Communicating Responsibility: Responsible Communication

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Abstract Taking the theoretical concept of CCR into consideration, the following chapter follows an integrated approach to CSR communication. Basically, responsible stakeholder relations are perceived as condition for and outcome of CSR activities; furthermore, CSR is described as both, strategy and framework of internal as well as external communication processes and structures. After providing a critical introduction to CSR, the Quadruple Bottom Line of Responsibility is introduced, where communicating CSR and communicating responsibly complement each other. Thus, the chapter presents and discusses a concept of integrated CSR communication as condition for the realization of CSR in an organization.

1 The Responsibility of Companies: A Critical Introduction

The crucial question addressed to companies today is as old as the idea of a company itself: "what is business for and what contribution does it make to society" (Crane, McWilliams, Matten, Moon, & Siegel, 2008: 3f.)? Therefore, the concept of Corporate Social Responsibility is not only relevant in today's media and communication society; it also opens up new areas of research and fields of application in the area of management and communication: "corporate social responsibility, corporate citizenship, corporate philanthropy, corporate giving, corporate community involvement, community relations, community affairs, community development, corporate responsibility, global citizenship, and corporate social marketing" (Kotler & Lee, 2005: 2)—all can be considered as important topics in research and practice (cf., amongst others, Weder, 2010: 177ff.).

In academic research, CSR is either described as integrative management function or field of practice (Tengblad & Ohlsson, 2009), influenced by the local as well as the political context of an organization (Matten & Moon, 2008). The groundwork

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for an integrated approach to CSR communication can be found in the studies and concepts of

- Sustainability Communication (Michelsen & Godemann, 2005; Schönborn & Steinert, 2001; Weder & Krainer, 2011), and
- CSR Communication (Bartlett, May, & Ihlen, 2012; Ihlen et al., 2011; Karmasin & Weder, 2008a, b; May, Cheney, & Roper, 2007; Raupp, Jarolimek, & Schultz, 2010; Schmid & Tropp, 2009; Seitz, 2002).

Here, the corporate perception of responsibility, as well as the communication of responsibilities and related CSR activities, is described as divergent from other issues. Therefore, we assume a new era with a communication focus on studying CSR with an integrated approach to CSR communication. Thus, in the present article we address the question how to communicate about CSR and communicate responsibly at the same time. Thereby, the starting point is a differentiated CSR approach (Sect. 1). After that, we introduce a dual concept of CSR communication, the quadruple bottom line of CSR (Sect. 2); the theoretical reflections show that integrated CSR communication has an important organizational communication function (Sect. 3, reflection and conclusion).

2   Corporate Social Responsibility: A Brief Approach

The term Corporate Social Responsibility[1] originates in the Anglo-Saxon area (cf. Grewe & Löffler, 2005: 3), the actual CSR debate in the European area[2] had its initial spark with the CSR Green Paper of the European Commission in 2001 (cf. Glombitza, 2005: 63; Pinter, 2008: 193), where the regulatory framework for the social responsibility of companies is determined: "CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (European Commission, 2001: 8). In particular, this CSR understanding marks the transition towards the stakeholder management approach, which is one of the basic concepts of the following theoretical reflections (Karmasin & Weder, 2013). Furthermore, we go with an understanding of CSR where the social,[3] economic[4]

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[1] A look into the history of thoughts about corporate responsibility shows that "a new emphasis on political action, public affairs, lobbying, and public relations directed toward 'strategic philanthropy' and 'cause-oriented' marketing" was already observed in the 1970s in the Anglo-American area (Cheney, Roper, & May, 2007: 5). In this phase, 'Corporate Social Responsibility' was so well known that the acronym CSR could stand by itself.

[2] Related to this see also Chap. 16 of this Handbook: *"Knowledge Integration in European CSR Communication field: an Institutional Perspective"* by Urša Golob, Nataša Verk, and Klement Podnar.

[3] In German, 'social responsibility of companies' is the most popular translation, often also simplified, or rather unidimensionally condensed, as 'social responsibility'.

[4] "It is interesting that 'social responsibility' here is rather associated with social market economy system and therefore produces a given condition. In the United States, 'Corporate Social
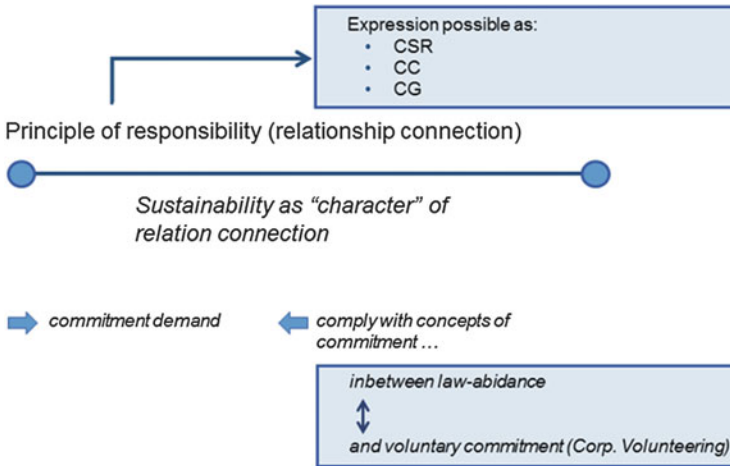
Fig. 1 The differentiation of CSR and sustainability (cf. Weder, 2012: 98). For a deeper insight into the differentiation between CSR, CG, and CC see also Chap. 3 of this Handbook: "*CSR as an Economic, Ethical, and Communicative Concept*" by Matthias Karmasin and Michael Litschka

and ecological[5] responsibility jointly form the "magic triangle" (Kuhlen, 2005: 24), or the so-called Triple-Bottom-Line of corporate responsibility; here, the value of the sustainability concept, forming the basic dynamics of the CSR concept, becomes evident. For further theoretical considerations of CSR communication as well as CSR research and practice we introduce a differentiated CSR concept: First of all, CSR is distinguished from the ethical principle of sustainability, because commitment in terms of responsibility perception should be sustainable per se (cf. Habisch, Wildner, & Wenzel, 2008: 13); secondly, we differentiate CSR from a fundamental principle of social share of responsibility as well as from the demand towards corporations for a commitment which leads, or could lead, to the corresponding management concept (e.g., CSR or also Corporate Governance) (cf. Weder, 2012: 97); see Fig. 1.

Thus, there is a basic principle of responsibility, which is perceived as *relational term*; responsibility is allocated and taken between two parties, i.e., the organization and their stakeholder. Stakeholders allocate responsibilities and the organization (corporation) is expected to meet them and take responsibility in different areas (ecological, economic, social and communicative/cultural dimension). Sustainability then is the *character* of the relationship described above. In other words:

Responsibility' (CSR) rather means active measures and practical programs to facilitate responsible actions in daily business" (Lunau, 2002: 66).

[5]Here it is pointed out that the so-called environmental science, or environmental communication is one of the essential roots of the sustainability and CSR debate in sciences and practice (Cox, 2010; Hansen, 2010, 2011; for climate communication (Boyce & Lewis, 2009; Nerlich, Koteyko, & Brown, 2010).

sustainability becomes a *character of perception of responsibility* (cf. Basu & Palazzo, 2008: 130f.; Weder, 2012: 98). This shapes the practical planning and implementation of CSR as well as CSR-related communication. The perception of responsibility and the idea of sustainability therefore cannot be regarded as isolated issues. Besides the internal perspective on the organization's goals, an external glance at the company towards the expectations they have to meet is needed. Only here the full dynamics of social responsibility are displayed: "These requests seem to come from everywhere and everyone for everything: from nonprofit organizations, public sector agencies, special interest groups, suppliers, potential investors, stockholders, politicians, even colleagues and board members" (Kotler & Lee, 2005: 1). Accordingly, the following aspects can be summarized as a new emphasis of CSR concepts:

- The integration of social and ecological aspects into business activities;
- The voluntariness and self-commitment beyond legal regulations;
- The orientation towards stakeholders;
- The creation of an added value for society and companies;
- The acceptance of responsibility (in social, ecological and economic respects).

All these aspects can be poured into organizational forms (CSR Codices, Ethics Officer, Ethics Committees, and Stakeholder Assemblies) and can be communicated both externally and internally, or perceived communicatively, which we would like to label and elaborate in chapter "CSR as Common Sense Issue? A Theoretical Exploration of Public Discourses, Common Sense and Framing of Corporate Social Responsibility " as *integrated CSR communication*. Thus, the following section discusses the stress ratio between external, relational and organizational internal corporate communication.

3   CSR Communication

Communication operates within organizational structures, just as it embeds an organization into society. Responsibility can be perceived through communication, but again, responsibilities are contoured anew by communications. Therefore, it seems to be necessary to look at CSR from different perspectives and to extract the potentials of strategic communication. In the following sections, we discuss the challenges for CSR communication and introduce the concept of the *quadruple bottom line of responsibility* to elaborate the idea of integrated CSR communication as responsible communication.

3.1   Challenges for CSR Communication

In terms of the communicative embedding of an organization into society, stakeholder relationships and stakeholder relations can be described as communicative

network structures (cf. Karmasin & Weder, 2013; Weder, 2007). If responsibility is further described as an attribution to relations and therefore as a relationship constituent, CSR communication includes the information of stakeholders, and the corresponding relevant segmented publics (cf. Weder, 2010, 2012; Weder & Karmasin, 2013). An appropriate sustainability or CSR report is essential so that "the company's CSR activities become well-known to the stakeholders and can be evaluated by them" (Kuhlen, 2005: 59). Almost every company listed in a major stock index nowadays publishes an environmental, social or sustainability report (cf. as an example BMU, 2009; Chen & Bouvain, 2008; cf. also: http://www.ranking-nachhaltigkeitsberichte.de). Furthermore, CSR or sustainability platforms (as an example, see www.respact.at) play an increasing role in the area of external CSR communication. Here, the question for potentials and limits of communication management arises.

The social commitment of an organization offers communicative opportunities "to strengthen the social reputation and consequently the entire reputation of an organization" (Röttger & Schmitt, 2009: 43). For example, the development of reputation is indeed regarded as a central effectiveness of Corporate Social Responsibility (cf. Hansen & Schrader, 2005: 383); the improvement of reputation is considered as an effect of CSR strategies (Porter & Kramer, 2007: 20).[6] Approaches beyond that are "so far only basically perceivable. Reporting has established itself the most" (Glombitza, 2005: 63). However, there is still a number of companies, which communicate their social commitment in a comparatively cautious manner; the reason given is that companies do *not* intentionally seek the public. They regard their social responsibility as a matter of course, or rather they do not want to risk being accused that their social commitment serves PR or Marketing purposes; "the suspicion [. . .] to present only positive aspects of the company's corporate activities and to withhold disadvantageous facts [arises] easily in public perception" (Clausen, 2002: 80). Furthermore, the reports often lack the consistency or regularity as well as a performance review (cf. Mies, 2009: 199f.) or the object of the report is unclear (cf., amongst others, Weder, Ankowitsch, & Katsch, 2009). Another limitation of CSR communication is that corporate responsibility is notably and increasingly assigned to the executive board or management (cf. Weder & Karmasin, 2011). This is also confirmed by an extensive long-term survey of the CSR issue in German language print media (Weder, 2012). It is shown that CSR is dealt with almost exclusively in terms of individual malpractice in the media, for example in the so-called debate about management salaries and scandals around excessive salaries and bonus payments with moral malpractice at the same time. An actual discourse about dimensions or possibilities of perception hardly takes place (cf. ibid.). Accordingly, the question of opportunities and limits of CSR communication brings up general questions of organizational communication (cf. Theis-Berglmair, 2003; Weder, 2010) and business ethics (cf. Karmasin & Litschka,

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[6]Social Responsibility as one of the six dimensions contributing to the reputation of a company is also found, for instance, in Fombrun and Riel (2003: 243f.).

2008). In a nutshell: CSR is not an issue like others; criteria such as openness, transparency, dialogue, sustainability, credibility and the corresponding integrative potential of those factors play a special role—the entrepreneurial perception of responsibility is more than pure external communication (publication of CSR ideas, concepts, implementations), it affects more areas of communication management up to the debate about informal communication processes constituting an organization (as well as the 'non-said', see, amongst others, Putnam & Nicotera, 2009; Schoeneborn, 2011; Weder, 2010). Today, external CSR communication in terms of reports is an established research object in management and communication studies, whereas communicative perception of responsibility inwards or a reference to communication around or about an organization (cf. ibid.) are currently not much discussed in the relevant strategic communication practice. This is where an integrated understanding of corporate communication comes in. The role of internal communication seems to be necessary not only for the development of CSR concepts or strategies, but also for the effectiveness of the CSR management system, as well as structurally for CSR communication. If employees are not informed about CSR measures of a company, they can neither implement the message nor transfer it outwards, so strategies become implausible (cf. Schneider, 2007: 11). Besides the responsibility in social, ecological and economic areas, there also seems to exist responsibility for communication processes and structures—*not only* in terms of communications *inside organizational structures, but also outwards*. With this in mind, the Triple-Bottom-Line of responsibility can be expanded by a *fourth dimension*, which is *communication*. A critical concept is presented in the following.

3.2 *Quadruple Bottom Line*

Stakeholder networks, stakeholder dialogues and corresponding communication channels, multi-stakeholder networks—these are only some of the terms used to describe the integration and organization of scattered resources in the context of appropriate and recent communicative strategies. These considerations are part of an economic-ethical discourse, which identifies companies' responsibilities in a given relational patterns and establishes potentials for realization. Hence, from a communicative perspective, more basic questions arise:

1. To which extent do responsibilities emerge in the first place due to enterprises' social embeddedness and are, consequently, related to stakeholders? And, moreover: To which extent are stakeholders involved in businesses' perceptions of responsibility—or should they be involved at all?
2. Which role does individual-ethical behavior play in this particular kind of relationship management?

Corporate communicative responsibility (CCR), thus, is not only about the communication of taking responsibility. "Doing good and talking about it is not easy at all" (Friedrich, 2007: 18). Only professional communication makes social

responsibility a factor of added value (see Finkernagel, 2007: 64). Thus, an integrated approach to CSR communication is also about the perception of responsibility by way of communication. As a result, from a converged standpoint of CSR and organizational communication, the following two dimensions of a communicative responsibility can be derived:

1. Communication by way of taking responsibility: it is a quite common strategy, whereby coordination and use of the latter occurs in favour of society and in favour of one's own communication.
2. Communication management as responsibility management, with ethics functioning as a procedural product of organizational communication.

In this context, communication management as responsibility management is grasped both structurally and procedurally. Structurally, the communicative tackling of responsibility becomes manifested either by a reorganization of existing organization structures (decentralization of decision-making processes in support of one's own initiative and motivation, in support of information and group processes in favour of improved quality in decision-making a.s.o.), or by newly organizing and thus introducing new, additional structures (standardization of ISO norms, SA 8000, social/ecologic product labels, systems for the management of ethics or values, the establishment of ethics commissions or ombuds(wo)men, as well as guiding codices). Procedural changes, which centre on individuals and refer particularly to executives, mean the implementation of communicative responsibility. Concretely, this might be the planning of organizational communication as stakeholder management or the establishment and stabilization of value structures, which enable or allow for self-reflective communication (feedback possibilities, training measures, gender and diversity programs a.s.o.). Thus, organizational communication is to be perceived as a structure-building and -keeping, values-integrating and culture-creating practice.

In general, information is a special way of communicating, a kind of interaction, understood as a way of social acting, for which "the behavior of individuals directly communicating with each other is respectively oriented at the other's behavior, assumed motivations and expectations, his/her desires or reactions" (Türk, 1984: 64). It is thus not only about the publicity-effective and image-building transport of the organization's status within society (in the sense of good corporate citizenship or social responsibility a.s.o.), the preservation of label values or the securing of executives' reputation, and communicating demands (in the sense of operatively conducting stakeholder dialogues, stakeholder assemblies etc.), but also about a communicative restructuring of the organization or rather the reorganization of communication. Only on the basis of these considerations does it become possible to plan responsibility management as communication management. In this sense, the previous triple bottom line of responsibility is extended towards a quadruple bottom line (see Fig. 2).

This conceptualization does not only encapsulate the fact that firms feel responsible for society at large but also, and more importantly, it captures the actual communication of responsible actions, as well as their perception on both an intra-

Fig. 2 Integrating communication: quadruple bottom line of responsibility, Karmasin and Weder (2008a, b, 2013)

personal and inter-personal level. The second question addresses the interrelationship between social and individual ethics or, more concretely, the interplay between an ethical institutionalization on an organizational level and individual-ethical behavior. From a social-ethical perspective, stakeholder approaches offer the possibility to both substantiate and describe responsibility's organization on a structural level. As such, the assumption that responsible stakeholder management involves two important claims becomes central: the first claim involves the strategic and operative design of both the production and utilization of real and social capital in cooperation with stakeholders in individual relationships (Karmasin & Weder, 2013). The second claim deals much less with the integration of stakeholder and/or shareholder interests, but rather focuses on the communicative relations with those groups instead (for instance, see concepts by Frooman, 2010; Roloff, 2008a, b; Rowley, 1997; Weder, 2007). Subsequently, organizations are to be perceived as "normative communities where members share conceptions of the organization and its environment, as well as values and norms for what should be done" (Brunsson & Olsen, 1998: 17, see also Selznick, 1949), implying a common conceptualization of responsibility and its perception respectively. If communication should be responsible, or rather sustainable itself, a reflexive (ethical) internal communication structure, which make sustainable communication processes possible, is needed. Which communicative potentials have not or have not sufficiently been taken into consideration in previous approaches and what is the potential of communication management?

3.3 Communicative Responsibility and Integrated CSR Communication

The organization as a communicative relationship connection comprises all communication inwards, outwards and around (or about) it. The interaction structure is not defined by its individual players, but rather by individual communication actions, which again refer to a higher connection (context) or sense (here: perception of responsibility) and therefore also to structural transformation processes in society (cf. Weder, 2007: 33, 2010). Within these network structures, values are stabilizers, "factor[s] strengthening the community", so they are factors "for the development and consistency of a communication network" (Duval & Wagner, 2005: 241). Only through the combination of individual values in the organizational area, the interconnectedness through—and therefore self-reflexive—communication and the back-bonding to the organizational context, responsibility for them is perceived, and organizational ethics takes place. Likewise, the understanding of organizations as value and meaning-makers and as orientation-providers in society is justified from a communication sciences perspective. Accordingly, perception of responsibility is always two-dimensional:

1. Perception of responsibility as action and
2. The consciousness about and the reflection of responsibility.

Organizational communication therefore also includes the reflection about individual as well as collective action, which is structurally anchored within the organization and consequently also has to be conceptualized as ethics.

The following part outlines some of the most important instruments of entrepreneurial perception of responsibility[7] and the potential of communicative perception of responsibility inwards and outwards. Waddock and Graves (1997) describe three categories as possible links for CSR activities: inputs (focusing on the intra-company investment in perception of responsibility), internal behaviors/processes (processes in the company, which focus on internal stakeholders, stakeholders in the company network) and outputs (focus on external stakeholders). The first two categories refer to internal business practices, whereas outputs describe the relationship structure to the corporate environment. On the basis of the schematization it becomes clear that many of those instruments are communicated outwards in terms of the image (act good and make it known), but at the same they also carry— often unused—potential of perception of communicative responsibility inside; here the intersection with the current understanding of organizational communication as (constituting) communication inwards, outwards and about organizations (cf. Weder, 2010) becomes evident and operational (Fig. 3).

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[7]Fields of implementation are, for example, the UN Global Compact (2009) or also standardizations, as recently discussed for the Social Responsibility Standard ISO 26000:2010 (cf. Winistörfer, 2008: 18).

Instrument/ Institutionalization (Examples)	Legal duty?	Potentials for stakeholders	Problems/Limitations	Realizable value through integrated communication management	Potential of /for integrated communication management	Effective direction? Responsibility communication or communicative responsibility?
Corporate guiding principles, mission statement, vision	No	Differentiation of the organization from competitors Inclusion of stakeholders/their values	Corporate guiding principles process: Bottom up, top down?	Participation	Discussion forums, panel discussions, stakeholder analyses, stakeholder surveys Communication of corporate guiding principles Advancement	Inwards: perception of responsibility through communication Outwards: communication of perception of responsibility
Code of Behavior, Code of Conduct	No	Action orientation, reliability of expectations Protection of ethical behavior towards the public	Lack of possible sanctions	Co-orientation, cooperation, truthfulness	Public statement (also of mistakes/malpractice) Bonus systems Personalization (of management)	Inwards: perception of responsibility through communication Outwards: communication of perception of responsibility
Ethics manager, Ethics Officer, Ombudsman for ethical issues	No	Contact person, complaints authority coordination	Dependence on persons, capacity limits	Dialogue, mutual communication, feedback, understanding	Interpersonal communication, complaints authority Lectures/discussions (internal, external – publicity!)	Inwards: perception of responsibility through communication
Ethics training/further education, employee trainings	No	Generation of values (of employees, other stakeholders) Ethics as a process Education, information	Financial resources, who takes part, how often?	Dialogue, information/education, understanding	Announcements/internal communication Knowledge management (Social Media)	Inwards: perception of responsibility through communication Outwards: communication of perception of responsibility

Fig. 3 Potentials of/for integrated communication through institutionalized forms of CSR; see Weder and Karmasin (2015)

Reporting/Sustainability, environmental, social reports, GRI (Global Reporting Ind.)	No	Information, integration Reputation (through mentioning/involvement)	Feedback? Collaboration?	Information, image creation, establishment of a brand Reputation	Reports, press releases, press conferences ("classic PR")	Outwards: communication of perception of responsibility
Risk-/ Crisis Management, special Marketing (Cause-related Marketing)	No	Impact assessment, action instead of reaction, individual handling of particular stakeholders	Loss of a unified corporate goal/image	Transparency, objectivity, honesty	Crisis communication (reaction and action/prevention) Issues management Online communication	Inwards: perception of responsibility through communication Outwards: communication of perception of responsibility

Fig. 3 (continued)

Accordingly, the particular challenge for communication management is, above all, to bring together the different efforts—the reason are the special features of CSR communication management:

- Do not rely on short-term persuasion (sustainability);
- Comprehension orientation (dialogue orientation); "'dialogue' does not emerge as an excellent communicator simply by talking this way. Nor would dialogue, of whatever type, become all that the organization is"; it is more about "3 constitutive activities that contribute—through the articulation of ideals, values, and horizons—to the continuous enactment of organizational reality" (Christensen, 2007: 452; cf. Weick, 1985);
- Reflection: reflection is increasingly described as a benefit of PR (cf. Jarren & Röttger, 2009; Kussin, 2009) and besides the function as a self-portrait outwards, it is also described as an *effect inwards* (cf. Hoffjann, 2009); it is about the "production and reproduction of identity" (Kussin, 2009: 118), organizational culture becomes a self-control process (cf. ibid.), or rather a structuration process in terms of organizational reproduction (cf. Weder, 2007, 2010);
- Negotiation strategies, argumentation offers, participative evaluation processes; "Organizational decisions are inevitably value laden ... Corporate social responsibility and value representation concerns are not about *whether* values, but *whose* and *what* values, are represented in business decisions" (Deetz, 2007: 269); "Much can be gained by focusing more on the decisional processes and responsive choices internal to organizations" (ibid.: 270);
- Avoidance of a rhetoric-reality-gap;
- Reactive, observant, evaluative—not vociferous;
- Consistent stakeholder orientation.

The potential and limitations of this approach to CSR communication are discussed in the following critical outlook.

4 Corporate Communicative Responsibility: A Critical Outlook

The previous illustrations have shown that external responsibility, or rather sustainability communication, represents only one facet of the idea of Corporate Communicative Responsibility. Communicative actions in terms of credibility, authenticity, integrity and, therefore, trust understand stakeholders as 'real' communication partners, who not only receive information from an organization, but also send it back (cf. Krulis-Randa, 1989: 45ff.); this is complemented by a dialogic concept of responsibility on a democratic foundation (cf. Ulrich, 1998, 2001). In other words: "Good communication rests not in the finding of common ground but in assuring requisite diversity and contestation coupled with the ability to invent creative options that sustain mutual commitment, difference, and mutual accomplishment of diverse goals" (Deetz, 2007: 268). With the theoretical considerations and conceptual groundwork done above we emphasize the connection between social and organizational change with the research potential in the area of organizational communication. Against the background of the three-dimensionality of organizational communication and, therefore, of different potentials for the perception of communicative responsibility, three theses for further development and elaboration (empirical study) of the outlined thoughts are offered here:

1. CSR is strategy *and* framework (constraints, i.e., corridors, limitations, etc. instead of contingency);
2. An appropriate corporate culture and with that a communication culture is a need for an integrated CSR concept;
3. Stakeholder expectations and responsible actions have to match, as well as internal and external communication activities; therefore, a concept of integrated CSR communication is a condition for the realization of CSR in an organization.

From our perspective, this indicates a stronger attention to the non-said, the issues no one is talking about (internally and externally), the omitted information, the non-intentional, non-intended actions and communications in research and practice. For organizational communication practice, integrated CSR communication implies an increase of assessment and negotiation processes, of codices, norms, structures as well as committees to negotiate ethical perspectives, expectations and actions on a management level (Ethics Board) *and* on a lower level through communicative network relations to stakeholders. Future research should analyze stakeholder expectations on the one hand (allocation of responsibility) and how (much) the organization meets the expectations (taking of responsibility) and focus on the role of communication structures and processes on both sides. Moreover, the

basic question should be further debated theoretically, if responsibility can be institutionalized or if CSR is something that is "just" realized in every communication process; this would ask for more studies on sensemaking and negotiation processes and organizational practices in general.

5 Exercise and Reflective Questions

1. Discuss the difference between CSR and Sustainability.
2. Describe major challenges for CSR communication.
3. Describe at least three potentials of/for integrated communication through institutionalized forms of CSR.
4. How does the Quadruple Bottom Line of Responsibility extend existing concepts of CSR?
5. How can the Quadruple Bottom Line help to develop a concept of integrated CSR communication?

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