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Corporate Social Responsibility:

A Study into the Motivations of Five Socially Responsible Companies

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Capstone Approval Page

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Corporate social responsibility (CSR) is an unregulated and unenforced aspect of businesses within the United States. Unlike many other countries that provide rules and guidelines to companies, the United States government leaves the choice up to each business. For this reason, some companies decide to participate in CSR while others do not. Why is that? What is the motivation for companies to engage in CSR? CSR programs are essential to making the world a better place. However, the motivations behind a company’s choice to pursue social responsibility differ. This paper analyzes 5 companies including Starbucks, McDonalds, Coca-Cola, 3M, and Google were analyzed with regards to their motivations behind a CSR program including to gain financially, to gain positive consumer mindsets, or to get a leg up on competition as seen as a form of marketing. Using a multitude of sources; including Annual Financial Reports, Sustainability Reports, CSR Reports, scholarly articles, and data was also gathered from company websites, magazines, newspaper articles, and press releases. We found that some companies with regards to the triple bottom line, which is used to set sustainability goals for companies, are involved in all three areas, economic, environmental, and social, of social responsibility while others focus in only one or two areas.
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ABSTRACT:

Corporate social responsibility (CSR) is an unregulated and unenforced aspect of businesses within the United States. Unlike many other countries that provide rules and guidelines to companies, the United States government leaves the choice up to each business. For this reason, some companies decide to participate in CSR while others do not. Why is that? What is the motivation for companies to engage in CSR? CSR programs are essential to making the world a better place. However, the motivations behind a company’s choice to pursue social responsibility differ. This paper analyzes 5 companies including Starbucks, McDonalds, Coca-Cola, 3M, and Google were analyzed with regards to their motivations behind a CSR program including to gain financially, to gain positive consumer mindsets, or to get a leg up on competition as seen as a form of marketing. Using a multitude of sources; including Annual Financial Reports, Sustainability Reports, CSR Reports, scholarly articles, and data was also gathered from company websites, magazines, newspaper articles, and press releases. We found that some companies with regards to the triple bottom line, which is used to set sustainability goals for companies are involved in all three areas, economic, environmental, and social, of social responsibility while others focus in only one or two areas.
I. Introduction

Corporate Social Responsibility (CSR) programs are essential to making the world a better place. However, the motivations behind a company's choice to pursue social responsibility differ. To what level of involvement in CSR is required to be considered effective means of marketing to consumers? Do companies participate to gain customer recognition, to uphold their reputation, or to lower the production cost of products and services? Is there a common theme or area of concentration companies should focus on to gain a positive mindset from the consumer?

Following the concept of the Triple Bottom Line, this paper analyzed 5 companies including Starbucks, McDonalds, 3M, Google, and Coca-Cola with regards to their CSR programs helps correlate exactly what activities or programs a company is participating in. Studying the importance of why companies participate in CSR is imperative because participation in CSR can impact the world in a large way.

II. Literature Review: Motivations for Corporate Social Responsibility

The motivation behind why companies partake in CSR still has little research done on it. Within the research scholars, have found three reasons to have a CSR program. One of the top motivational reasons is competition (Kemper, J., Schilke, O., Reiman, M., Wang, X., & Brattel, M., 2013). Kemper et al, found that companies that are highly competitive use CSR and marketing as a way to increase performance. Based on the research, there seems to be a high correlation between CSR, marketing, and a firm's performance. CSR is seen as a "moderator of the link between performance drivers and performance outcomes" (Kemper, J., Schilke, O., Reiman, M., Wang, X., & Brattel, M., 2013, p. 1955). This means that CSR is a benefactor in company's performance. CSR affects the employees, shareholders, and consumers which in turn
affects the overall success of the company. Kemper et al. state that CSR can leverage or give a leg up on the competition. For example, engaging in fair trade or participating in ways to lessen a company's carbon footprint, which are all example of CSR activities, can decrease distribution costs which in turn help the company save money.

In the article by Chung Hee Kim published in the Pozan University Economics Review, Kim talks about how CSR can motivate employees which in turn helps out the company. He states that, "Although businesses seldom initiate CSR mainly with the aim of facilitating staff motivation, when businesses evaluate the results, the issue of individual motivation emerges as one of the main benefits for engaging in CSR" (Kim, C. H., 2013, p. 5). This shows that CSR has multiple modes of motivation but there are also some side enhancements to the company that were not initially intended.

It is common knowledge that the purpose of a business is to make a profit and in order to make a profit companies have to gain a consumer base to purchase their services or products. Customers are what keep companies in business. With that in mind, there has been some research done on consumer perceptions of companies that participate in CSR. The article, Corporate Volunteering Programs and Consumer Perceptions: an Information Processing Perspective, specifically addresses the issue of finding out what consumers believe to be true about a company and how their feelings towards the company differ depending on their involvement in CSR. "The author's results demonstrate that elaborate processing has a positive impact on credibility of the program and altruistic motivation of the firm. Less involved processing led to lower favorable trait attributions," which shows that companies are motivated to gain "points" and increase their reputation through consumers by involvement in CSR (Mattila, A. S., 2013, p. 572). Terry Porter and Patti Miles published an article of similar findings. Through the short term research
of the longevity of CSR, Porter and Miles found that there is a link between CSR, profitability and good governance (Porter, T., & Miles, P., 2013, p. 313)

The motivations behind the inclusion of a CSR department in companies ranges from financial gain, to gain positive consumer mindsets, or to get a leg up on competition as seen as a form of marketing. The overall conclusion is that CSR helps performance but in what ways. There is a gap in knowledge as to how the degree of public knowledge of CSR programs affects a company’s reason for having a CSR program. Do companies participate to gain customer recognition, to uphold their reputation, or to lower the production cost of products and services? The most important facet of any successful business is the customers. Without them, there is no longer a business. To what level of involvement in CSR is required to be considered an effective means of marketing to consumers? Is there a common theme or area of concentration companies focus on to gain a positive mindset from the consumer?

III. Methods

Sample

The five companies examined in this study were Starbucks Corporation, McDonalds Corporation, 3M, Google, and Coca-Cola Corporation. These five companies were chosen based on two key qualifications: the industry they compete in and whether the company uses a centralized or decentralized strategy for their CSR department.

The first was based on what industry the company competes in. The benefit of gathering companies from multiple industries is that it allows for a wide spectrum of results which can be generalized to a larger population. Starbucks is considered to be within the Specialty Eateries,
McDonalds is Restaurants, 3M is a multi-industry company (Healthcare, Industrial and Transportation, Consumer and Office, Display and Graphics, Electro and Communication, and Safety, Security, and Protection), Google is an Internet Information Provider, and lastly Coca-Cola is within the Beverages Industry specifically Soft Drinks (Yahoo Finance). All of the companies are within the top of their industries as well as all being named within the Fortune 500 Best Companies of 2012. Of the five companies used, Coca-Cola (59) and Google (73) are within the top 100 best companies of 2012, 3M (102) and McDonalds (107) are within the top 200, and Starbucks (227) is in the top 300 companies (Fortune 500 Companies 2012).

The second criteria was whether their CSR or sustainability department is considered centralized or decentralized. A centralized CSR department is concerned with all areas of the company. This means that the efforts of CSR should be reached throughout the entire company not just within one singled out department. A centralized strategy allows the company to focus on large causes within social responsibility that are on a global level (Designing a CSR Structure). A decentralized strategy, on the other hand, has a "broad range of initiatives." The decentralized strategy takes a finer look into the specific needs and wants on a local level. This appeases local shareholders and consumers (Designing a CSR Structure). An example of this would be a company who focuses on grass root issues. This may be education within the local districts rather than education standards on a global level. The third option which many companies have is a combination between a centralized and a decentralized structure. This means that the emphasis is not solely on a global or local level but within both. The decision to have a centralized or decentralized CSR strategy depends on what is important to the company, what kind of effect they want to leave in the world, and where the company's ligancy lies, on a global
or local level. Table 1 lists each of the five companies along with whether they have a centralized, decentralized, or combination structure for their CSR department.

**Data Collection Process**

A multitude of sources were used to gather data in this study. Annual Financial Reports, Sustainability Reports, and CSR Reports were used for most of the companies. Hoover’s Online as well as a journal directory were used to locate scholarly articles. Lastly, data was gathered from company websites, magazines, newspaper articles, and press releases.

Each year, companies release an Annual Financial Report that details how the company did within the past year as well as many changes that may have taken place within the past 12 months. Along with many company’s Annual Financial Reports, they also have a separate report titled, Sustainability Report. The Sustainability Report varies on when it is released. For example, some companies release their reports on an annual basis whereas others release theirs on a two or three year basis. Unlike the Financial Reports, which includes very standard material, the Sustainability Report varies. Within the companies studied, many included progression charts. Some companies give updates on goals they may have made within the past or new ones from the past year. The layout of showing the initial goal, the progression made within the last year, and whether the company is “on track” or not helps consumers understand a company’s intentions better.

Press releases help make consumers, shareholders, and investors aware of the efforts of social responsibility within a company. When a goal is met, surpassed, or just starting there is usually a
press release made for public knowledge. The data collected from press releases shined a light
on what the public was able to see versus what the CSR Report details.

Another source was scholarly articles and journals. The time frame for any scholarly article or
journal used was from 1995 to 2013. This time frame was chosen because companies largely
started to create CSR departments or release sustainability reports in the mid 1990’s. This allows
us to gather the most current data and theories from the company’s start of CSR.

Analysis

Triple Bottom Line

A well-established distinction between three categories of social responsibility is the groupings
that make up the Triple-Bottom Line. The Triple Bottom Line "captures the essence of
sustainability by measuring the impact of an organization's activities on the world ... including
both its profitability and shareholder values and its social, human and environmental capital”
(Savitz, A. W., & Weber, K. 2006). The Triple Bottom Line Model which is used to set
sustainability goals for companies is also used as a tool for measuring CSR and distinguishing
between what categories the acts fit within. Economic, environmental, and social categories
make up the model that is used in distinguishing whether a company is sustainable (Hall, T., &
Slaper, T. [n.d.]). Within Table 2, there is a range of activities that are linked within one of the
three factors by distinguishing where certain activities fall under, it visibly is easier for someone
who may not have a deep understanding of CSR to understand where a company participates
heavily. The division of economic, environmental, or social activities allows for all the
companies to be compared to one another in an easier manner. All of the above are just some of
the areas of focus within the three categories and businesses are not limited to these ideas. 
Below, Exhibit 1, shows the Triple Bottom Line Model (Triple Bottom Line & the Patagonia.  
2010, August 18).

**Exhibit 1: Triple Bottom Line Model**

![Image of the Triple Bottom Line Model]

**IV. Results**

All of the company’s CSR programs are sectioned off to fit into at least one of the three 
categories, economic, environment, or social, that is used in the Triple-Bottom Line Model for 
Sustainability. In Table 3, each company’s activities are listed by their project name. Note that 
some of the projects do fit into multiple categories which show a project’s diversity.

**Starbucks Corporation**

Starbucks started in Seattle in 1971 and has now grown into a globally renowned company. A 
major reason for its success in such a short amount of time is participation in CSR. Although 
Starbucks is a global company, they make a difference in every neighborhood where they are
located (2012 Sustainability Report). Finding the balance between making a difference on a local level as well as on a global level is key to becoming a bigger success.

Whether it is minimizing their environmental footprint, working to make farmers’ living more sustainable or having a set goal of employee service hours and projects, Starbucks makes their CSR public knowledge. It is evident from the balance of local and global impact that Starbucks is a mixture of centralized and decentralized. The work Starbucks does with farmers with Fair Trade helps visualize the global impact they leave, but Starbucks also does a mountainous amount of community work. Community work is considered any community service within the surrounding areas of a Starbucks store.

On an annual basis, Starbucks releases a sustainability report that not only goes into great detail about their projects within the past year but also shows the progress of projects throughout the years. The Sustainability Report shows the incremental changes that their work has done over a three year span from 2011 to the anticipated goal of 2015. Showing the progress of each of their projects is essential information not only to the company itself but also to its shareholders, investors, and most importantly customers. Customers have the ability to make a company a huge hit by merely setting off a “tweeting” frenzy but they can also organize a boycott within hours if they are not happy. Making their social responsibility efforts public knowledge is used as a marketing tool that could make or break the company. This may not be the first reason that Starbucks has chosen to better the world. Their motivations appear to be to increase customers’ likelihood to return to Starbucks even if the prices are higher than competitors.

Starbucks is most well known for their work with farmers globally. Their goal on ethical sourcing, described as “coffee that is third-party verified or certified” by one of three auditing
systems, is to have 100% of their coffee sourced by 2015. In 2011, Starbucks was at 86% and rose 6% by the end of year 2012. This goal is to help ensure that Starbucks only has the highest-quality products. Farmers in turn get paid higher for their coffee bean because they follow the guidelines of the fair trade concept. Following these rules allows the farmers to produce a higher quality product. This helps the local economies as well. Along the same lines, Starbucks provides farmers with loans and has established farmer support centers. The first center was created in 2004 in Costa Rica with an additional three built in 2012 to make a total of seven globally. Each of the centers is located in areas where Starbucks purchases a large amount of coffee beans, cocoa, or tea. These centers help farmers earn higher incomes as well as form lasting relationships with Starbucks and possibly other corporations. The loans that farmers are able to receive through Starbucks are similar to the farmer support centers. The funds provide financial and technical assistance to smallholder farmers. This helps increase the quality of life of farmers and their families.

Within the past couple of years, Starbucks has focused on environmental issues as seen in Table 3. Starbucks understands the global warming crisis and since they have a large presence worldwide, they are able to make a difference. The overall goal of having greener stores has many parts in order to make a real difference. For example, Starbucks wants 100% of their stores to be LEED certified. LEED stands for Leadership in Energy and Environmental Design for retail stores. As of 2012, only 69% of all stores globally were certified up to LEED standards. The idea was tested in 2005 when Starbucks was made one of the first retail stores to be part of a piloting program. There have been challenges but also successes in many different countries. Starbucks is only focused on building all company-owned stores to these standards. One area of social responsibility that Starbucks is not making as much headway on is their
reduction of energy and water consumption. There was only a 1% decrease in energy consumption and a .1% decrease in water consumption. Both of these goals have a baseline from 2008. Based on the slow movement of both of these goals, Starbucks has been engaged in the trial and error process to test new concepts to help make the impact larger.

Socially, the work that Starbucks takes part in involves providing an environment to live in that is healthy to consumers and employees. Starbucks helps increase the quality of living to the people that help make the company such a success. A large part of Starbucks is giving back to the communities within proximity to the location of their stores. This could be anything from cleaning up a neighborhood, helping install a new park or jungle gym, or making monetary donations to students to further their education. In one instance, Starbucks merely sent out a tweet about a “pay it forward” campaign started by two customers in a shop in Pennsylvania that paid tribute to their daughter who had passed away. The baristas in this particular store merely had to write on the coffee cups in memory of the deceased but instead the pay it forward campaign went global and started a trend for other companies. Starbucks cares about people, employees and consumers. The amount of CSR is comparable to other companies but Starbucks’ activities are personable. It is clear they are not just participating to participate but truly believe and care about the matters at hand.

Starbucks is the leader when it comes to CSR. It is evident that they are a well-rounded company, a combination of centralized and decentralized structure, and participate in a variety of activities that make sense for the company. Starbucks’ “perceived consumer fit” which is “the extent to which the CSR activity as seen as being congruent with the lifestyle and values of the consumer” is excellent (Lee E.M. et al. 2011, p. 1560).

McDonald’s Corporation

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The concept for McDonald’s was started by Dick and Mac McDonald of Manchester, New Hampshire in their burger joint located in California. Their operational concept fascinated Ray Kroc, the mastermind behind what is now known as the McDonald’s Corporation. A simple burger joint turned into the most well-known fast food restaurant in the world because Ray Kroc believed in the concept behind McDonald’s. With this standing, comes a higher expectation for social responsibility. As of June 2012, there were over 33,000 McDonald’s restaurants in over 118 countries (Rosenberg, M., [n.d.]). In comparison to Starbucks, McDonald’s has the ability to make a larger difference. The McDonald’s Corporation gives highlights within their Sustainability Report but they also go more in depth into each area. Their time span is from 2007 to 2012. Along with the numbers, McDonald’s explains what they have done and future actions they plan to take. This shows their dedication and intention to continue making social responsibility a key aspect of their company. The two areas in which McDonald’s does the most social work is within the environmental and social sectors.

In the economic subset, McDonald’s does not have any particular program within this area. This is not to say that some of the programs, such as renewable energy, does not affect McDonalds in an economic sense. It merely means that McDonald’s does not partake in any form of CSR economically. There is however a possibility that McDonald’s does have a program but the public is not made aware of it. This could be for multiple reasons. Two possible reasons are that they are gaining a base year for their set goal or their progression is not making a large enough difference. Therefore, McDonalds may not want to make it public.

Environment has become a new area of focus for McDonalds. In 2012, McDonald’s U.S.A. LLC won the EPA’s Green Power Purchasing award for their efforts to switch to renewable energy in all of their restaurants as well as supporting their franchisees’ to rebuild their buildings to
become more environmentally friendly by use of renewable energy (Green Power Partnership, [n.d.]). With the limited natural resources, many companies are trying to find ways to help save the planet. McDonald’s became one of the first partners to establish a new strategy for energy uses. This movement has provided positive publicity, a reputation that McDonalds cares about the earth, and about making a better healthier environment for children worldwide. McDonald’s may not be the first company to switch to renewable energy but they are one of the most well-known quick service restaurants and have locations globally. This shows that the company is willing to spend money in order to benefit the greater good.

The Environmental News Service released information that McDonald’s has decided to change the material that is used for their hot beverages as well as their cold drinks. After working with As You Sow, a California-based nonprofit, for three years, McDonald’s found a new material to use. This search took place over three years. Originally, the hot beverage cups were made out of foam and now they are made from a double-walled fiber hot beverage cup. All other cups are to be made from paper which is more biodegradable than both foam and plastic. A pilot program of 2,000 of the restaurants started using the paper cups in March of 2012 (McDonald’s ‘Mainstreams’ Sustainability, Tests Paper Cups to Replace Foam. 2012, March 20). After over a year and a half of tracking progress and making possible modifications, McDonalds has officially made this change globally. As You Sow is hoping that this change will help, “reduce the threat of plastic pollution to the world’s oceans and provide a more recyclable, valuable alternative in paper fiber,” said Conrad MacKerron, senior vice president for As You Sow (McDonald’s to Replace Foam Beverage Cups with Paper. 2013, September 26). This change in material is modeled after Starbucks, the leading coffee shop, who has consistently been a front runner in environmental issues.
Community support has been a part of the McDonald's Corporation from the beginning. For the past 38 years, Ronald McDonald House Charity has helped families and children during some of the hardest times in their lives. Approximately 34 million dollars was donated or fundraised for the Ronald McDonald House Charity in the year of 2012. Even with the increase of 10 million from the previous year, McDonalds stated in their Sustainability Report for 2012 that they know they can do better. Along with the efforts of the RMHC, McDonald employees partake in community service, on a global level. There was a 27% increase in volunteer hours within just one department of McDonalds from 2011 to 2012.

The target market for McDonalds is children which comes with a multitude of limitations and precautions that need to be taken into account in order to ensure their best interest is put first. One of the largest precautions that is taken is the importance of providing nutritional food to children. The increase in healthy options for children is a goal that McDonalds is in progress of fulfilling. As of 2012, 95% of restaurants offer a healthy option as a side for their Happy Meal. This change is in effort to help combat obesity in children on a global standing.

Throughout the years, the McDonalds Corporation has been under scrutiny for their unhealthy options and not taking a higher interest in the health of their consumers. A large amount of McDonalds CSR is directed towards the people of McDonalds, whether it is their employees, customers, and most importantly children. The release of their Sustainability Report is a good example of making the information public knowledge to help combat bad publicity as well as to show that McDonalds Corporation knows they have a responsibility and the means to make a difference.

As seen in Table 3 as well as the evidence provided above, McDonald’s participates largely in the social sector as well as in the environmental sector. Although their sustainable sourcing is
important, there is not as much emphasis placed on this subject matter. This is possibly done for a reason or just by chance. Both their environmental and social programs are well publicized both in their Sustainability Report as well as in press releases and other articles.

**3M**

3M started out as the Minnesota Mining and Manufacturing Company in 1902 by five businessmen from Two Harbors, Minnesota ([Historical Timeline.][1] 3M had a rough start but made it through such times as two World Wars, the Great Depression, the War on Terrorism, and the Great Recession ([A Century of Innovation: The 3M Story.][2] 2002, p. 126-135). Their well-known break-through product was the Scotch masking tape that was introduced in 1925 ([A Century of Innovation: The 3M Story.][2] 2002). 3M is a multi-industry company, competing in Healthcare, Industrial and Transportation, Consumer and Office, Display and Graphics, Electro and Communication, and Safety, Security, and Protection. 3M is most famous for their inventions like the Post-It Notes, Scotch Tape, Bandages, and the first metered dose asthma inhaler. 3M has become a household name not only for their innovative products but also for their involvement in social responsibility.

May of every year, 3M releases the Sustainability Report which doubles as a CSR report. This report details the past years' efforts of sustainability. 3M takes a bit of a different approach to their CSR than some of the other companies within this study. If you look into the Sustainability Report, there is a clear section on social responsibility but there is a sense of vagueness to the topic as a whole. Also gathered from the Sustainability Report was the understanding that 3M works within a decentralized structure. This is evident by their involvement in community and environmental factors. Although, their work environmentally helps on a global matter, there was no particular program stated as so.
As shown in Table 3, 3M is not known for their work within the confines of economic programs. The Sustainability Report also showed a lack of interest in this area. Although there may not be any specific activity in this area, there is a possible reason for this although 3M does not make these reasons known.

Environmentally, it is evident that 3M has a strong vision. Their CSR department was started in order to create a process that released less harmful chemicals during the production process. Currently, they focus on many areas, including climate control, energy efficiency and pollution control. For example, the pollutants, hazardous ingredients, and production process of sandpaper, which 3M had been producing the same way since 1902, needed to be changed. 3M spent 15 years and over 2 billion dollars in research to find a more environmentally friendly way to produce sandpaper (Aburdene, P. 2005, p. 35). It is clear that 3M is okay with spending money in order to better the environment and the health of people.

On the social spectrum, 3M is highly involved in diversity of the workforce and welfare of their employees. It was evident that 3M believes their employees’ happiness and well-being are important to their company’s CSR program but disaster relief, education, and their work with United Way are equally important. Each of these three areas was touched on within the report although not as in depth as when they talked about their employee concerns.

3M provided more information on their means of remaining sustainable rather than detailing their CSR. Even with the section clearly labeled as CSR, there were minimal details at best. From the data that was given, participation in environmental activities seems to be their focus.

Google Incorporated
Google was started by Larry Page and Sergey Brin, classmates at Stanford University, in 1997. What originally started as collaboration between the two to increase bandwidth in BackRub, turned into a billion dollar entity. The idea to allow for an infinite amount of information available on the web was the thought behind Google (Our History in Depth Company Google. [n.d.]).

Although many companies release a Sustainability Report, there are many who do not. This is true for companies such as Google. Google does have a section on their corporate website that details their CSR efforts. There was a link to Google Giving, a website that spotlights areas in social responsibility that Google is involved. This link was made available through an article in Forbes magazine. Unless a consumer knew that Google Giving existed beforehand, it would be hard to find such information. This deepens the thought as to why Google is not as public as many companies are about their CSR. As far as whether Google has a centralized, decentralized, or combination structure, it was apparent that they are centralized. Most, if not all of the programs that Google participates in are on a larger scale, on a global stance rather than focused on a local or community level. This is partly due to the fact that Google is not available as a store front as are many of the other companies within this study. They are online only and therefore it is hard for the company to participate in community involvement.

Google granted over $353 million in grants to help support social entrepreneurs (Smith, J., 2013, October 2). These entrepreneurs are supported in order to better the world whether it is providing cleaner water in third world countries, helping save endangered wildlife, or inventing new technological advances to help the world. The grants are given to people worldwide and not specific to one area in particular. Google.org helps consumers navigate through a list of entrepreneurs that received grants from Google and the new research that they have done since
receiving the grant. This is considered an economic activity as Google is spending a portion of its profits to help support these entrepreneurs. Even more than that, many of these advancements or new ideas help Google in the long run.

Google Green is the base for all environmental CSR activities. Many of these are also seen as ways for Google to remain sustainable. There are two specific areas, Efficiency and Renewable Energy, they focus on as well as a section entitled Products and The Big Picture which consist of the projects involving renewable energy and efficiency. 34% of all Google operations are using green power (Google Green. [n.d.]). This includes solar panels, wind power, and many other operations that are still within the trial period. Google is constantly trying to increase the percentage of operations that use green power and part of the way they do so is by the creations from their social entrepreneur grant recipients. The second major area of focus is on efficiency. Google has many subareas within efficiency such as repurposing all technological equipment after initial use, promotion of green commuting, and sustainable food sources. Google's data centers and campus facilities all promote green ideas. Google received certifications for their data centers for their level of being green and being energy efficient. This goes to show that when Google says they are going to help the environment and lessen their carbon footprint, they follow through on their word.

Google Giving is classified under the social sector of the Triple Bottom Line distinction. Under Google Giving are multiple projects that address areas such as education, women and girl’s rights, and Google employees giving back to communities. As far as education is concerned there is a large market for jobs in the technological field and approximately only 15% of all computer science related jobs are filled by females. Google provides educational programs to help increase this number. Along the same lines, universal education has not yet been
successfully implemented so Google continues to support equal education rights. Equal rights for women and girls are another project that Google has spent many years backing. Fighting for equal rights for all humans no matter age, race, or sex is important as well as stopping the trafficking and abuse of women. Lastly, on a more community basis, Google employees completed approximately 160,000 hours of community service during the year 2012. Google employees also give monetary donations both of which Google matches. From this, Google donated over $50 million to over 12,000 different organizations (Google Giving. [n.d.]).

As mentioned within the economic sector, Google.org supports social entrepreneurs worldwide. By supporting the social entrepreneurs, Google is seen as a company that cares about the welfare of all human beings on earth not just their employees. Along the same lines, Google is ranked high as a company to work for because they treat their employees impeccably well which is known on a global level. Google helps their employees as well as those who receive the grants through the program represented by Google.org grow professionally.

Although Google does not present their CSR in the form of a report, they are a well-rounded company in terms of the Triple-Bottom Line as a mode of social responsibility factors. As a centralized structure, Google works largely on a global scale because it is not a traditional company.

Coca-Cola

The birth of the Coca-Cola Company was in 1886 by an Atlanta Pharmacist, Dr. John S. Pemberton (Coca-Cola History. [n.d.]). Coca-Cola is one of the largest beverage companies in the world being most famous for their soft drink beverages. Coca-Cola is available in over 200 countries worldwide with most countries having their own production plant for easier
distribution (How many countries sell Coca-Cola? And is there anywhere in the world that
doesn't sell it?. [n.d.]).

The 2012 CSR Report was not available, however, the 2011 was. In the case of Coca-Cola, their
CSR Report is separate from their Sustainability Report but both have some cross over topics.
Under the topic of CSR Approach, Coca-Cola said, “Our most important responsibility is to
fulfill the expectations of our stakeholders and to continuously improve our social,
environmental, and economical performance while ensuring the sustainability and operational
success of our company. The CSR approach is our main guiding principle in this matter (CSR
Report. [n.d.]).” Under Performance Highlights on their main Sustainability Homepage, it shows
the incremental growth from the span of 2007 until 2011 with the projected completion of 2015.
The report only shows the progression if a goal has not been fulfilled otherwise it states that it
has been achieved. The categories represented in the report are, Me (a combination of economic
and social), World (environmental) and We (social). This goes to show that Coca-Cola already
follows the principle of the Triple Bottom Line and their main focus is to fulfill the expectations
of stakeholders. The question remains, how do they do so and what activities help them?

Coca-Cola is structured both centralized and decentralized. The centralized aspect comes mainly
from the social work they do within the workplace and community. In this sense, their
communities include any location in which a production plant is located. Environmentally,
Coca-Cola is centralized because they institutionalize all procedures and programs within all of
their locations otherwise known as a global change which in turn represents the activities having
a greater impact.

Economically, Coca-Cola, similar to 3M, does not publically participate in social responsibility.
The section of Me is representative of economic responsibility. Under this section is the
discussion of Product Safety and Production. There is no real aspect of social responsibility made visible within Product Safety and Production.

Coca-Cola participates in numerous activities in order to help the environment and impact the earth in a safe way. Some of these activities include energy management and climate control, water management, and sustainable packaging. The only project to be achieved was the Goal for Water Efficiency of 20% with the base year of 2004. Water efficiency is described as the amount of water that is used per product produced. In 2011, Coca-Cola successfully completed this goal at a level of 2.16 liters of water per product produced. Two of the four goals within water management deal with replenishing or recycling the water that the production plants use. One of the goals was to be achieved by 2010 but has yet to be achieved. Coca-Cola used 293 billion liters of water in 2011 alone. This is why the environmental factor is so heavily weighted within the CSR program.

On a social level, Coca-Cola separates their social responsibility activities into two groups; community and workplace. Community activities include the hours of service from the Coca-Cola employees as well as monetary donations to communities to fund programs, projects, or for any other needs. For example, with production facilities in over 200 countries, each area that has a production facility or a headquarters is considered to be part of the Coca-Cola community. This is unlike some companies that say “community” but only refer to the United States communities. Their community is global which leads to a greater impact on society. There are set standards for the workplace that help provide safe and healthy working conditions for all workers. Beyond the working conditions, Coca-Cola is invested to help all employees grow professionally by means of programs, seminars, and tuition waivers.
As shown from the evidence provided, a link between 3M and Coca-Cola can be made. Both have a deficiency of activities within the economic factor but even more so both are considered to be companies focused on production. With production comes a responsibility to remain as environmentally friendly as possible. With that being said, Coca-Cola is greatly intent within the two areas of environmental and social.

V. Conclusion

It is evident that there is no set amount of CSR required in order to change the perceptions of consumers. All five of the companies are ranked within the Fortune 500 List of Companies which helps solidify that any form of positive social responsibility is beneficial to a company. In four of the five companies the Corporate Social Responsibility Report or Sustainability Report was readily available and easy to find. Making these documents available supports the theory that the motivation for many companies is to gain consumer perceptions and in a brighter light. Lastly, the structure of the CSR department is influential on the type of work they partake in. It was not made clear whether a centralized or decentralized structure significantly altered consumer perceptions. In conclusion, the evidence given allows us to assume that any form of social responsibility is important to a company but their structure, report availability, and diversity of the social responsibility projects are the driving force when determining consumer motivation.

VI. Appendix

Table 1: The Companies CSR Structure

<table>
<thead>
<tr>
<th>Company</th>
<th>Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starbucks</td>
<td>Both</td>
</tr>
<tr>
<td>McDonalds</td>
<td>Centralized</td>
</tr>
<tr>
<td>3M</td>
<td>Decentralized</td>
</tr>
<tr>
<td>Factors</td>
<td>Actions</td>
</tr>
<tr>
<td>---------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Economic</td>
<td>Personal Income, Cost of Underemployment, Establishment Sizes, Job Growth, Revenue by Sector Contributing to Gross State Product</td>
</tr>
<tr>
<td>Environment</td>
<td>Sulfur Dioxide Concentration, Concentration of Nitrogen Oxides, Selected Priority Pollutants, Electricity Consumption, Fossil Fuel Consumptions, Solid Waste Management, Hazardous Waste Management, Change in Land Use/Land Cover</td>
</tr>
<tr>
<td>Social</td>
<td>Unemployment Rate, Female Labor Force Participation Rate, Median Household Income, Relative Poverty, Percentage of Population with a Post-Secondary Degree or Certificate, Average Commute Time, Violent Crimes Per Capita, Health-Adjusted Life Expectancy</td>
</tr>
</tbody>
</table>
Table 3: Corporate Social Responsibility Activities Categorized as Economic, Environment, and Social

<table>
<thead>
<tr>
<th>Company</th>
<th>Economic</th>
<th>Environment</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starbucks</td>
<td>Ethical Sourcing</td>
<td>Ethical Sourcing, Greener Stores, LEED Certification, Conserving Energy and Water, Innovating in Recycling and Food Packaging, Investing in Renewable Energy, Reducing Waste with Reusable Cups, Forest Conservation</td>
<td>Ethical Sourcing, Serving Our Communities, Engaging Youth, Community Stores, Farming Community, Starbucks Foundation</td>
</tr>
<tr>
<td>McDonald’s</td>
<td>Sustainable Supply Chain</td>
<td>Sustainable Supply Chain, Environmental Responsibility</td>
<td>Nutrition and Well-Being, Employee Experience, Community</td>
</tr>
<tr>
<td>Corporation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3M Corporation</td>
<td></td>
<td>Climate control, Energy Efficiency, Pollution Control</td>
<td>Disaster Relief, Education, United Way</td>
</tr>
<tr>
<td>Google</td>
<td>Google.org</td>
<td>Google Green, Google Crisis Response</td>
<td>Google.org, Google Giving</td>
</tr>
<tr>
<td>Coca-Cola</td>
<td></td>
<td>Energy Management and Climate Control, Water Management, Sustainable Packaging</td>
<td>Community, Workplace (Employee Educational and Development)</td>
</tr>
</tbody>
</table>
Works Cited

http://www.aboutmcdonalds.com/content/mcd/sustainability/sustainability_highlights/_jcr_content/genericpagecontent/everything_0/file.res/2012_Global_Sustainability_Highlights.Infographic.pdf%2c%2c%2c

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Designing a CSR Structure: A step-by-step guide including leadership examples and decision-


