The Process of CSR Implementation –
Local Cases in Hong Kong

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DECLARATION

I hereby certify that the work embodied in this Dissertation Project is the result of original research and has not been submitted for a higher degree to any other University or Institution.

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LEE, Chi Chung
# Table of Contents

DECLARATION .......................................................................................................... ii  
LIST OF TABLES ...................................................................................................... vii  
LIST OF FIGURES .................................................................................................... vii  
SYNOPSIS ................................................................................................................. viii  

CHAPTER 1: INTRODUCTION .................................................................................. 1  
1.1 Background of the Research .................................................................................... 1  
1.2 Aim of the Research ................................................................................................. 1  
1.3 The Research Question ............................................................................................ 3  
1.4 Research Method ...................................................................................................... 3  
1.5 Definitions ................................................................................................................ 4  
1.6 Delimitations of Scope ............................................................................................. 5  
1.7 Outline of the Dissertation ....................................................................................... 5  

CHAPTER 2: LITERATURE REVIEW ....................................................................... 7  
2.1 Introduction .............................................................................................................. 7  
2.2 Definitions of CSR ................................................................................................... 7  
2.3 CSR Theories ......................................................................................................... 10  
  2.3.1 Stakeholder Theory – A Moral Orientation of CSR ..................................... 11  
  2.3.2 Strategic CSR – An Economic Orientation of CSR ..................................... 14  
  2.3.3 The Complementary Nature of Stakeholder Theory and Strategic CSR ..... 16  
2.4 CSR: Evolving into a Mainstream Business Practice ............................................ 18  
2.5 Empirical Researches in CSR in Recent Decades .................................................. 19  
2.6 CSR Implementation Process ................................................................................. 22  
2.7 Limitations of Current Empirical Researches on CSR .......................................... 26  
  2.7.1 CSR Practices of MNCs vs Local Companies .............................................. 26  
  2.7.2 CSR Development in Western and non-Western Economies ....................... 29  
2.8 CSR Development in Hong Kong .......................................................................... 31  
2.9 A Proposed Framework of CSR Implementation Process .................................... 32  
2.10 Research Question ............................................................................................... 37
CHAPTER 3: RESEARCH METHODOLOGY .............................................................................. 40
3.1 Introduction .................................................................................................................. 40
3.2 Research Methods ....................................................................................................... 40
   3.2.1 Qualitative Research .......................................................................................... 40
   3.2.2 Triangulation ...................................................................................................... 42
3.3 Research Design: Review on Secondary Data ......................................................... 43
3.4 Research Design: Focus Groups ............................................................................... 44
3.5 Research Design: Qualitative Interview .................................................................. 47
   3.5.1 Selection of Companies .................................................................................... 51
   3.5.2 Number of Companies in Qualitative Interview ............................................ 54
3.6 Data Collection .......................................................................................................... 55
   3.6.1 Collection of Secondary Data .......................................................................... 55
   3.6.2 Collection of Data in Focus Group .................................................................... 56
   3.6.3 Collection of Data in In-depth Interview ......................................................... 57
3.7 Data Analysis .............................................................................................................. 58
3.8 Ethical Implications .................................................................................................... 61

CHAPTER 4: DATA ANALYSIS .................................................................................. 64
4.1 Introduction .................................................................................................................. 64
4.2 Characteristics of Interviewees and the Selected Companies .................................. 64
4.3 Company Profiles ...................................................................................................... 68
   4.3.1 Company A ....................................................................................................... 68
   4.3.2 Company B ....................................................................................................... 70
   4.3.3 Company C ....................................................................................................... 72
   4.3.4 Company D ....................................................................................................... 74
   4.3.5 Company E ....................................................................................................... 76
   4.3.6 Company F ....................................................................................................... 77
   4.3.7 Company G ....................................................................................................... 79
   4.3.8 Company H ....................................................................................................... 81
   4.3.9 Company J ....................................................................................................... 83
   4.3.10 Company K ..................................................................................................... 85
   4.3.11 Company L ..................................................................................................... 86
   4.3.12 Analysis of the Selected Companies ............................................................... 89
4.4 Various Driving Forces behind CSR Initiatives

4.4.1 Top Management

4.4.2 Other Drivers

4.5 Perceived Benefits Brought by CSR to Local Companies

4.5.1 Corporate Branding

4.5.2 Employees

4.5.3 Business Operation

4.6 Selection of CSR Activities and Targeted Stakeholder Groups

4.7 CSR Implementation

4.7.1 Involvement of External Partners

4.7.2 CSR Reports, International CSR Standard and Local CSR Awards

4.7.3 Organizational Structure in Handling CSR Initiatives

4.8 Communication of CSR Initiatives

4.9 Measuring CSR outcomes

4.10 Critical Success Factors in CSR Implementation

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Introduction

5.2 Discussions and Findings on the CSR Implementation Process

5.2.1 Driving Forces of CSR

5.2.2 Perceived Benefits of CSR Initiatives

5.2.3 Choices of CSR Activities and Targeted Stakeholders

5.2.4 Implementing CSR Initiatives

5.2.5 Communication on CSR

5.2.6 Evaluate CSR Outcomes

5.3 Conclusions of this Research

5.4 Limitations

5.5 Implications for Future Research and Practice

References
LIST OF TABLES

Table 2.1: Categories of CSR Researches by Taneja et al. (2011).........................20
Table 2.2: Various Frameworks of CSR Development and Implementation
Process.................................................................................................................. 24
Table 2.3: Examples of CSR Researches on MNCs............................................. 26
Table 2.4: Examples of CSR Researches on Companies in Western Economies.30
Table 2.5: Three Phases of CSR Development and Implementation Process..... 33
Table 2.6: Critical Success Factors suggested by Maon et al. (2009) ..............38
Table 3.1: Focus Group Schedule........................................................................47
Table 3.2: Interview Questions Set in the Interview Guide...............................50
Table 4.1: Interviewees from Selected Companies............................................65
Table 4.2: Number of Selected Companies in Different Industries...............65
Table 4.3: Size of Selected Companies in terms of Employees in Hong Kong...66
Table 4.4: Coverage of Company Websites & Publications of the Selected
Companies............................................................................................................ 67
Table 4.5: Number of CSR Experts in the Focus Groups.................................68
Table 4.6: Motivation of CSR Initiatives Mentioned by the Selected Local
Companies in their Company Websites and Publications.........................92
Table 4.7: Economic and Non-economic Motivation of CSR Initiatives Reported
by the Selected Local Companies in Interviews............................................. 94
Table 4.8: Main Targeted Stakeholders of the Selected Companies.............104
Table 4.9: Departments Responsible for CSR Initiatives...............................112

LIST OF FIGURES

Figure 2.1: Local SMEs vs MNCs.................................................................27
Figure 2.2: An Extended Framework of CSR Development & Implementation
Process..................................................................................................................35
SYNOPSIS

Compared with the corporate social responsibility (CSR) practices of Multinational Corporations (MNCs), this study on CSR of the companies in Hong Kong aims to understand how local companies in a non-Western context implement their CSR initiatives. Interviews have been conducted with eleven local companies in Hong Kong. Their views are analyzed with the secondary data collected as well as opinions collected from two focus groups consisting of CSR experts. Existing theoretical frameworks on the process of CSR development and implementation have been adapted to suit the attributes of the local companies in terms of their company size, availability of resources and the lack of external pressure in the society. A three-phase CSR development and implementation process framework has been used for analyzing the data collected in this research. The results of this qualitative research demonstrate that the critical success factors in the CSR implementation process of the selected local companies are the support from top management and the corporate culture of value-centric CSR initiatives. However, many other critical factors considered by MNCs as instrumental to the successful implementation of CSR are not applicable to the local companies in Hong Kong. This clearly illustrates the differences between MNCs and local companies in terms of their scales of operation, the degree of external pressure and the types of perceived benefits from CSR. Based on the conclusions of this research, further research can be conducted to better understand how local companies in a non-Western context carry out their CSR initiatives.