

CSR and Public Policy for SMEs: An Integrated Approach



Eleni Apospori, Ph.D.

Assistant Professor, Athens University of Economics and Business

CSR and Public Policy in Europe and Greece
Trends, Practices, Perspectives

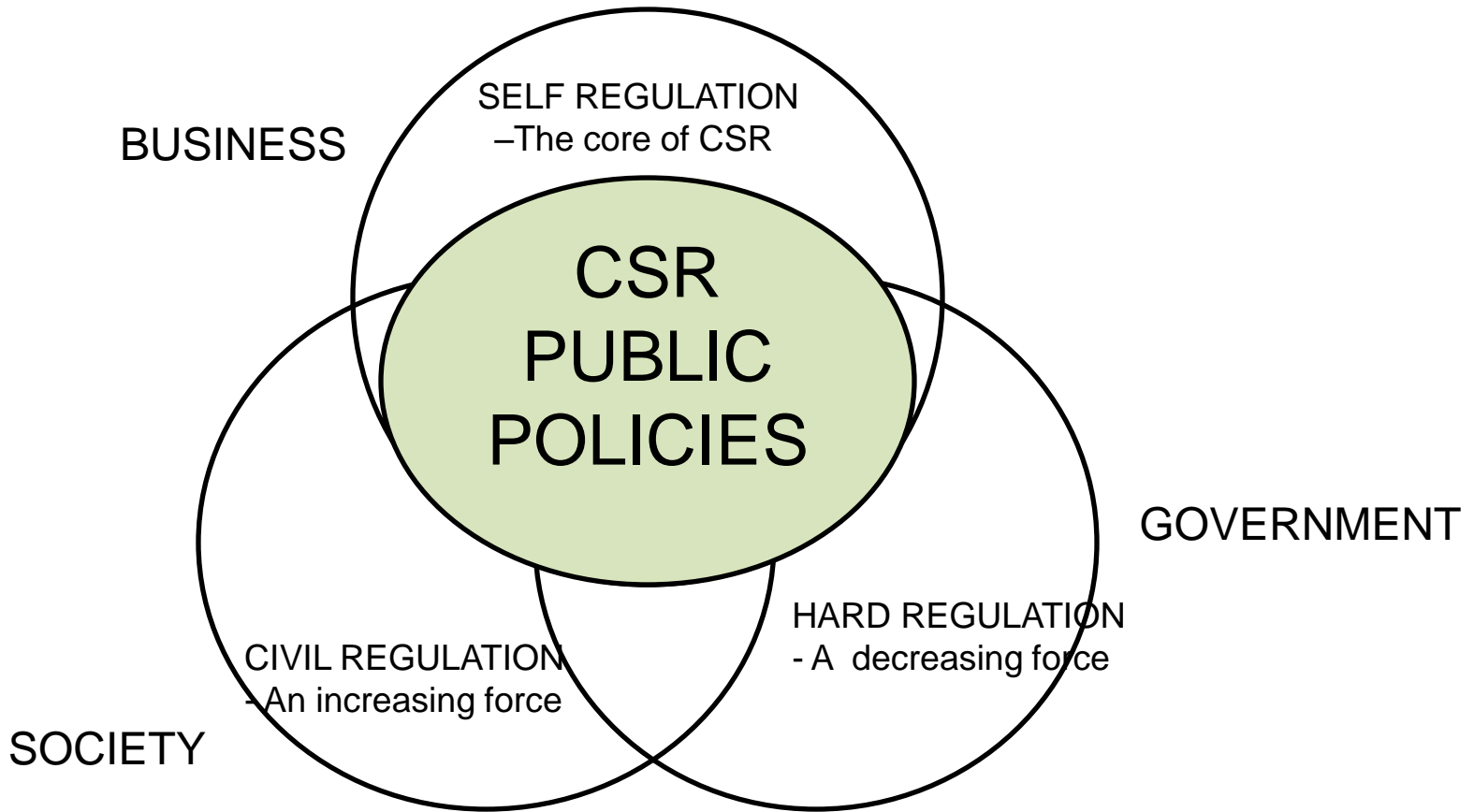
Athens, 4 December 2014

COGITA is made possible by



Athens, 4 December 2014

Business Regulating Forces





- Soft policies
- Introduced by public authorities
- To facilitate business to adopt and materialize CSR actions

- WHICH policies ?
- HOW to introduce these policies?
- WHAT CSR fields of action?





Cyprus



South Denmark



Lower Austria



COGITA
Corporate Social Responsibility

Košice



Emilia Romagna



- 3 years duration (2012-2014)
- 2,5 ml Euros
- 13 partners from 13 European regions

Flanders



Catalonia



Consell General de Cambres de Catalunya

Bretagne



Attica



Kaunas County



Upper Silesia



gemeente Eindhoven

COGITA is made possible by



European Union
European Regional Development Fund

Athens, 4 December 2014

The COGITA project,

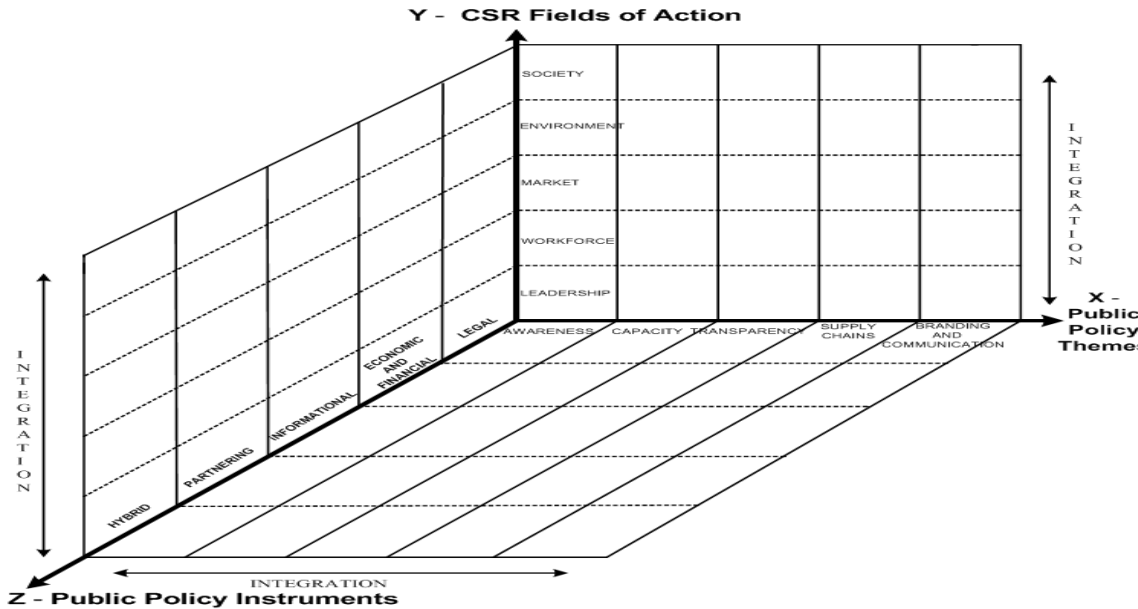
based on pre-existing literature and research (Steurer, 2010), to introduce these policies?
made a step forward and developed a

3-DIMENSIONAL Concept/Model

that **integrates** these three questions

- WHICH policies ?
- HOW to introduce these policies?
- WHAT CSR fields of action?

➤ WHAT CSR fields of action do these policies cover? 5 FIELDS OF ACTION



➤ WHICH policies?
5 CSR PUBLIC POLICY THEMES

➤ HOW to introduce these policies?
5 INSTRUMENTS

COGITA is made possible by



The COGITA project

1. CSR PUBLIC POLICY THEMES

CSR policy themes that public administration may want to address
(Steurer, 2010)

- **Awareness Raising**
- **Capacity Building**
- **Supply Chain** and Interfirm Relationships
- **Transparency**
- **Communication and Branding**

The COGITA project

2. CSR PUBLIC POLICY INSTRUMENTS

Instruments used by governments and public authorities to promote the CSR PUBLIC POLICY (Cici and Ranghieri, 2008; Knopf et al., 2010; Steurer, 2010;)

- **Legal** instruments (soft legal –e.g. regulations, directives)
- **Financial/economic** instruments (e.g. tax credits, subsidies, awards)
- **Informational** instruments (e.g. campaigns, training, conferences)
- **Partnering** instruments (e.g. networks, stakeholder dialogues, PPPs)
- **Hybrid** instruments (combinations of the above e.g. Economic and informational instruments - product labels)

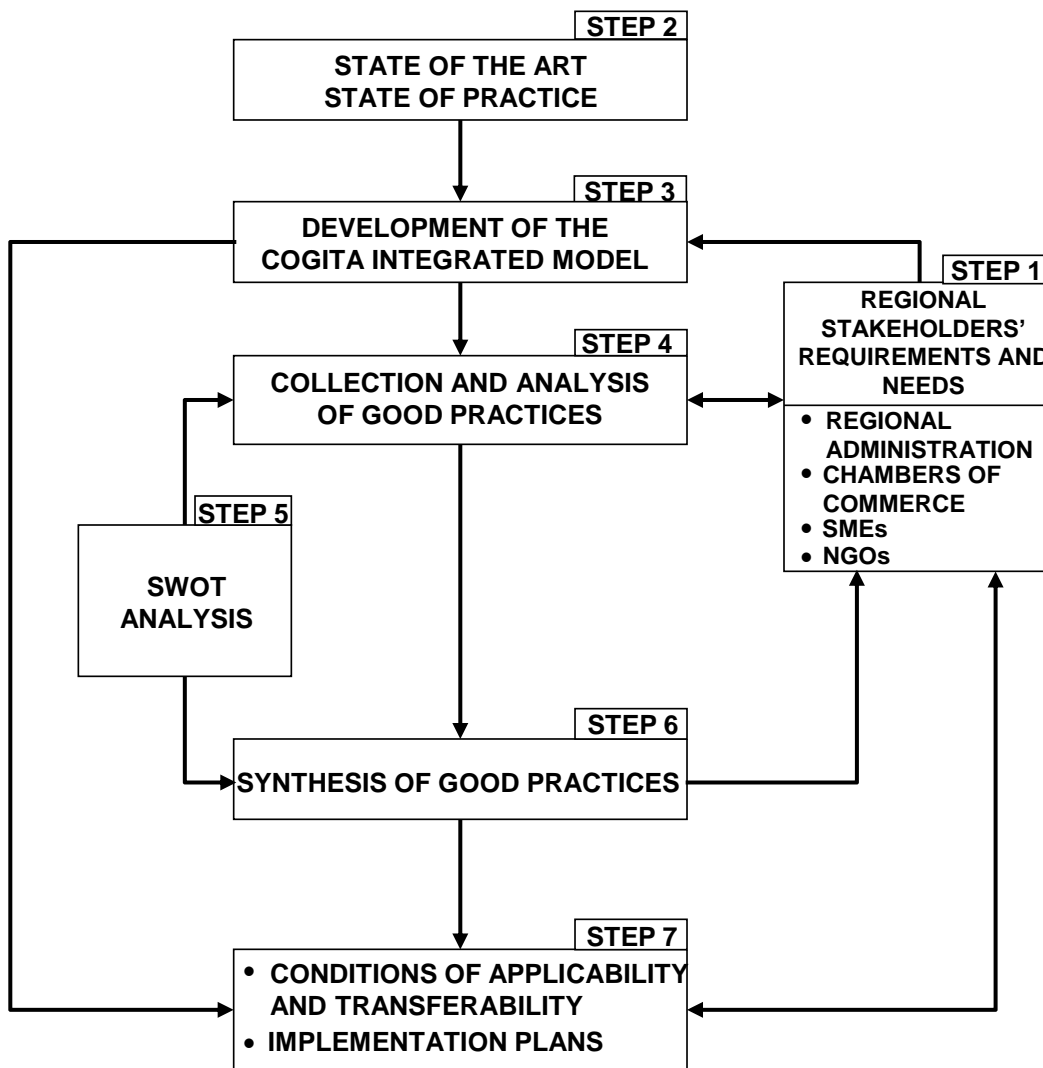
The COGITA project

3. CSR FIELDS OF ACTION

CSR actions that SMEs can introduce and implement (Austrian business council for sustainable development, 2010)

- **Leadership** (e.g. corporate culture, leadership by example, stakeholder relations)
- **Workforce** (e.g. employee development and training, diversity and equal opportunities, employee health and safety, compensation and working hours)
- **Market** (e.g. innovation, better products and services)
- **Environment** (e.g. energy and resource efficiency, conservation and protection of the environment)
- **Society** (e.g. human rights, cultural diversity)

The COGITA project



The COGITA project

Y-axis: Fields of Action

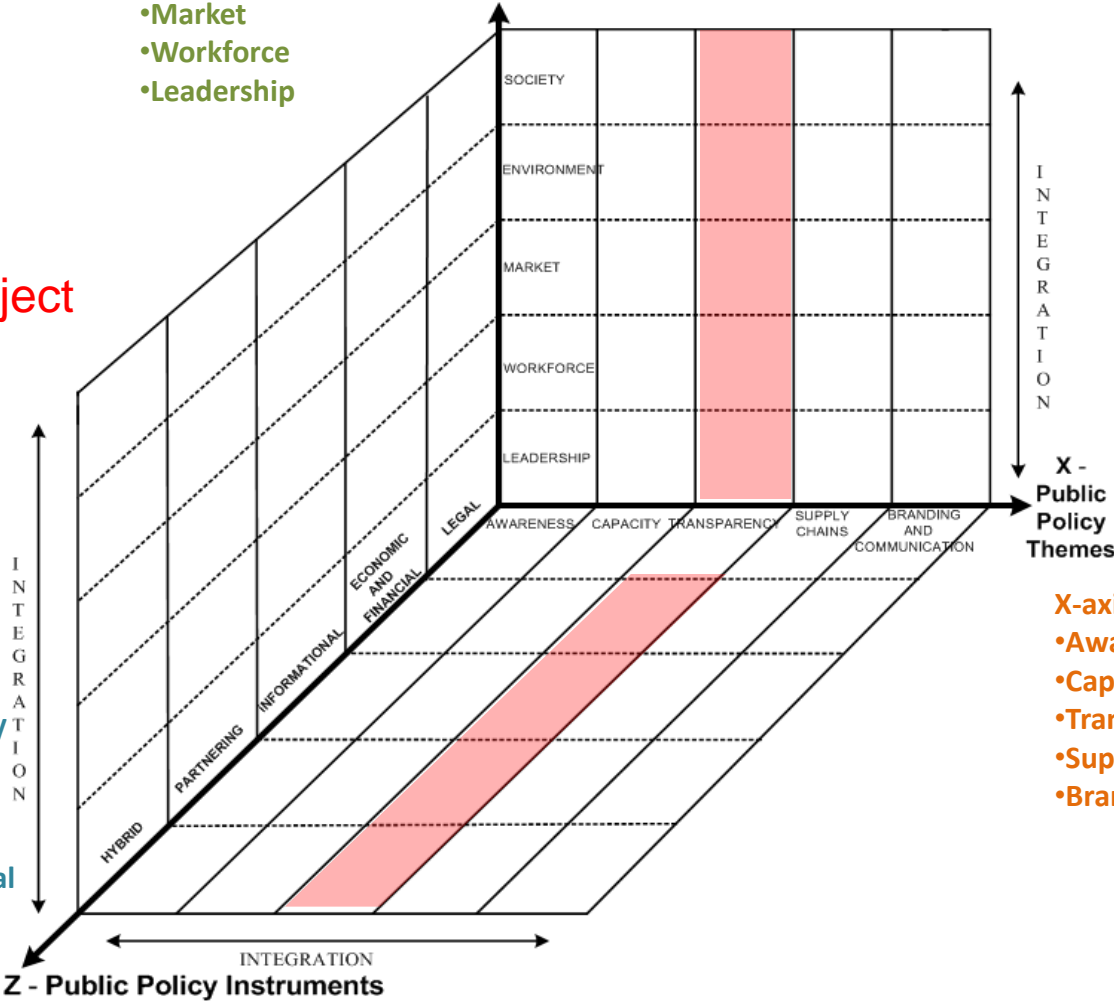
- Society
- Environment
- Market
- Workforce
- Leadership

Y - CSR Fields of Action

"tRanSparÉncia" project

Z-axis: Public Policy Instruments

- Legal
- Informational
- Economic/financial
- Hybrid
- Partnering



X-axis: Policy Themes

- Awareness
- Capacity Building
- Transparency
- Supply Chain
- Branding

The COGITA project

RESULTS

- Identified **27 good practices** in Europe
- Prepared **13 implementation plans** for Public Policy in 13 European regions/countries tested through feasibility checks
- Prepared a **10-step GUIDE** for Public Authorities on how to proceed in endorsing and implementing CSR Public Policies

The COGITA survey

What SMEs think about these policies?

- Do they need such policies? To what extent?
- How successful are these policies – have they helped SMEs to undertake and implement CSR actions?
- In order to answer these questions we designed a SURVEY and administered to SMEs in the regions of the 13 COGITA partners

The COGITA survey

Demographics

- 230 SMEs successfully completed the questionnaire
- 81% already implement some CSR actions

Country	Frequency of responses	Percentage
AUSTRIA	19	8.3%
BELGIUM	30	13.0%
CYPRUS	11	4.8%
DENMARK	3	1.3%
GREECE	19	8.3%
ITALY	26	11.3%
LITHUANIA	18	7.8%
NETHERLANDS	9	3.9%
POLAND	6	2.6%
SLOVAKIA	5	2.2%
SPAIN	39	17.0%
UNITED KINGDOM	45	19.6%
Total	230	100.0%

The COGITA survey

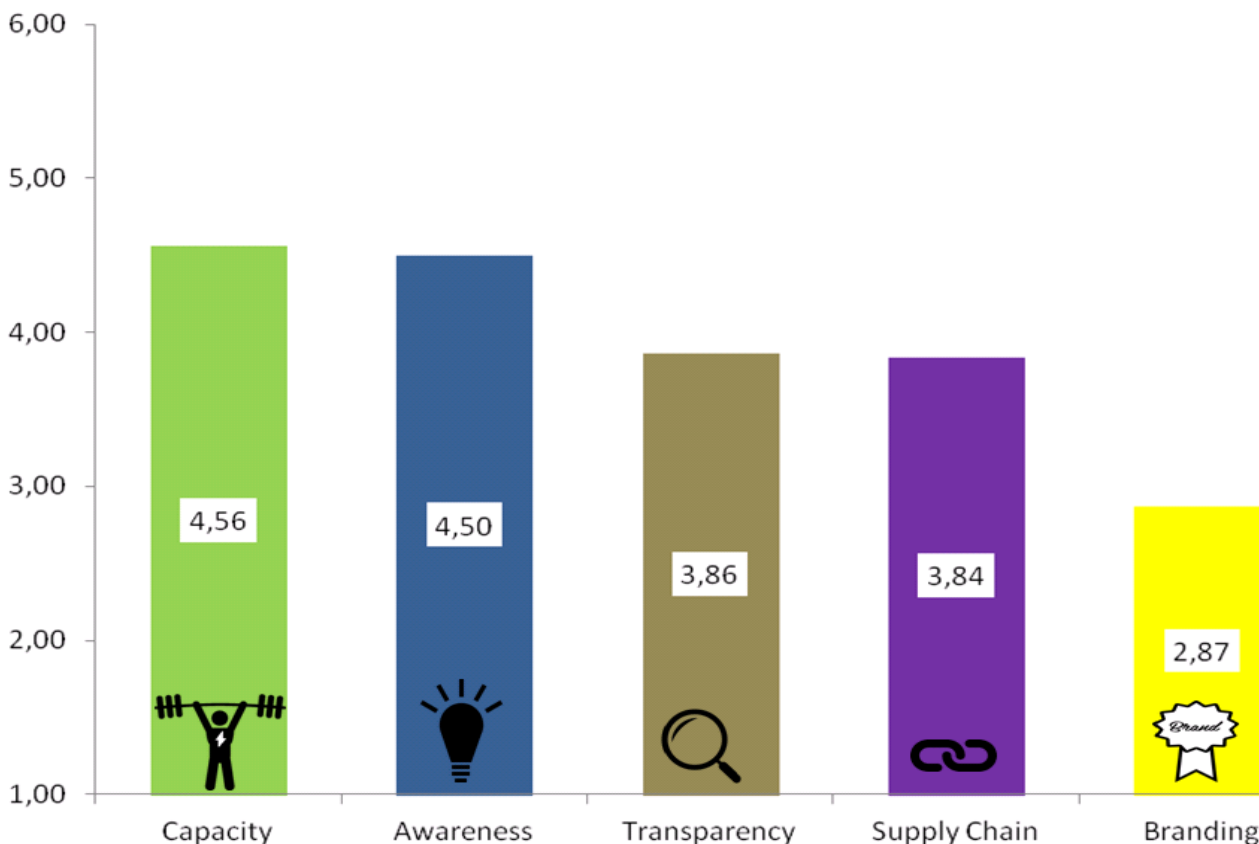
CSR Public Policies

	Importance for your company	Support needed	Support offered by public authorities
AWARENESS RAISING	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
CAPACITY BUILDING	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
TRANSPARENCY	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
SUPPLY CHAIN	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
BRANDING AND COMMUNICATION	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know

Scale:
 1: none
 2: very low
 3: low
 4: moderate
 5: high
 6: very high

The COGITA survey

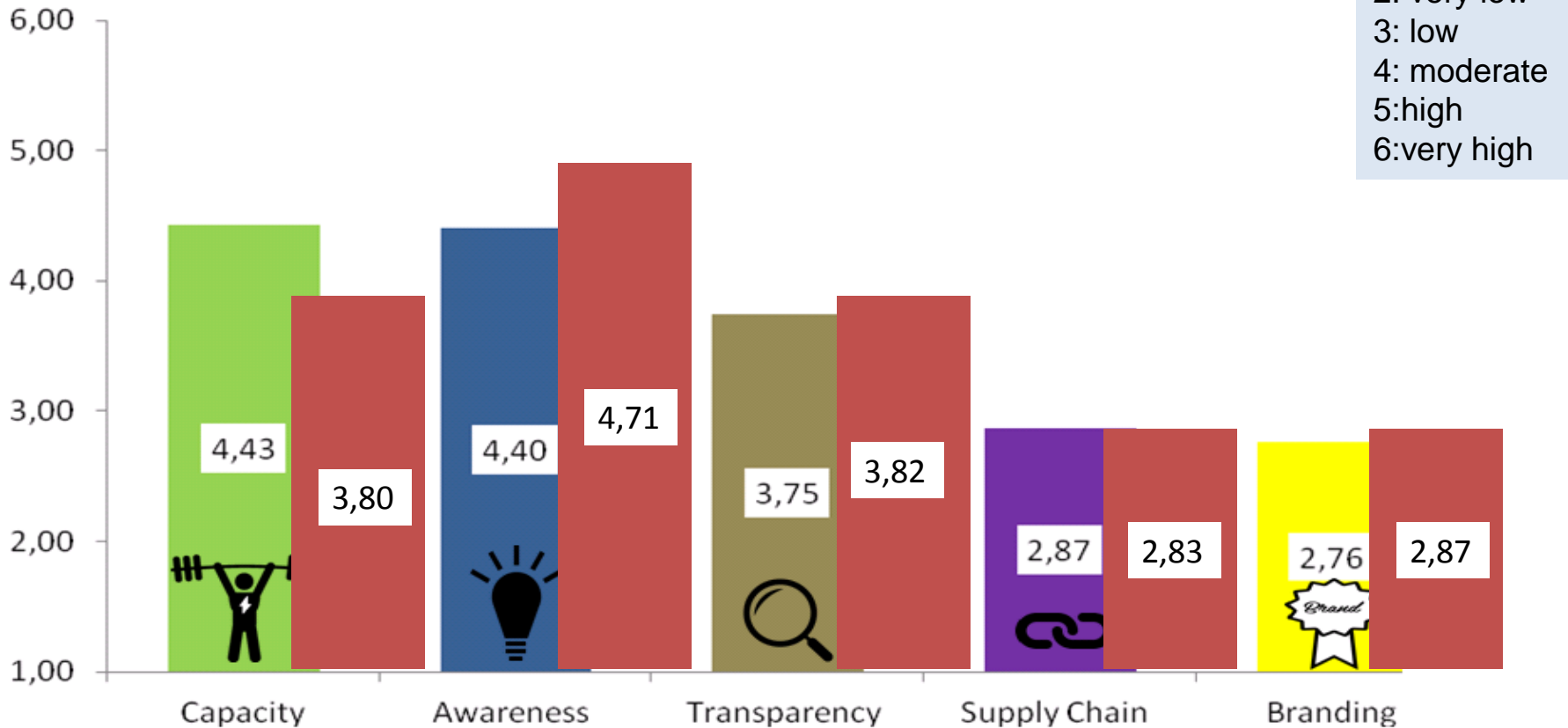
Importance of CSR Public Policies



Scale:
 1: none
 2: very low
 3: low
 4: moderate
 5: high
 6: very high

The COGITA survey

Support Needed for CSR Public Policies
Support Offered for CSR Public Policies



Scale:
1: none
2: very low
3: low
4: moderate
5: high
6: very high

The COGITA survey

CSR Public Policy Instruments

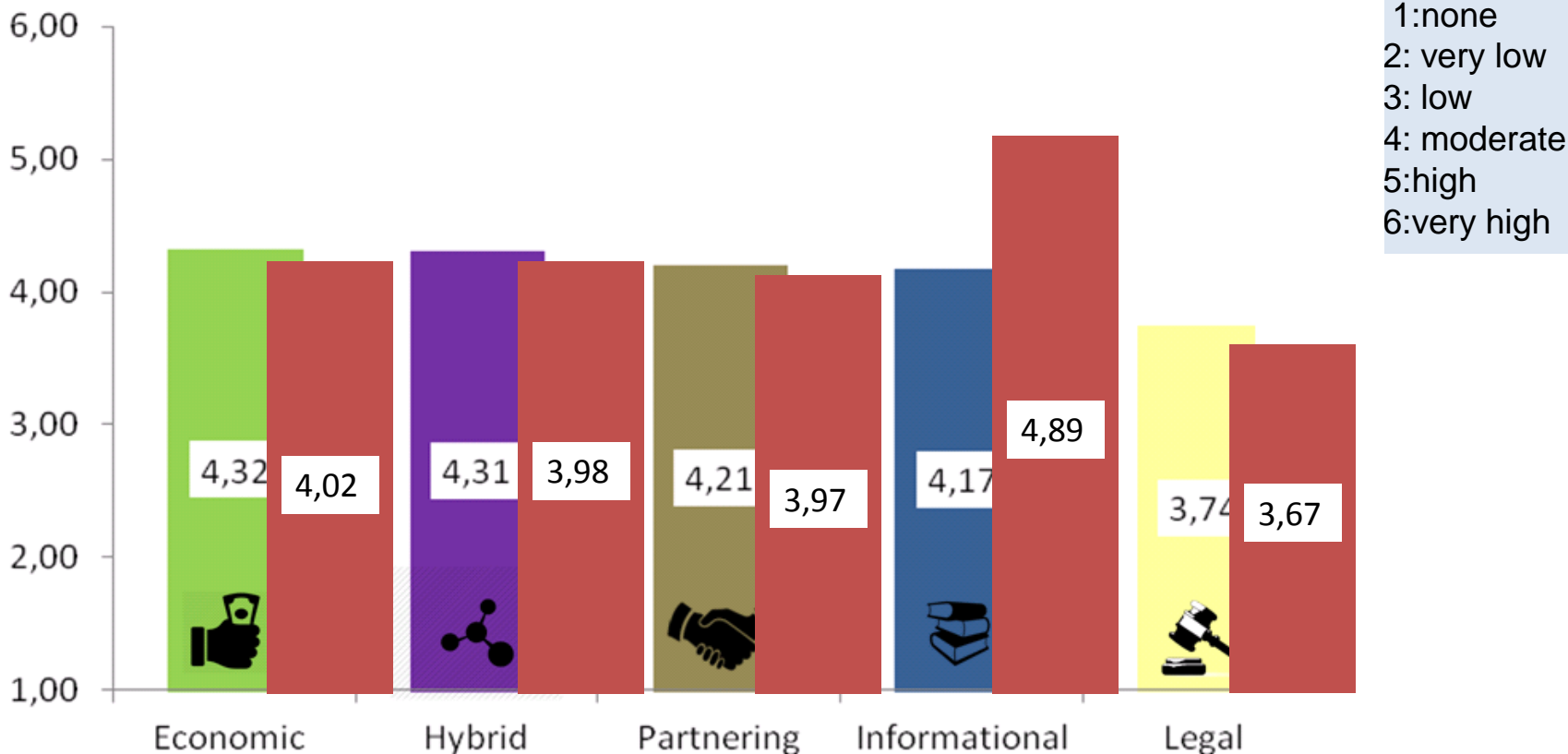
	Importance for your company	Effectiveness of instrument
INFORMATIONAL	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
ECONOMIC /FINANCIAL	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
PARTNERING	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
HYBRID	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
LEGAL	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know

Scale:
 1:none
 2: very low
 3: low
 4: moderate
 5:high
 6:very high

The COGITA survey

Importance of Policy Instruments

Effectiveness of Policy Instruments



COGITA is made possible by



The COGITA survey

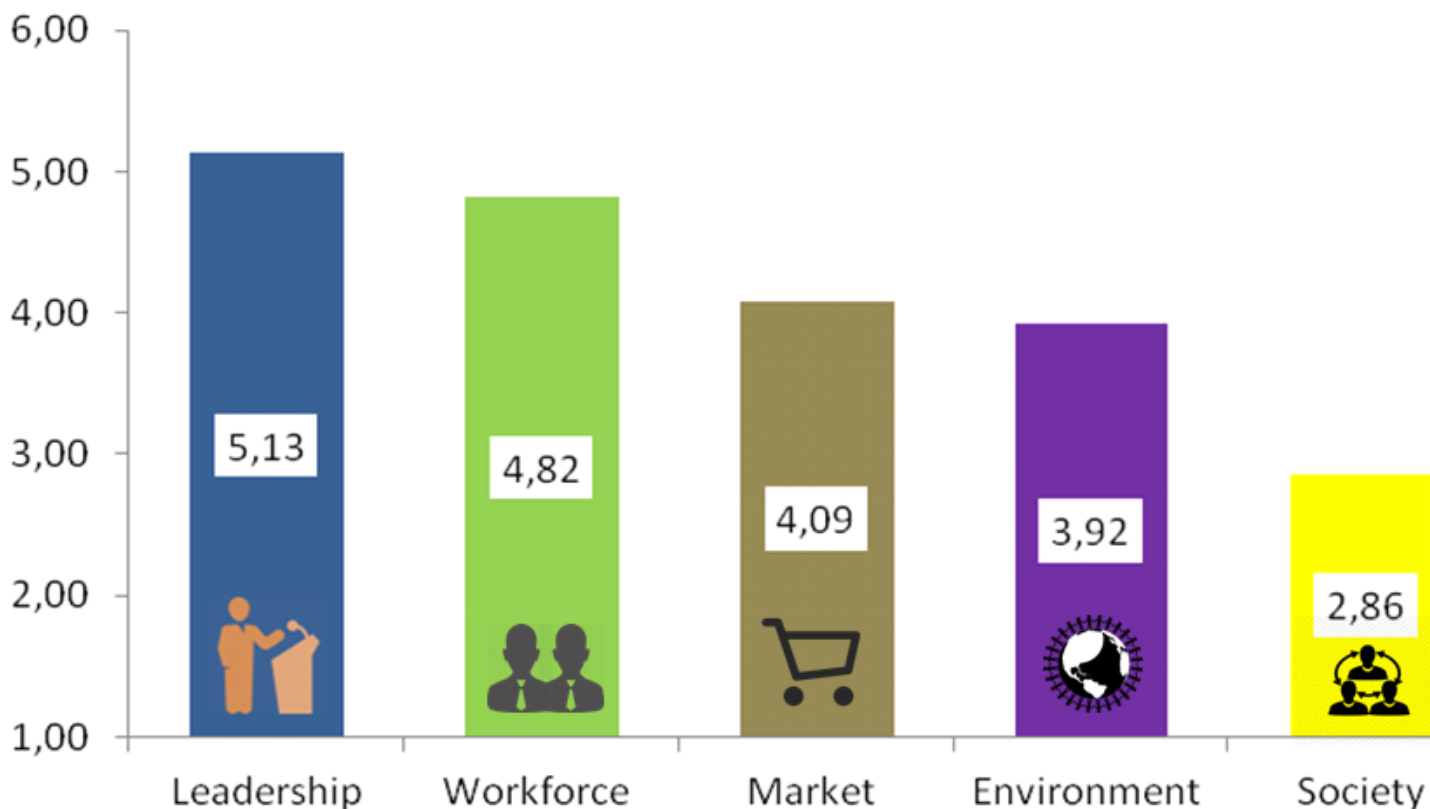
Fields of CSR Action

	Importance for your company	Support needed	Support offered by public authorities
LEADERSHIP	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
WORKFORCE	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
MARKET	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
ENVIRONMENT	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know
SOCIETY	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know	none ○○○○○○ very high ○ I don't know

Scale:
 1: none
 2: very low
 3: low
 4: moderate
 5: high
 6: very high

The COGITA survey

Importance of CSR Fields of Action



Scale:
 1:none
 2: very low
 3: low
 4: moderate
 5:high
 6:very high

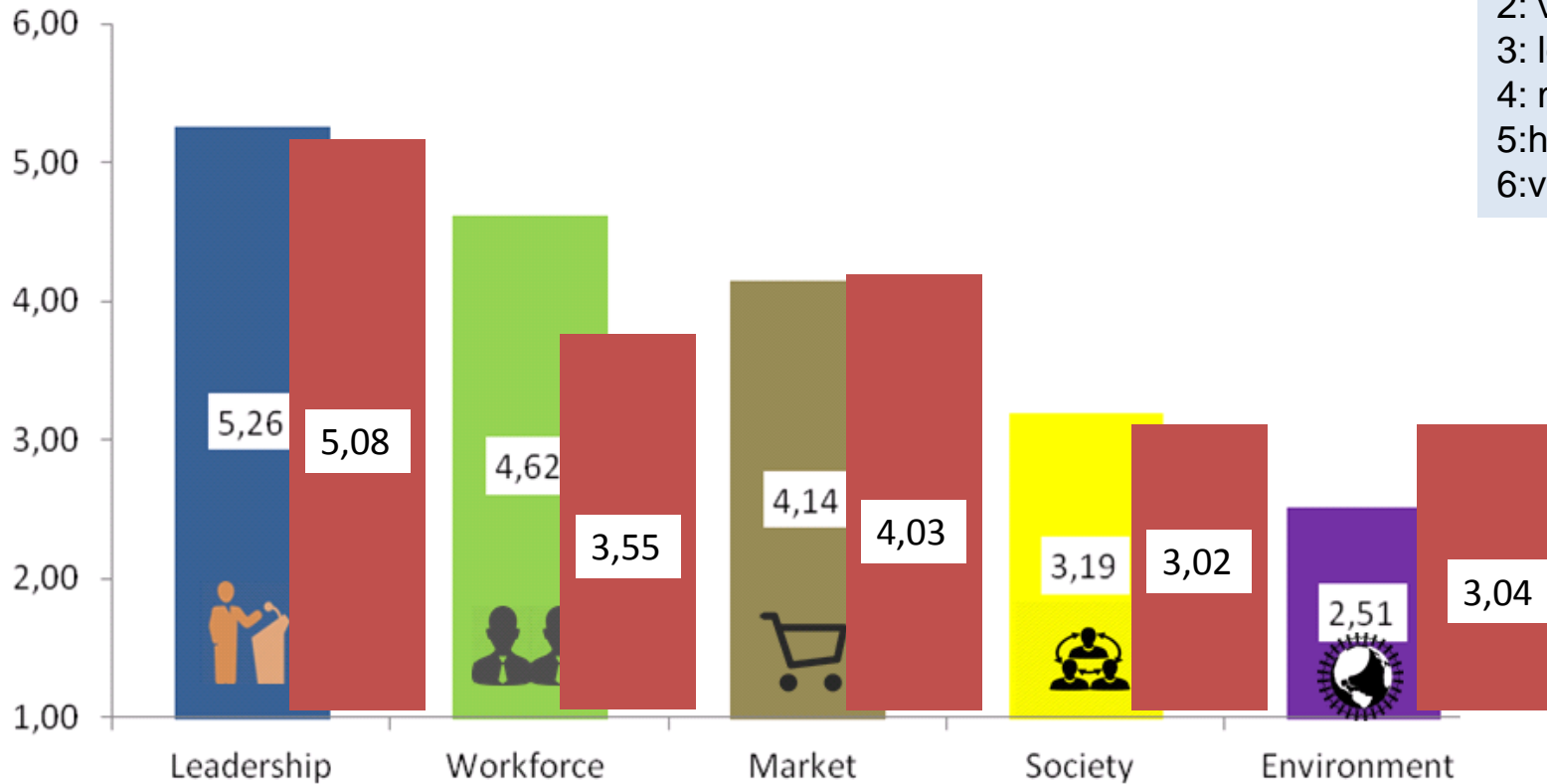
COGITA is made possible by



The COGITA survey

Support Needed for CSR actions

Support Offered CSR actions



Scale:
 1:none
 2:very low
 3:low
 4:moderate
 5:high
 6:very high

The COGITA survey -CONCLUSIONS

- **Leadership and workforce** - the most important CSR field of actions
- **More support** - for actions towards the **Workforce** of SMEs (GAP)
- **Less support** - for actions towards the **Environment**
- **Capacity building and awareness raising** - the most important public policies
- **More support** - for **capacity building** (GAP)
- **Economic, Partnering and Hybrid instruments**- the most important
- **Informational instruments** - the most **effective**
- **4 out of 5 companies desire intervention of public authorities**

The COGITA survey -CONCLUSIONS

- Public authorities
- and
- SMEs
- should collaborate in order to identify the optimum mix of
- Public Policies
- Instruments and
- CSR actions
- that best fit to the local context and needs

Public authorities should focus on policies that help the leadership and workforce of SMEs to build their capacities to implement CSR actions.

THANK YOU!



COGITA is available at <http://www.cogitaproject.eu>