

Corporate CSR brands and Resilience: Implications from an Entrepreneurial Perspective

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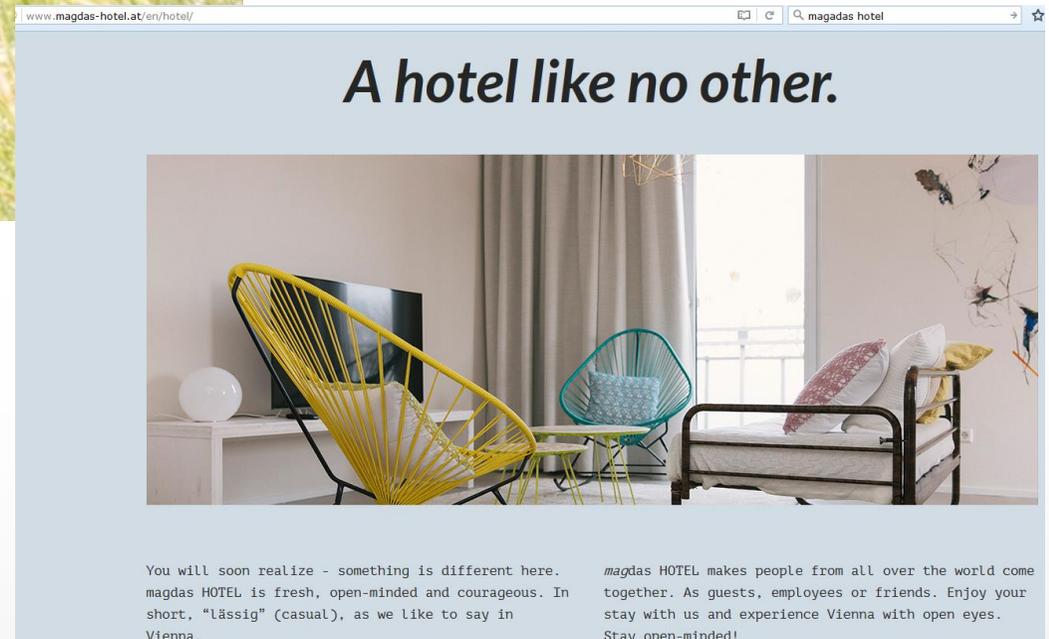
Woody Allen's *Annie Hall*

A man goes to a psychiatrist and says, "My brother's gone crazy. He thinks he's a chicken."

And the psychiatrist says, "Have you told him he's not a chicken?"

The man replies, "I would, but we need the eggs."

Corporate CSR brands



Corporate CSR brands are defined as companies that, whilst selling their service or product, improve a social problem or act in a socially and/or ecologically responsible way.

Research on different levels

Individual resilience

Organisational
resilience

System level resilience

Method of empirical investigation

RQ, method selected, participants of the study

Research Question:

How does the context of corporate CSR brands influence the way ‚resilience‘ is framed?

Research Method:

Qualitative in-depth interviews with 20 owners / founders / leaders of hybrid businesses throughout Austria, Germany, Switzerland and Liechtenstein

SMEs across the following industries: food & beverages, clothing & baby supplies, furniture, repair & maintenance

Redundancy refers to the correlation between the corporate brand strategy and resilience in a system

Knowing this relationship, the majority of our respondents understand the “feedback” loops in which processes and events happen in the economic and social-ecological system

“People, business, environment, time – it all works like a gearwheel. Also, not only the outcome is important, but also the way of getting there. If one gear moves faster, this can influence other components. Being of aware of this certainly helps to find new business opportunities, finding new partner to collaborate with, etc.” (mushroom company)

HOW: Through changing the context or adopting an eagles’ perspective

System effects relate to the fact that resilience exists at multiple levels or scales: individual, organisations, community, society.

Corporate brand CSR entrepreneurs widely know what happens when these different system components interact, how this can lead to “emergent properties” that have unintended consequences on the corporate brand strategy or can be unpredictable.

“Building the store with our special orientation and positioning is troublesome. It can make the company vulnerable, especially at the beginning and the development stage with the packaging-free, organic, social and fair positioning.”
Founder (CEO) of packaging-free organic grocery store

HOW: Through networking, reflecting

Time frame for decision-making refers to the amount of time a decision-maker(s) has to make their decision

CSR corporate brand entrepreneur typically have a long-term, transformational perspective

“Resilience develops when you want to do something consequently and on a long-term basis...a clear vision is the important factor...and I as a leader need to set an example and live by it consequently” Founder (CEO) of ecologically fair produced herbs and teas

HOW: Persistency, optimism, adaptability

Stability refers to the permanence or persistence in the structure of the environment.

Typically, the context in which corporate CSR brands manoeuvre is less stable and our respondents emphasize the “high unpredictability” of success.

HOW to make the system more ‘stable’: strong (authentic, meaningful) organizational culture & corporate brand

