



Developing a CSR strategy for a multi-national corporation in New Zealand

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Context



- **Internship Coordinator and Industry Liaison Champion engaged with a large NZ provider of computer and technology**
- **Project launched to support Carbon Footprint Team (CFT) with carbon footprint reduction strategy and direction**
- **Involvement: SAB lecturers and Unitec Sustainability Manager**

Initial request & project process



Initial request & project scope

- **Prioritise key initiatives of the action plan**
 - **Create a longer-term strategy**
- **Support with researching sustainable packaging**
- **Understanding and measuring carbon footprint**



Project process

- **Workshops / facilitation**
- **Audit of action plan & SWOT**
- **Literature review**

- **Put on hold**

- **Unitec team tasks – following above**
 - **Retailer research**
 - **Supply chain analysis**

- **Comprehensive report with recommendations**



Explorative case study

- **Project turned into an explorative case study**
- **Even single-case studies significant when establishing trends / identifying new areas for research (Mariotto et al., 2014)**
- **Purpose:**
 - **identify and formulate strategies which could support the subsidiaries of large multi-nationals in New Zealand to implement various aspects of CSR**
 - **It can also help smaller companies to move beyond basic compliance**

Literature Review



- **Challenges while implementing new CSR strategies:**
 - Continued delivery of goods and services
 - Maintain financial goals
 - Meet environmental protection demands
 - Meet legal obligations (Lopata et al., 2021)
- **Prerequisites for success**
 - Corporate culture has to motivate new forms of behaviour (Sharma et al., 2017)
 - Comprehensive, coordinated management approach involving the entire organisation (Barrio-Fraile et al., 2020)

CFT action plan - successes (audit)



- **Successes to reduce carbon footprint in three areas:**
 - **Travel & Remote working**
 - Average 1 to 3 days a week in the office
 - Less travel, less building space required
 - **Tech optimisation**
 - Meetings via technology
 - **Utilities Consumption**
 - One building instead of two

Workshops: Other related info



- **Broader thinking than Co2 emerges – The Natural Step (TNS)**
 - **Wants to become the industry leader**
 - **Wants to become an Employer of Choice – diversity and inclusion**
 - **Understand the NZ legal CSR framework better**
 - **More support to charity**
 - **Host a charity event supporting diversity**
 - **Support a tree planting initiative**

Conclusion 1: Strategy Design



- **No knowledge of a reliable approach / methodology / framework for CSR**
- **Strong evidence in current research and best practice for CSR initiatives to be bolstered by a robust, holistic strategy and embedded into overall business strategy (Moyeen et al., 2012)**
- **Led by management team**



Recommendation 1 – TNS model for CSR strategy



- **Systems approach and development framework**
- **Backcasting method of strategy development (The Natural Step; n.d.)**
- **A strategic approach will ensure that CSR initiatives are supported by dedicated resourcing and measured through appropriate success metrics to evaluate outcomes and impact**



Conclusion 2: CSR Manager required

- **CFT other demanding responsibilities re day to day management and operations**
- **Commitment, willingness, right attitude**
- **Overwhelmed by the CSR options available and difficulty to prioritise CSR actions (Khalid et al., 2020; Strother et al., 2011)**
- **Expertise required re NZ legal framework**
- **Sustainability fatigue (Khalid et al., 2020; Strother et al., 2011)**



Recommendation 2: CSR manager

- **Company needs a CSR manager to**
 - **Create accountability/ownership**
 - **Coordinate the CSR strategy**
 - **Alleviate burden on CFT team**
 - **Change company culture; Win hearts and minds of all staff and stakeholders.**
 - **Understanding of pending legislation**
 - **Communicate internally and with corporate headquarters**
 - **Manage and grow reputation as a CSR-conscious company**
- (Barrio-Fraile et al., 2021)

Conclusion 3: Reputation, industry leader & Employer of Choice



- **Easy actions outside of the company to**
 - **Becoming industry leader**
 - **Employer of Choice**
- **Will support company reputation (Kim et al., 2019)**

Recommendation 3: Reputation, industry leader & employer of choice



Three easy actions:

- **Join the Climate Leaders Coalition (CLC)**
 - 105 signatories representing, 35% of NZ GDP, 220 000 employees across NZ
 - Working towards zero carbon emissions
 - <https://www.climateleaderscoalition.org.nz/about>
- **Support a tree planting initiative such as Future Fit**
 - A range of options to donate trees for planting at \$10 a tree.
<https://www.futurefit.nz/carbon-offsetting>
- **Identify returns & other goods to be donated to AllHeart and low-decile schools**

Conclusion 4: Green building



- **Planning consolidation of two buildings into one**
- **Green building ideas identified for targeted building**



Recommendation 4: Green Building

- **Complete consolidation of offices into one building**
- **Investigate and seek consent for Green Building initiatives, such as**
 - **Grey water usage**
 - **LED lighting**
 - **Efficient temperature control**
 - **And more**
- **Apply for Green Star rating and promote this on the company website – contribute Reputation & Employer of Choice**

Conclusion 5: CSR collaboration partners



- **3rd party supplier - international suppliers + NZ retailers**
- **Address shipping, recycling, returns management, etc**
- **Easier short term gains: work with NZ retail partners**
- **No knowledge of the CSR policies of NZ retail partners (Wang, 2020)**
- **Unitec team did research and presented this to CFT**

Recommendation 5: CSR collaboration partners



- **JB Hifi**
 - Best evolved recycling and waste reduction policies
 - Will favour suppliers who show “due diligence” in these areas
- **Noel Leeming**
 - Has existing collection points for digital material
- **Mitre 10**
 - Currently offer polystyrene collection points

Conclusion 6: Measure CO2 footprint

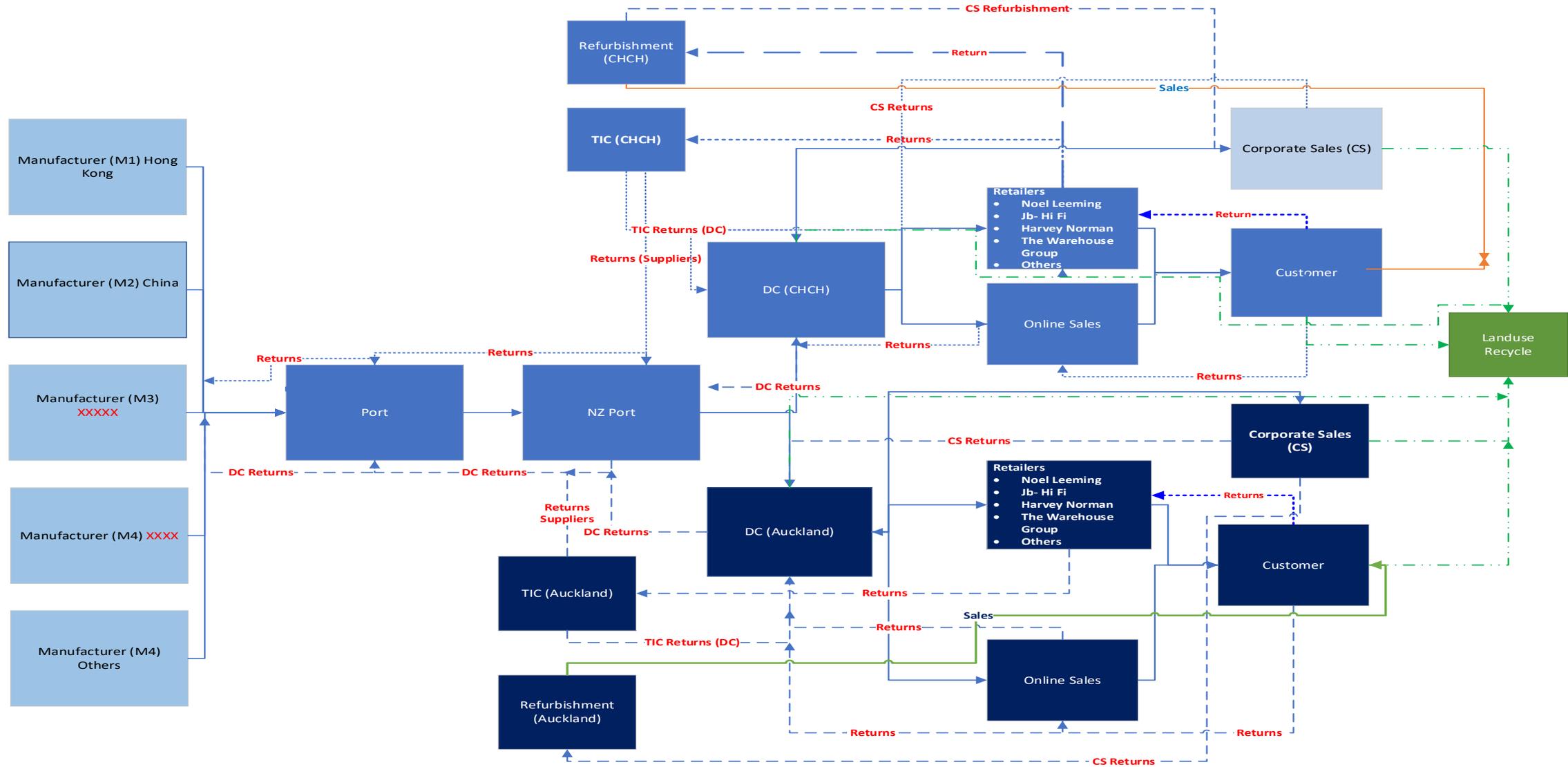


- **Complex, specialised task (Khalid, et al 2020)**
- **Not equipped for it with skills or software**
- **Unitec specialist did investigation**

Recommendation 6: Measure CO2 footprint



- **Unitec specialist information to be considered**
- **Delimitation of footprint to be determined**



Future research



- **Subsidiaries of global corporates face multiple demands:**
 - Global company requirements
 - Local and global legislation and CSR requirements
 - Demands from national stakeholders
 - **Guidance to subsidiaries of global corporates re CSR**
- **Specialised CSR professionals**
 - Prerequisite for successful implementation of CSR
 - Financial restraints
 - CSR manager and staff – “nice to have”, easy to retrench
 - **Research required to inform businesses of advantages of CSR specialists**
- **Supply chain Co2 measurement**
 - Complex
 - **Standardisation re Co2 measurement**

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