

The Practice of CSR in B2B Networks

ABSTRACT

The purpose of this study is to develop a better understanding of the role of Corporate Social Responsibility (CSR) in organisations from a relational, interactional, networked B2B-B2C perspective. CSR and business ethics issues are increasing in importance affecting a wider group of stakeholders located within the external and internal business environment of firms. Organisations are under increasing pressure to meet the needs of these stakeholders if they are to maintain their longer term competitive positioning. Therefore CSR and ethics should be considered as a core strategic issue and be appropriately aligned with other strategic activities within the firm.

Ethics and CSR have become the concern of both academic researchers and practitioners alike and usually involve an interdisciplinary approach of study calling upon the natural and social sciences to provide an understanding of the problems as well as solutions to the numerous issues caused by institutions affecting society.

The subject of CSR and business ethics are complex and difficult to define, although both subjects tend to be treated as separate disciplines within the management literature they are intricately linked and will be treated synonymously within this Work – in – Progress Paper. Care is needed to clearly show the linkages but the linked construct of CSR and ethics provides a richer definition in which to explore the practice of CSR / ethics within organisations. It is expected that there should be an increase in the prominence of both CSR and business ethics within the practice of business within organisations, the extent of which would vary according to the peculiarities of individual business contexts. The main question is in what shape or form should these ethical / CSR activities take within these organisations.

The current gaps which exists in CSR / business ethics research within the context of different business sectors and countries is how and where CSR/ethics is currently situated within the practice of specific business sectors as well as the extent and appropriateness to which they are being practiced. The proposed study will focus on evaluating where and how CSR/ethics are being practiced within the context of organisations operating in the business-to-business (B2B) sector.

The B2B environment consists of organisations supplying products and services to other organisations for their own final consumption or to provide these offerings as intermediary products for inclusion in their own products or services that will then be distributed either to final consumers or other organisations in the supply chain. There are several factors which influence the behaviour of buyers in B2B markets and include amongst other things: overall value as a function of cost in terms of the price paid relative to gaining other benefits contained within a deal, relationships and loyalty as well as ethics and CSR.

Unfortunately, evident by a dearth of available literature, very little research has been undertaken to evaluate how a B2B supplier's behaviour as a good corporate citizen affects the behaviour of its B2B buyers in selecting and maintaining them as supply partners. To date, the primary focus of CSR / ethics has been on its impact on the final consumers or end stakeholders therefore emphasising a bias towards a Business to Consumer (B2C) orientation of CSR/ethics but a partial review of both the B2B and CSR literature has demonstrated the complexity of the subject areas and the inseparability of B2B/B2C domain in studying CSR.

B2B marketing has traditionally been treated differently from B2C marketing as well as being overshadowed by it. The former became more prominent after the introduction of dedicated research groups and publications from the 1970s onwards. From the 1980s B2B research highlighted major differences with conventional marketing thought that could not deal with the interdisciplinary nature of a collection of outsourced suppliers interactively and relationally networked to purchasers and other stakeholders. The discrepancies between business markets and current marketing theory were also noted around the same time in other marketing sub-disciplines such as services and relationship marketing. More recently there is evidence of convergence between the contemporary business and services marketing literature highlighting some commonality in thinking between the two fields as well as B2C marketing.

The treatment of CSR as stabilising interactional, relational networks of outsourced B2B suppliers linked to B2C organizations and other stakeholders is seen as a progressive way of better understanding the role of CSR. It also emphasises the requirement for a wider interdisciplinary role for marketing in today's modern organization in effectively managing CSR by satisfying not only customers but by developing loyalty and trust through CSR to stabilise relational social networks of stakeholders. An attempt will be made to address both of these issues by combining the network approach of B2B marketing with contemporary perspectives on CSR.

The purpose of this study is to research the extent to which CSR and business ethics play a role within the business decisions of executives operating within B2B markets as well as how and where do they play a part.

The intended contribution to the B2B literature is to provide an insight into how the concept of CSR demonstrates the weaknesses in current marketing theory and increases the need for applying newer interaction and relational theories.

Keywords: CSR, Interaction, Relationships, Networks, B2B

INTRODUCTION

The purpose of this Work-in- Progress paper is to initiate the development of a theoretical framework to gain greater insights into the role of Corporate Social Responsibility (CSR) in B2B organisations. CSR is an important issue for both governments and organisations evidenced by a significant increase in both the academic and practitioner literature dealing with it (Bielak et al 2007; Carroll & Shabana, 2010; Ming-Dong, 2008; Reinhardt et al, 2008). CSR research has traditionally focused on B2Cⁱ firms (Howell, 2003; Laws, 2007; Vaaland et al, 2008) or B2B firms with high corporate reputations operating either close to end consumers or under the gaze of powerful external stakeholders (Roberts, 2003; Kytte & Ruggie, 2005; Gonzales and Gonzales, 2006). Limited research has been undertaken on CSR in B2B firms operating further away from end customers and stakeholders, with Lindgreen et al (2009a) identifying this as a major gap in the extant literature.

Therefore in this Work-in-Progress paper we construct a theoretical framework based on three of the four Industrial Marketing and Purchasing Group (IMP) models; the interaction approach (Hakansson, 1982; Turnbull & Valla, 1986), the ARA (Activities, Resources, Actors) model (Hakansson & Johanson, 1992) and the industrial network approach (Hakansson & Snehota, 1995) to evaluate the role of CSR in these organisations, which will

later be used to develop an exploratory research project in the B2B context. Wheeler, Colbert and Freeman (2003) and Harilainen (2009) provide additional support for a networked – stakeholder perspective of CSR where the authors provide conceptual, foundational arguments with a view to potentially develop further empirical studies. Ultimately this research aims to identify whether CSR activities have the same salience in B2B organisations.

THEORETICAL CONSIDERATIONS

Relevance of researching CSR from a B2B perspective

CSR is a complex construct with limited measures, multiple definitions (Dahlsrud, 2008; Lindgreen et al, 2009b) and meanings, and to date has not been explained by a single general theory (Lindgreen & Swaen, 2010). It has existed for a long time (Avi-Yonah, 2005) but is still theoretically at an embryonic stage with empirical issues that still need resolving (Morimoto et al, 2005; McWilliams et al, 2006). For our purposes CSR is defined as organisational activities that exceed minimum legal, social and environmental requirements at a given moment in time (Carroll, 1979; McGuire, 1963). The reason for considering CSR from a separate B2B and B2C perspective is that traditionally the field of marketing has been viewed as organisations supplying either end consumers (B2C) or those supplying intermediary or final organisations (B2B). Although some academics (Cooke, 1986; Cova and Salle, 2008; Vargo and Lusch, 2010; Gummesson, 2009; Sheth, 2010; Wind, 2006) have argued over the years that both fields are converging and should be treated similarly, there still exists significant differences in terms of purchasing behaviour, purchase size, and other attributes justifying a separate treatment (Lichtenthal & Mummalaneni, 2009; Workman & Webb, 1999; Ellis, 2010). End consumers ultimately drive the economy but the value of their purchases is significantly less than that of business consumers (Morris & Honeycutt, 2001). Globally B2B accounts for \$10 trillion of the total export and imports of global goods and services traded compared to only \$5 trillion for B2C markets (Wright, 2004). Therefore B2B should be an important area of research. However, even in marketing research B2C marketing overshadows its B2B counterpart in terms of money spent on research, publication avenues, number of papers written per year and most significantly number of researchers investigating itⁱⁱ. In the CSR literature this misalignment is even more pronounced where B2B is rarely even mentioned.

Historically the problem of researching marketing from a single B2C perspective rather than including B2B has led to a distorted, incomplete view of the business world (LaPlaca & Katrichis, 2009). Theoretical distortions have also been noted in other areas of marketing research notably in services and relationship marketingⁱⁱⁱ. Therefore a combined B2B/B2C approach should provide a more complete picture of the role of CSR in organisations interacting with stakeholders in the environment.

Researching CSR in the B2B sector is particularly pertinent at the present time because the trend within B2B firms has been to increasingly outsource supply activities through independent suppliers (Moller & Halinen, 1989). This leads to managing multiple production critical supplier relationships through networked partnerships or strategic alliances (Thorelli, 1986) resulting in increased operational and social risks in addition to increasing the complexity of relationships between firms and their external environment (Kytte & Ruggie, 2005). CSR is therefore becoming more relevant within these supply chains (Maloni & Brown, 2006; Carter & Jennings, 2002a,b; 2004) as branded manufacturers and retailers are

increasingly being pressured by formal and self-regulatory bodies as well as other stakeholders including end consumers to justify the behaviour of all intermediary suppliers involved in their supply chain (Strange, 2008).

CSR studies in the B2B area

The majority of studies have been performed in the area of supply chain management focussing on mainly intermediary products and services being sold through the supply chain to major firms and end customers. Limited empirical CSR - B2B research has been undertaken in the inclusion of final product and services purchases between business firms. These studies are located primarily in the supply chain, logistics, manufacturing, operations, purchasing /procurement literature. Examples of some of the articles are discussed in the next paragraph.

Walker and Brammer (2009) undertook a study to evaluate sustainability procurement in 106 respondents from across the public sector. Government procurement involves substantial expenditure, about 25 percent of GDP and in the UK amounting to £150 billion. The government can be the biggest single buyer in a country. The UK public sector represents a significant B2B market and the government as a powerful economic customer as well as regulator and influencer can affect the behaviour of suppliers in the private sector to deliver broader government objectives that includes using public funds to support social and environmental objectives. According to the authors the government is under legal scrutiny to deliver the financial efficiencies as well as social and environmental objectives. Private sector firms generally undertake to deliver social and environmental objectives through choice that is not the case for public sector firms. In relation to this study Walker et al (2009) suggests that the size of the organisations as well as importance of stakeholders and regulators influence the importance of CSR and ethics in a particular B2B setting.

Mont and Leire (2008) undertook a study to evaluate the extent of socially responsible purchasing (SRP) in 20 Swedish firms across the public and private sectors as well as the B2B and B2C sectors. They found a difference in level of SRP being practiced across different companies. More effort and resources were being spent by the private sector compared to the public sector. The private sector is also motivated by greater attention being given to them compared to the public sector from investors, the media and public interests. B2C companies were found to be under greater pressure placed upon by the media compared to B2B companies in adopting SRP and companies that were quoted on the stock exchange were driven by investors and were further ahead in the adoption of SRP. This study provides further evidence of the different factors potentially affecting CSR/ethics in different types of organisations.

Additional evaluation of CSR in a B2B setting can be found in Carter (2000) where an examination of the impact of the perceptions of unethical behaviour by global suppliers on the relationship between non-US suppliers and US purchasers. Carter et al (2000) observes that the deviation of the behaviour suppliers from ethical norms can result in significant fines affecting financial performance as well damaging the reputation and image of the supplier within the whole supply chain. Suppliers are under considerable pressure to increase revenues and reduce costs therefore tempting sellers to deviate from ethical norms to influence purchasers to purchase their offerings.

Bowen et al (2001) undertook a quantitative study on 70 public limited companies (plc) on how can firms develop appropriate strategic competences and capabilities to compete in the green supply chain. They showed that the capabilities were built around both internal purchasing processes of the firms as well as a strategic external environment approach. These are just a few examples of the studies mentioned in the academic literature relating to CSR in B2B organisations and they all relate to CSR in B2B in the supply chain which means that all the products and services will eventually end up with the final consumers. There are no studies focussing on B2B organisations purchasing final products and services from each other for their own consumption. These purchases are considered important from a CSR research perspective relative to the supply chain purchases (as they potentially demonstrate B2B driven CSR demand in addition to B2C) and will be included in the investigation of this study.

Developing a research basis for CSR in B2B

In attempting the development of a theoretical framework for evaluating CSR in B2B organisations one rapidly comes across the problem of separating a purely B2B unit of analysis without any interference from the B2C environment. In an idealistic, positivist, empirical research setting it is usual practice to identify, within closed systems, a dependant variable of what one is trying to measure (CSR activity in this case) and an independent variable (purchasing influences, decision making) in an isolated B2B setting. This is a difficult task as CSR influences a range of stakeholders of varying importance and multiple organisations involved in a supply or demand chain (Juttner & Christopher, 2007; Ellis 2011) including final consumers all interacting with each other (figure 1). CSR interactions between organisations in supply-demand chains and the environment are open systems (Nohria, 1992; Wood, 2010) suggesting that an interactional, relational business network approach as developed by the Industrial Marketing and Purchasing (IMP) Group (Hakansson, 1982; Hakansson & Snehota, 1995; Hakansson et al 2009; Anderson et al, 1994; Moller & Wilson, 1995; Gadde & Hakansson, 2009) may be more suitable. Additionally interpretive/qualitative case study approaches (Eisenhardt, 1989; Yin, 2003; Halinen & Tornroos, 2003) may be more suitable than Positivist/quantitative research methodologies (Smith, 1998; Easton, 1995; Easterby – Smith, 2002) in these research settings.

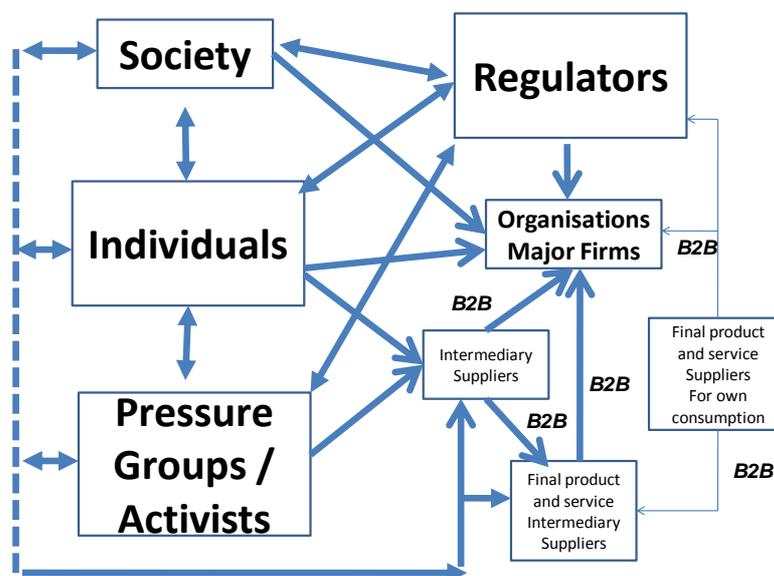


Figure 1 – Drivers and influencers of CSR/ethics

Figure 1 depicts the various proposed influencing factors potentially driving CSR at the individual as well as within the societal, environmental and organisational settings. This theoretical model represents a complex interaction of networks consisting of individuals driven by CSR needs influencing as well as being influenced by societal norms, regulators and pressure groups all interacting with each other. These groups are believed to influence the CSR agenda of organisations. The width and direction of the arrows represent the proposed potential magnitude and direction of CSR influence within the external business environment as well as within the relational business interactions (B2B) between firms. The only interactions that appear to be important in relation to CSR within B2B are those transactions that directly impact upon the external stakeholders. The other B2B interactions represented in figure 1 represent supposedly a significant volume and value of global trade but the influence of CSR in the decision-making processes within these interactions is uncertain. A proportion of the individuals identified in figure 1 include the end B2C consumers who could also be the same individuals who are employees and managers within B2B firms. Individuals within regulatory/activist can also be end consumers.

Potential Contribution of IMP to CSR Research

The IMP group (<http://www.impgroup.org/about.php>) of researchers has made significant contributions to B2B research since its formation in 1976 (Turnbull et al, 1996; Sousa, 2010). Primarily their approach has changed the view of B2B purchasing decisions as not being simple, single transactions involving a large number of unrelated individual competing suppliers but are complex buyer – supplier interactional relationships with each transaction influencing others and involving smaller groups of co-operating suppliers. Although not being the first to develop or use network theory (Nohria, 1992; Hakansson et al, 2009; Todeva, 2006) their application of business networks, where supplier – customer interactions and relationships influence and are also influenced by other actors' interactions embedded in a network, has been a major development in business marketing. Recently newer theoretical perspectives such as Service Dominant Logic applied to a B2B setting (Vargo & Lusch, 2004; 2010; Ford, 2011) have also provided additional theoretical insights into how customers potentially jointly co-create value with suppliers, a factor that is completely ignored in traditional, transactional marketing and business strategy frameworks. CSR, under this networked perspective, can be seen as the potential social and environmental customer – supplier *interactional marketing mix*^{iv} resources, activities and processes required, by the embedded networked stakeholders (actors), including the level of required interactional and co-creational activities, to develop ethical, socially responsible and sustainable strategies (product, pricing, distribution, promotion, HRM, operations and physical evidence). The required CSR activity including the extent of the activity is believed to be dependent on the level of social controversy and the potential environmental impact of an industry as well as how highly reputed a company is within an industry. High social controversy and high environmental impact industries (figure 2) such as weapons, extraction industries e.g. oil, mining; and well known, larger size companies such as PriceWaterCoopers are likely to generate significant CSR interest compared to lesser known, smaller firms operating in more placid industries (Cowen, Ferreri & Parker, 1987). The extent to which the marketing mix is used either completely or partially in social and sustainable development within networks should vary according to different contexts and would be an interesting research question.

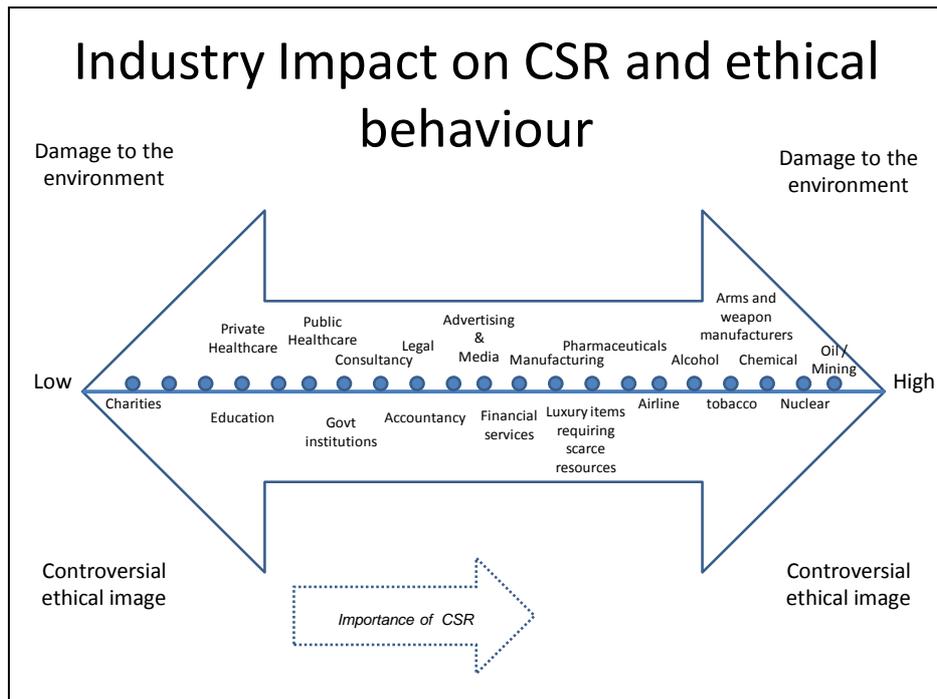


Figure 2 – Different industries and their likely impact on the level of their CSR and ethical activities

Therefore in researching CSR in a business network could be constructed as follows with a graphical representation provided in figure 3. Firstly CSR is perceived as having properties of a pseudo-product desired by stakeholders. Therefore organisations require CSR resources to survive and interactional, relational networks are a means of creating, supplying and efficiently delivering CSR resources and activities to appropriate stakeholders (actors). This is achieved through, *using the appropriate IMP terminology*, “*efficient resource ties, strong activity links and appropriate actor bonds*” across a network of stakeholders comprising of different intermediary and final product/services organisations, regulators – self regulatory bodies, activist and other environmentally concerned groups and individuals, shareholders and end consumers (DiMaggio & Powell, 1983). The ARA model could potentially be an appropriate framework to evaluate CSR/ethical resources and activities between interacting intra and inter-organisational actors (Axelsson & Eason, 1992). CSR activities can be seen as reinforcing the necessary values and beliefs required for stabilising relationships within networks by maintaining commitment and trust (Morgan & Hunt, 1994; Achrol, 1997). High values, trust and commitment should provide strong relational ties and stabilise the network through strong co-operation between actors. Low values, trust and commitment, on the other hand, should lead to greater opportunistic and transactional competitive behaviour therefore destabilising networks (Powell, 1990). Two types of CSR organisational typologies are believed to exist in networks. The first type are those that produce CSR resources and processes and include all firms supplying goods and services to the major firms and logistic and warehousing firms in distribution channels responsible for distributing goods to channel members eventually leading to end consumers. The second type of CSR organisation is one that creates the demand for CSR alongside end customers and stakeholders and includes mainly retailers. CSR networks are believed to be dominated by focal or major firms (Axelsson & Eason, 1992; Achrol, 1997) defined as firms possessing a high corporate brand image and reputation and are well known to end customers and stakeholders. Major firms can either be B2C firms operating within a business network such as Waitrose or Sainsbury’s,

or B2B firms supplying end products or services such as major professional services firms such as Accenture. End consumers and retailers are considered as brokers of CSR by ensuring the requirements of sustainable and minimal environmental impact of goods and services of consumers and stakeholders are met through co-creation and production by their intermediary and final product and service suppliers.

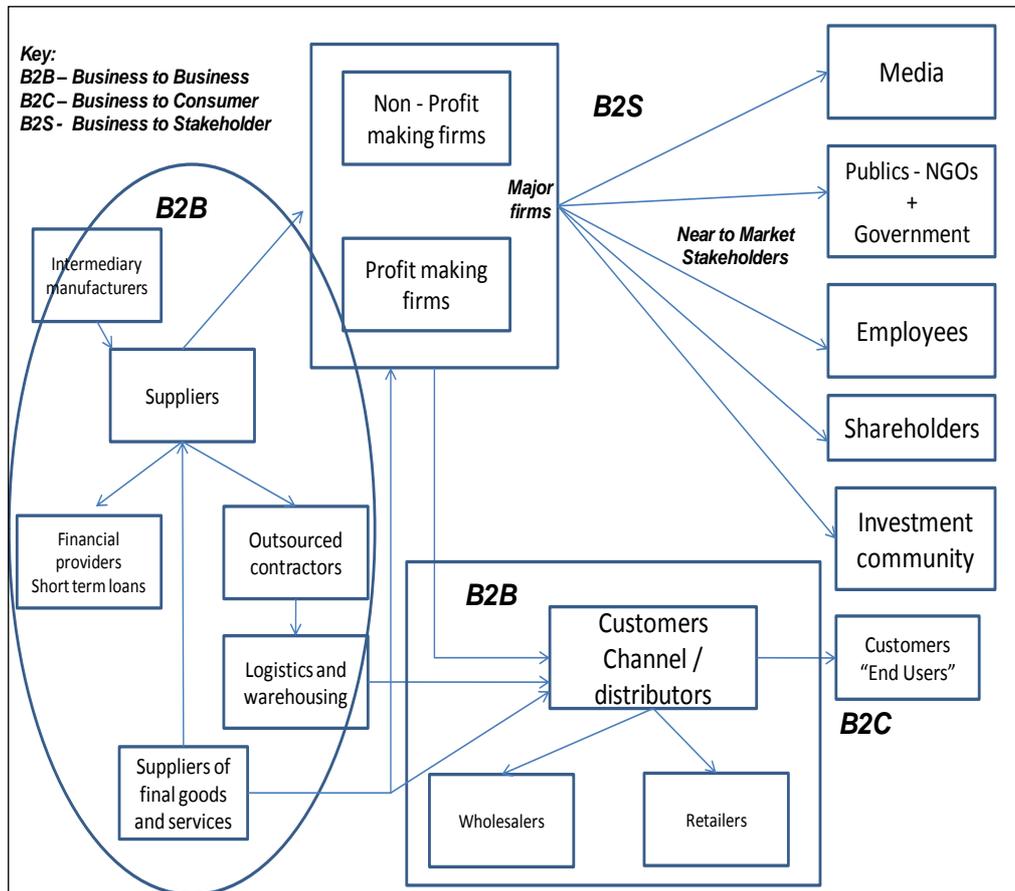


Figure 3 - Network Analysis - The interconnectedness of B2B and B2C organisations

Figure 3 represents the output from a ‘Rich Picture’ analysis of the CSR, B2B literature undertaken to define the research problem, research questions and issues for a potential study. Assumptions were made to structure the problem as a generalised complex, interacting network of stakeholders (actors) within the B2B and B2C potentially driving CSR. The interpretation of the ‘Rich Picture’ output should start with the centre box at the top of figure 3 which consists of the central actors in the system defined, in this paper, as the “major firms” consisting of a vast array of profit and non-profit organisations of varying sizes, structures and turnover, competing in the manufacturing and service sectors. Major firms differ from other firms in the supply and distribution chain represented as they are assumed to have the primary relationship and possess a strong reputation with end market stakeholders. The stakeholders described in figure 2 are considered to be the major drivers and influencers in CSR/ethical behaviour throughout the system, to date CSR studies have focussed on the pressures placed upon the major firms by their customers (Gonzalez and Gonzalez, 2006, Fraser and Fraser 2008; Lindgreen et al, 2009b) demanding CSR behaviour (represented by the B2C component in figure 2) as well as other stakeholders (represented by the B2S

component in figure 3). In terms of the B2C sector the major firms can be either a manufacturer or a retailer or a group of manufacturers linked to a retailer either directly or through wholesalers. The supplier section in figure 3 consist of all the intermediary and final product manufacturers, intermediary and final service providers supplying the numerous other intermediary firms as well as major firms in the system. It is important to differentiate between the different types of B2B firms in this section as they all have different characteristics from each other suggesting that the role of CSR maybe different amongst the different types of supplier organisations. The intermediary manufacturers and service providers are likely to have their CSR needs driven by the stakeholders of major firms particularly customers as they are placing increasing demands to know information not only about the products and services but also information concerning their suppliers. In addition to reviewing the literature on B2B and CSR a number of informal discussions were held with individual practitioners in different B2B environments to provide an early indication of how the general network picture in figure 3 would look like in different B2B contexts. Pictorial representations of the managerial anecdotes are provided in appendix 1.

There are therefore a number of potential research avenues for CSR in B2B including:

- *How are sustainable and socially responsible products/processes developed within different business networks; the extent to which CSR is practiced throughout the whole supply-demand network?*
- *Is CSR within B2B firms mainly motivated by end consumers, regulators forcing them to be socially responsible, so is CSR within B2B being primarily driven by what Berger et al (2007) describes the “narrow business case model” (solely financial returns), “the narrow social-values led model”(solely non – economic social/environmental motives) or a mixture of the two called “the broader syncretic stewardship model”(see figure 4)*
- *Is CSR only relevant or likely to be more intense in certain types of industries such as high environmental impact and socially controversial ones as well as for organisation with high corporate images, can a network framework be developed to account for this?*
- *Are B2B/CSR networks only present in situations where high trust and commitment is required so that it is cost effective to co-operate and interact in relationships as opposed to being opportunist and transactional when trust and commitment is lacking or not required?*

In addition to the above research questions it will be important to consider which aspects of CSR should be utilised in the study. CSR includes so many areas such as ethics, sustainability and impacts upon on several sections of the supply/value chain activities of organisations. Therefore should one be considering only one specific area of CSR such as sustainable-environmental product/process development or should one include several areas in the unit of analysis. In terms of the level of analysis how much of a network (boundary definition) needs to be included in the study?

In conclusion these are just a few of the potential research questions for a future project but the main one being how much of CSR remains primarily the domain of the focal firm and the

extent to which it is developed throughout the whole network for all intermediary and final offerings?

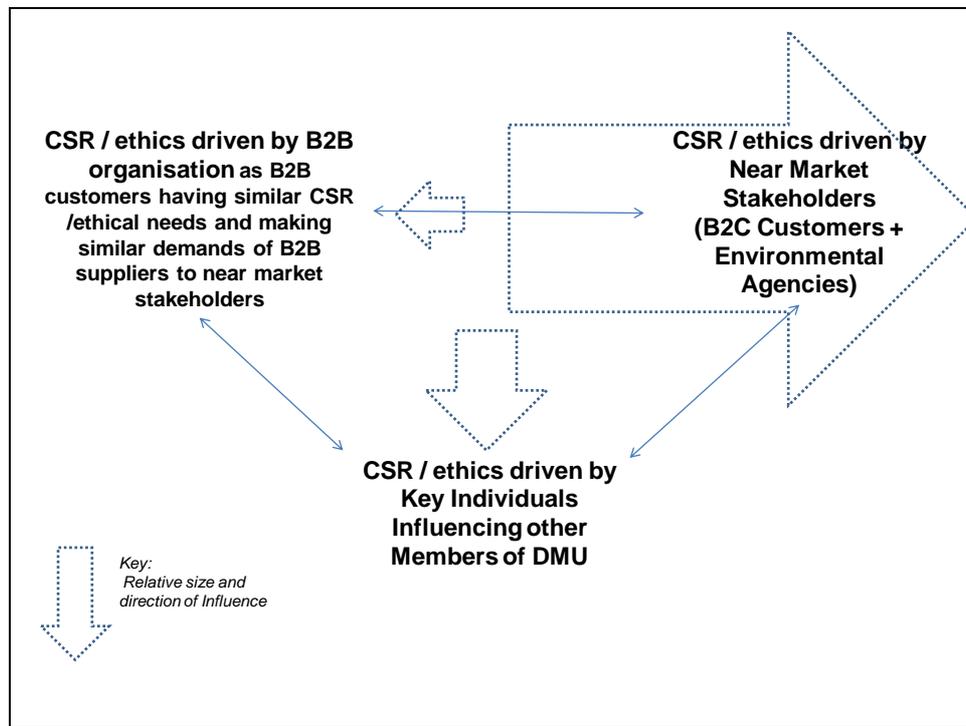


Figure 4 – The research questions of evaluating the importance of CSR/ethics in B2B decisions

Figure 4 indicates that CSR influence in B2B firms could potentially involve a complex trade-off of the near market stakeholders/consumers (narrow CSR perspectives) combined with the influence of group members of the B2B Decision Making Units (DMU) placing the same CSR demands on their own suppliers of all intermediary and final offerings (broader CSR perspective) within a network and finally key individuals with their own CSR bias (narrow perspective) influencing the majority of DMU members in adopting their CSR stance. Therefore do end stakeholders predominantly drive CSR and is it primarily regulator/self-regulator / profit driven or is it a combined effort of being altruistic and profit driven throughout the whole B2B network.

Formalised CSR strategies with formalised social reporting processes and codes of conducts will be expected in B2B firms who have or likely to have an impact on the environment and affect major firm near to market and environmental stakeholders as well as those firms which have a negative controversial ethical image.

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APPENDIX I

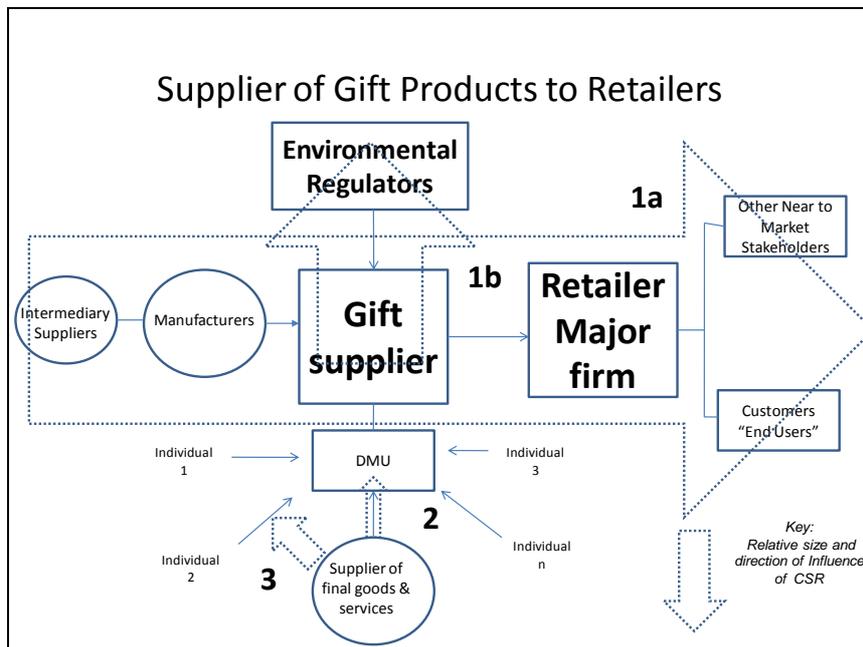


Figure 5 – Case 1 - CSR / influencers in a finished goods supplier to a major firm

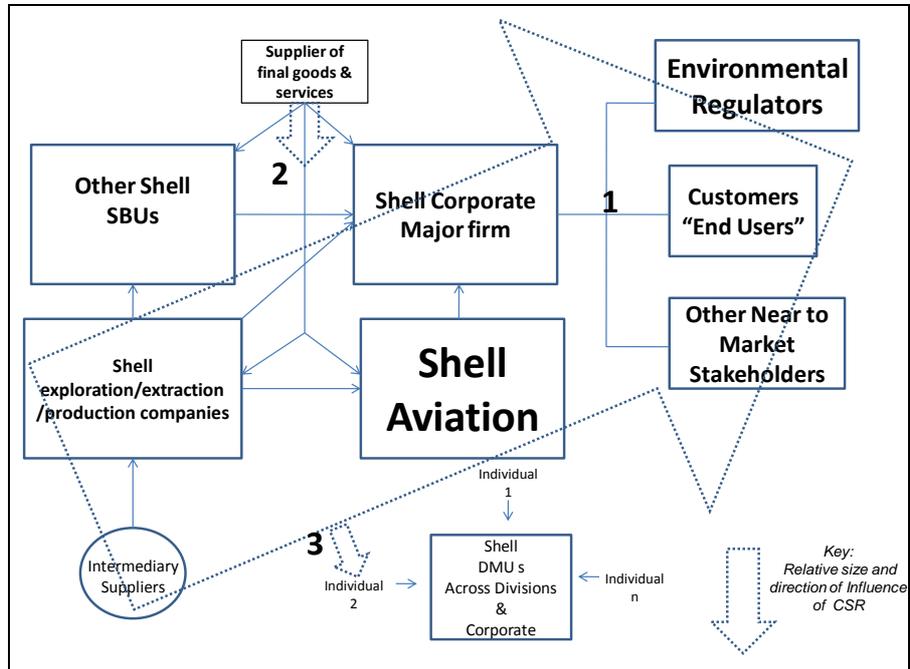


Figure 6 – Case 2 - CSR / ethics influencers in a division of a major firm with both B2B and B2C elements

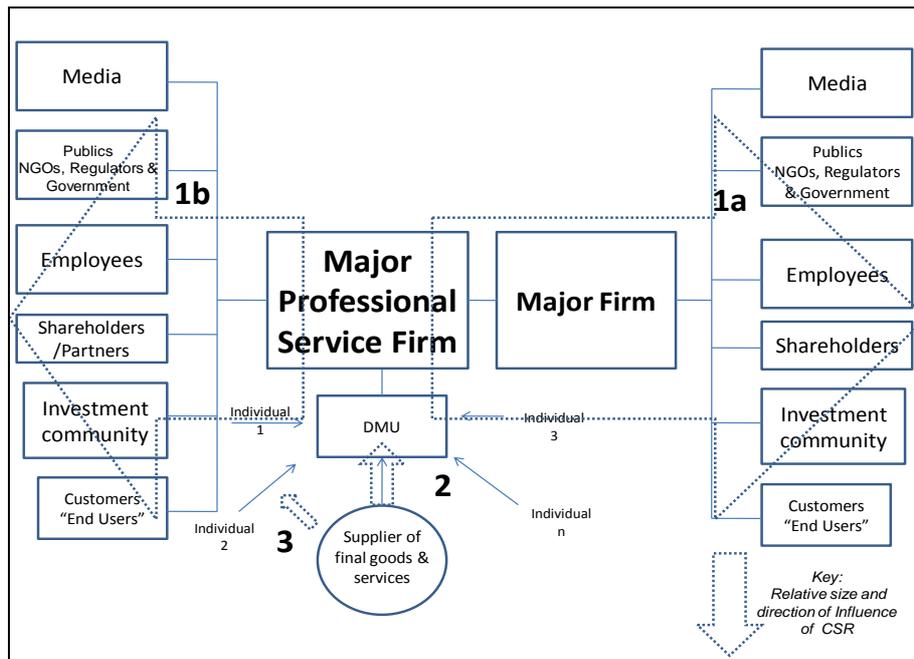


Figure 7 – Case 3 - CSR / ethics influencers in a division of a major professional service firm

The different pictorial case scenarios indicate the three main areas where CSR can act an influencer and the likely size of the influence. The large dotted arrow suggests that CSR is likely to be taken seriously whenever a B2B firm is well known to the B2C customers and stakeholders or has a major impact on the environment or operates in an industry with a controversial ethical reputation.

ⁱ It is useful to note that Vaaland et al (2008) highlight the fact CSR has been predominantly treated as a B2C issue: “**Downstream perspective:** This tendency is related to the customer perspective and implies that the CSR articles only focus on the downstream part of the supply chain. In particular, there is lack of attention to reverse marketing or the value chain as an entity. A pertinent question in this context is how social or ethical irresponsible actions in the upstream part of the supply chain affect the succeeding actors and the end-user. Whereas CSR is an issue in relation to all business partners, the empirical studies focus on consumer marketing and customer responses, thereby excluding business-to-business marketing. In this context, it is worth noting that no CSR related articles have been published in the *Journal of B2B Marketing* during the last decade. In the other journals very few articles address the business-to-business context”. Drumwright (1994) states: “Although marketing research has explored social responsibility as a consumer purchasing criterion [refs], very little research has examined social responsibility as an organizational buying criterion”.

ⁱⁱ “Robert Grayson and Peter LaPlaca (the founding publisher and editor) felt that, historically, business and industrial marketing had trailed behind consumer marketing. In their opinion, the primary reason for this was that the academic community was not doing the research and subsequent publishing that would provide practitioners with new insights and methodologies. Grayson and LaPlaca also believed that, to correct this problem, a journal devoted solely to the areas of business and industrial marketing was needed, a journal which sought to bridge the gap between academic research and “real world” application” (Lewin & Johnston, 1996)

ⁱⁱⁱ Although the concept of relationships and relationships in networks studied within B2B as well as in relationship marketing they are different in origin and although a few overlaps do exist they are treated as different disciplines (Mattson, 1997; Moller & Halinen, 2000).

^{iv} It is appreciated that the traditional concept of the marketing mix is rejected within the IMP community. This concept is derived from the marketing management paradigm where customers are treated as passive, non-interacting consumers who are influenced by suppliers manipulating them by formulating and implementing appropriate mix of attributes. The marketing mix used in the context of the proposed study assumes full interaction between stakeholders and organisations. The extended interacting marketing mix (7Ps) is seen as a useful concept to define and audit the different areas and ways that CSR/ethics can play a role within and between organisations.