, which may result in the preparation of more effective social initiatives that could attract businesses in the future. This allows you to better fit both sides of the declared mission and effective implementation of the objectives of CSR.

The main determinant of the functioning of non-governmental organizations – in addition to key business socially desirable and acceptable – is to survive and raise funds for their activities. Without external financing, the implementation of these measures may be difficult or impossible. As a result of the wrong choice business partner, cooperation may compel NGOs to take action contrary to the mission and ambitions, but providing an opportunity to raise capital for continued operation. This may consequently affect the future ability to raise funds,

reputation, ability to diversify operations through cooperations and establish their legitimacy. Similarly, complex and multi-dimensional problems can accompany the business side of such cooperation, which should be considered in three areas: the environment, the level of corporate and business. At the level of the ambient range of funding non-governmental organization and a joint initiative of corporate social responsibility, the potential impact on public opinion and perception of stakeholders (customers, shareholders, investors), which in turn implies the possibility of access to capital, the amount of the share price and the perception of the image of the company. Bad decisions in choosing partners for cooperation, inadequate directions jointly undertaken activities or conflicts of interest will adversely affect the competitiveness of companies and the perceived value of the brand image to market rivals, who in their social initiatives do not have partners, NGOs and execute them alone. This type of impact can also be felt at the level of international organizations and affect the reputation of the company. At the corporate level, the board and senior management have to meet the expectations of the owners (shareholders, institutional investors) in the context of business. They are mainly interested in measurable business performance (financial, market, competitive), which are expected in the shortest time possible. Depending on the needs of stakeholders (institutional investors, customers, suppliers, units of local government, etc.) managers will strive to create a balanced image of the organization in terms of objectives, products, adopted the strategy, stakeholder expectations and beliefs about the legitimacy of their adopted, socially responsible, active. Finally, the level of activity (business) managers will work towards achieving the social objectives of the company and the resulting ministerial initiatives for the environment while meeting the strategic objectives and maintaining the status quo set by the top management. Non-governmental organizations leading socially responsible initiatives with industry can enrich resources of their business partners. Indeed, NGOs are increasingly seen as a strategic organizations, guided by philanthropic mission and long-term objectives, which may be of interest by enabling them to achieve their own goals and tasks (eg, image, social trust, commitment to customers, etc.). Achieving credibility of the company (brand) in the market recognition and creating a positive image can be done by sharing resources and skills of NGOs and businesses through cooperation in the field of corporate social responsibility initiatives. To this end, the partners must, in particular, to create a strategic processes to assess the possibilities and opportunities for the environment and the environment. In deciding whether to initiate cooperation with NGOs in the social responsibility to take into account a number of important recommendations (Peterson, 2011: 12–16):

- the services offered by the non-governmental organization (or coalition) are more suited to corporate social responsibility strategy of potential partners (companies), the higher the degree of bargaining power of NGOs,

- one of the key success factors are diversification of activity, separation of common agreement's objectives and strategic management of it,
- important is the selection of a partner on the basis of transparent criteria for the early planning of such activities in order to avoid errors choice wrong area of operation and minimize the risk of failure of cooperation,
- coalition-building companies investing in NGO organizations affects the strength of the potential investors and reduces dependence on the resources (physical and financial) from NGO services [1],
- it is important to maintain control over resources- this is not just money, but also knowledge management, competence, recommendations, etc.

Characterized factors certainly do not exhaust the issues taken. There can point to many other aspects of cooperation in the field of business and NGO sector. Sample questions are worth looking for answers in the further development of scientific research and are contained in Table 1.

Resource dependence	How can a company avoid the resource dependence of partnership with NGOs? Is co-operation can be managed as a portfolio of products? Are there opportunities to socialize coalition of investors and to influence the bargaining power of NGOs? What is the optimal level of resource dependency?
Maximizing power	How Resource dependence affects the distribution of power between the partners in cooperation CSR? Does this affect the trust between the partners? How to effectively manage even distribution of forces in a partnership?
Building a coalition	Is cooperation will be beneficial for both the companies and the NGO? What is its impact on the environment, the competitive position, the value of the partners? To what extent to share information, especially when the partners are competitors? What criteria should be used when choosing the coalition? What is the optimal duration of cooperation in the field of CSR?

Table 1.
Examples areas of co-operation analysis of companies and non-governmental organizations in the field of CSR

Source: based on Peterson (2011: 16).

5. Benefits, barriers and forms of business cooperation with NGOs

Business cooperation with NGOs in the field of CSR activities can take various forms depending on the area in which the partners, the scale of the project or the reported needs and expectations. Among the most common forms of cooperation in this field should be distinguished above all: philanthropy, sponsorship of events important to the local community, material assistance (sharing of premises, equipment), volunteering, marketing, socially engaged and strategic alliance. Various forms of cooperation generate benefits for both parties and accompanied by significant barriers (see Table 2).

Sponsorship and philanthropy are the least involving of these forms. These activities consist mainly in providing financial assistance to community organizations in exchange for placing a company logo on materials promoting the project and the dissemination of the sponsor. However, this form of support may build a sense of dependence on the sponsor. The essence of it is also a matter of

Form of cooperation	Benefits for social organization	Benefits for companies	Barriers
<i>Philanthropy</i>	Improving the situation of the organization (to get funding and in kind), attracting new partners	The satisfaction of improving the situation recipients, participation in social activities, building trust and social relations, to improve the image	Lack of confidence in the business, lack of knowledge of the tools and mechanisms to establish cooperation, lack of knowledge about the needs and expectations of the business sector, the inability to create offers of cooperation by social organizations, the lack of a coherent program of action (without preconceived objectives), the lack of regulations conducive for establishing cooperation lack of experience in the field of cooperation with the business sector, the lack of know-how and practices benchmark, only treatment of the companies as a source of funds, the lack of a strategic approach to cooperation.
<i>Sponsorship</i>	Having funds for current operations	Promotion of company (brand), aid in the implementation of social action	
<i>Cause Related Marketing</i>	Sound social problem, financial aid	Building public trust and bonds of loyalty with customers by engaging them in an action to improve the image, achieving the business	
<i>Volunteer Staff</i>	Technical and substantive support, personnel, exchange of experience, more opportunities to help	Integration team, acting for the good of others, meeting social needs among staff, better reach the needy	
<i>Strategic Alliance</i>	Technical and substantive support, personnel, property, exchange of experience, participation in decisions, create social value	Synergy of activities, generating innovative solutions to build public trust, to effectively target beneficiaries of social value creation	

Table 2. Benefits and barriers of various forms of cooperation between enterprises and NGOs

Source: based on (Rudnicka, Reichel, 2011).

image. NGOs should selecting partners to work together carefully to avoid conflict between the venture undertaken a range of activities (for example, it can apply to a situation in which anti-alcohol campaign is sponsored by alcohol producers, and environmental campaign is carried out by company that significantly harms the environment through its core business). However, as practice shows economic social organizations increasingly expect companies to more complex forms of cooperation than ad hoc financial assistance or material. In this sense, points to the important role of marketing socially engaged (Cause Related Marketing – CRM), as a method of linking the economic objectives of the non-business activity. This involves allocating the profits from the sale of selected products for the purpose of socially desirable and thus participation in solving specific social problems. It may also depend on their customers engage in important social project in order to identify the problem and the company. An interesting and popular form of involvement in so-called socially responsible. Green alliances (Green Alliances)

are related partnerships between environmental NGOs and businesses, which aims to achieve the environmental goal with mutual satisfaction (see: Baghi et al. 2009: 25–26; Stafford et al., 2000: 122–130). Cooperation partners work together to achieve concrete solutions to environmental benefits (eg, reduced consumption of raw materials, the introduction of environmentally friendly products and methods of manufacture and disposal of packaging, etc.). In view of the fact that an increasing number of customers in the world expects from companies such behavior, establishing cooperation in the field of social organization can be seen as imperative to success [2]. It turns out that NGOs are well known environment for small and medium-sized companies. Most of the respondents have heard of 4–6 community organizations operating in their area. Frequently mentioned various types of foundations nationwide, as well as local and associations. Respondents also often associate large, established media or by known persons organizations.

Meanwhile, almost the same percentage of small and medium-sized businesses (respectively 82% and 85.9%), of whom contacted the social organizations, have taken cooperation with them. Cooperation with civil society is judged by entrepreneurs strongly positive (almost 90% of the answers to the assessment of good and rather good). The main reason is the desire to provide support to help those in need (60%). Such motivations, such as advertising companies or to achieve some benefit for her- they are in the vast minority (indicating the level of 10%). From the perspective of the benefits, however, twice as likely to look at medium-sized companies. The most common form of cooperation is both material assistance and financing, especially for medium-sized enterprises. Cash and cash equivalents provide more small businesses, which is the opposite trend than the declared forms of support. Kind offers aid only about 1% of patients. Common forms of co-operation is also voluntary for employees and sharing of know-how. Selected results in this respect are presented in Figure 2.

The main source of information about social organization for all surveyed companies online, and used for this purpose more than the average small business. Small businesses as the most important organization in cooperation with the social point under the influence of reflex action of the heart, and the average- the implementation of a social order. For medium-sized companies are also important for the reputation of the company. This suggests that decisions on cooperation in small businesses are taken spontaneously, in the large and the process is more thoughtful, sometimes also focused on the benefits for the company (see Figure 3).

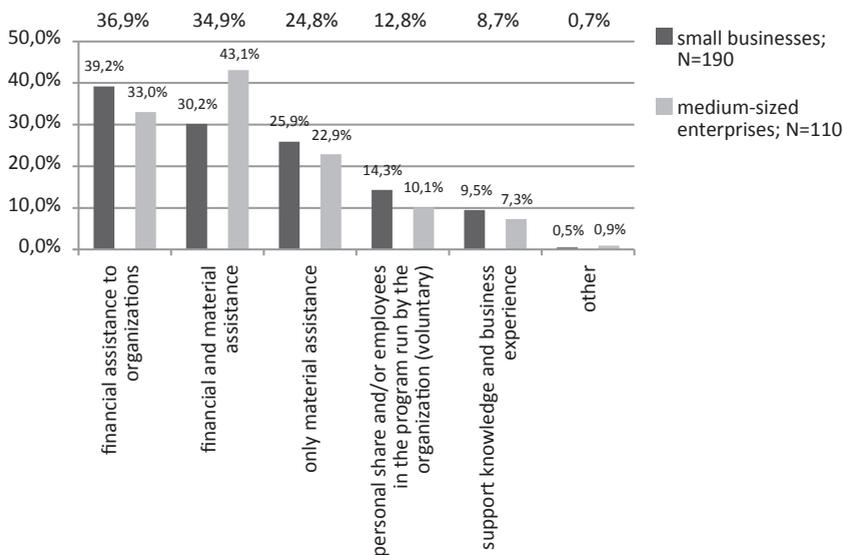
At the same time about 36% of small and medium-sized businesses that do not have contact so far with social organizations, declared that they would like the work to begin. Small businesses want to support community organizations in particular knowledge and experience and through personal participation of employees in the organization, or volunteering, while medium-sized companies-

Figure 2.

Form of business cooperation with civil society organizations

Source:

Marketing społeczny dla NGO. Jak skutecznie budować relacje z biznesem i tworzyć kampanie społeczne?, available at: <http://centrumklucz.pl/wp-content/uploads/Marketing-spoeczny-dla-ngo.pdf> (accessed 15 December 2013).



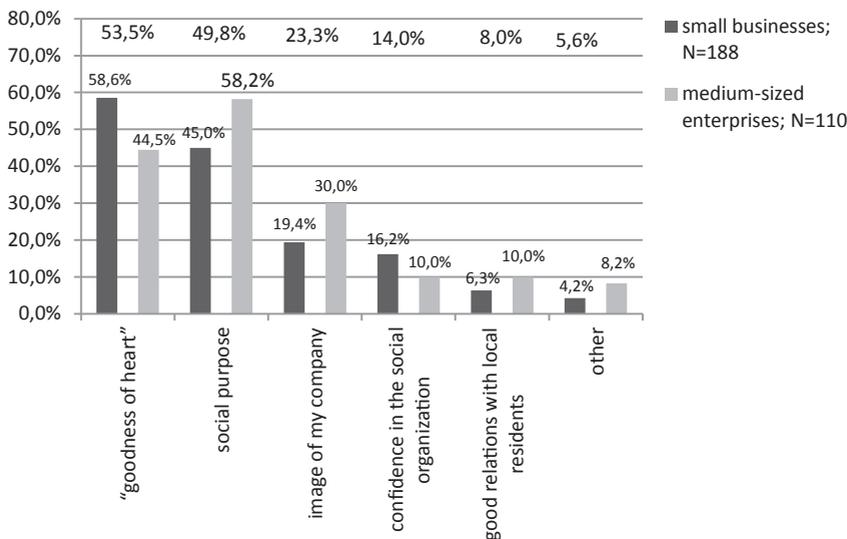
Values above the graph are averages for all subjects

Figure 3.

Key determinants of cooperation with the social organization

Source:

Marketing społeczny dla NGO. Jak skutecznie budować relacje z biznesem i tworzyć kampanie społeczne?, available at: <http://centrumklucz.pl/wp-content/uploads/Marketing-spoeczny-dla-ngo.pdf> (accessed 15 December 2013).



Values above the graph are averages for all subjects

mainly through financial assistance. Companies that do not plan to cooperate, the main reason for lack of funds provide. When asked about the possible benefits of cooperation with civil society organizations, the respondents in both the small and medium-sized businesses, decided that it would be advertising for the company. The satisfaction of helping people mentioned it was only in the second place. Therefore, not every company is directed only to the social, but also the interests of their own companies. Definitely less pointed and entrepreneurs improve the company's image as a benefit of social activities.

These studies indicate that small and medium-sized enterprises in Poland are and can be a partner for civil society organizations in the implementation of their activities. Much is aware of the NGO sector, both at national and local levels. A large percentage of companies are open to cooperation and support organizations in their work. The dominant motivation for turning the company in social activities is the desire to help those in need. Companies use many other forms of support tailored to their capabilities: financial, material, in-kind, volunteer and share their knowledge. Positive evaluation of the existing cooperation between SMEs and organizations can also hope that its scope and scale will still grow.

6. Conclusion

Corporate social responsibility is a consequence of the relationship between business and the environment. The company as an open system, remaining in close correlations with the environment, and whose operation is based on feedback management should in shaping their strategies include socially responsible initiatives. Relationship with the environment are forcing companies to take action to shape their impact in the area of non-economic. Today's economic conditions mean that managers increasingly see themselves as operating between those who insist on getting more involved at the level of social responsibility, and investors are waiting to maximize profit in the short term. It is therefore worth considering the possibility of making the strategic dimension of CSR in the context of creating an image, acceptance and commitment to customers, building a reputation among investors and, consequently, build competitive advantage, while fully respecting all philanthropic and socially expected rules of conduct.

The activity of enterprises in the field of CSR contribute to strengthen their competitive position. These initiatives can bring both: internal effects (impact on the company itself) and external effects (impact on the company's stakeholders). In addition, we can distinguish direct effects resulting directly from its activities, as well as indirect effects that are derived from CSR activity undertaken. The effects of these actions may be simultaneously arguments that encourage companies to change the perception of the concept of social responsibility only as a way to easily promote the business. These effects can be related, for example with (see: Mandl, Dorr, 2007):

- a more efficient and environmentally friendly processes,
- greater involvement of employees in decision-making processes and their creativity, which may result in greater satisfaction and motivation of employees,
- developing organizational innovations in the construction of competitive advantage,
- the company more credibility among business partners and the public, which allows for the development of new cooperative ties,
- easier access to external sources of capital,
- increase sales and customer loyalty.

Unfortunately, these measures are often used as another tool to promote the business through “simple” sponsoring popular social actions. However, think about corporate social responsibility in a more strategic way. Companies can operate because of a charity in order to improve competitiveness by influencing the quality of the business environment in which they operate. For example, supporting the improvement of the quality of education in the country or region, the company can get the benefits in the future in the form of skilled labor, and enhance the image. Conducting this type of initiative aligns the value of economic and social objectives and improve business (competing) prospects of companies. Through CSR, it is possible to produce social benefits far beyond the effects of the activities provided by individual donors, foundations, and even governments. This requires fundamental changes in the company thinking about important for the community (local, national or international) events and related CSR programs.

Notes

[1] For example, pharmaceutical companies collect funds to support the activities of non-governmental organizations, related to the implementation research, operation care and support for people living with HIV/AIDS.

[2] The data come from a survey conducted in October 2005 by the research firm ABR SESTA commissioned by the Academy for the Development of Philanthropy in Poland and the Foundation for Social Communication. Information was collected through telephone interviews on a sample of 507 managers in small and medium-sized enterprises, randomly selected from across the Polish. See: <http://centrumklucz.pl/wp-content/uploads/Marketing-spoleczny-dla-ngo.pdf> (accessed 15 December 2013).

References

- Baghi, I., Rubaltelli, E., Tedeschi, M. (2009), “A Strategy to Communicate Corporate Social Responsibility: Cause Related Marketing and its Dark Side”, *Corporate Social Responsibility and Environmental Management*, Vol. 16, pp. 15–26.
- Du, S., Bhattacharya, C.B., Sen, S. (2007), “Reaping relationship rewards from corporate social responsibility: The role of competitive positioning”, *International Journal of Research In Marketing*, Vol. 24, pp. 224–241.

- Ellen, P.S., Webb, D.J., Mohr, L.A. (2006), "Building corporate associations: Consumer attributions for corporate socially responsible program", *Journal of the Academy of Marketing Science*, Vol. 34, pp. 147–157. DOI: [10.1177/0092070305284976](https://doi.org/10.1177/0092070305284976)
- Kotler, Ph. (1999), *Marketing. Analiza. Planowanie. Wdrażanie i kontrola*, PWE, Warszawa.
- Mandl, I., Dorr, A. (2007), *CSR and Competitiveness. European SME's Good Practice*, Consolidated European Report, KMU Forschung Austria, Vienna, available at: <http://www.kmuforschung.ac.at/de/Projekte/CSR/European%20Report.pdf> (accessed 15 December 2013).
- „Marketing społeczny dla NGO. Jak skutecznie budować relacje z biznesem i tworzyć kampanie społeczne?”, available at: <http://centrumklucz.pl/wp-content/uploads/Marketing-spoeczny-dla-ngo.pdf> (accessed 15 December 2013).
- McWilliams, A., Siegal, D.S., Wright, P.M. (2006), „Corporate social responsibility. Strategic implications”, *Journal of Management Studies*, Vol. 43, pp. 1–18. DOI: [10.1111/j.1467-6486.2006.00580.x](https://doi.org/10.1111/j.1467-6486.2006.00580.x)
- Nakonieczna, J. (2008), *Społeczna odpowiedzialność przedsiębiorstw międzynarodowych*, Difin, Warszawa.
- Peterson, D.K. (2011), "Partner Selection for sustainability efforts: The Case of choosing NGO partners using transaction cost analysis and resource dependency", *Interdisciplinary Journal of Contemporary Research In Business*, Vol. 2, No 1, March, pp. 12–22.
- Porter, M.E., Kramer, M.R. (2002), "The competitive advantage of corporate philanthropy", *Harvard Business Review*, Vol. 80, December, pp. 5–16.
- Rudnicka, A., Reichel, J. (2011), *Jak przygotować program współpracy organizacji pozarządowej z przedsiębiorstwami?*, Centrum Strategii i Rozwoju Impact, Łódź, available at: <http://www.csri.org.pl/wp-content/uploads/2011/06/CSRImpact-978-83-932160-1-7.pdf> (accessed 20 May 2013).
- Smith, N.C., Lenssen, G. (2009), *Odpowiedzialność biznesu. Teoria i praktyka*, Studio Emka, Warszawa.
- Stafford, E.R., Polonsky, M.J., Hartman, C.L. (2000), "Environmental NGO-Business Collaboration and Strategic Bridging: A Case Analysis of the Greenpeace-Foron Alliance", *Business Strategy and the Environment*, Vol. 9, pp. 122–135. DOI: [10.1002/\(SICI\)1099-0836\(200003/04\)9:2%3C122::AID-BSE232%3E3.0.CO;2-C](https://doi.org/10.1002/(SICI)1099-0836(200003/04)9:2%3C122::AID-BSE232%3E3.0.CO;2-C)