

Developing a Framework for Supporting the Delivery of Corporate Social Responsibility (CSR) through Design in Product- and Service-oriented Industries

Yoori Koo*

Lancaster Institute for the Contemporary Art, Lancaster University, Lancaster, UK

Abstract

Background The growing body of research on CSR has revealed that pursuing CSR separately from core business activities, notably their primary offerings, cannot have a positive impact on both society and business in the long term. However, relatively little attention has been given to the relationship between CSR and design. The central aim of this article is to identify the important role of design in helping organizations implement CSR practices in a strategic sense, and to demonstrate where design can contribute to the overall goals of CSR and which design activities can influence adherence to CSR practices.

Methods To address the relationship between CSR policy and design input, this article evaluates CSR-related documentary evidence produced by eight companies. Two completely different industries are therefore considered: the retail industry, which is a service-oriented business; and the product-oriented electronic goods industry. For the purpose of content analysis, the analytic framework “CSR-Design Matrix” is proposed, by which CSR decisions and design activities that can influence CSR can be evaluated. The different CSR orientations in product-oriented companies and service-oriented companies are analyzed and compared.

Result From the analysis of the CSR-Design Matrix, it is revealed that a large number of the CSR policies are directly and indirectly and/or currently and potentially related to design. The forms of involvement are varied, from designed outcomes of objects and services to the design of business and the organizational process, depending on the specific issues of CSR and the industrial context which the companies are engaged in. The largest amount of design activities engaged in CSR practices of the retail industry is indicated as being “CSR informed communication strategies” whereas those of the electronics industry are realized as “socially responsible products and services.” Irrespective of industrial context the number of CSR practices requiring design involvement in making decisions outweighs the number of those that do not.

Conclusions It is clear from the findings that designers have power; they can make conscious decisions that affect shareholders, employees, customers, communities and the environment. Indeed, emphasizing CSR from a holistic design perspective can be a valuable tool for addressing the problems and issues faced by organizations and by society. Therefore, design needs to be perceived as an integrated thinking process. It is thus necessary for organizations to develop new and better strategic interventions that effectively incorporate the altruistic/humanitarian motivations of employees, notably design professionals, with the company’s commitment to the CSR initiatives in a more formalized way.

Keywords Integrated Design Approach, Corporate Social Responsibility, CSR-Design Matrix, Content Analysis

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*Corresponding author: Yoori Koo (y.koo@lancaster.ac.uk)

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1. Introduction

Corporate social responsibility (CSR) is one of the earliest and fundamental concepts in the academic study of business and society relations (Windsor, 2001). Over the last few decades, there have been increasing concerns about integrating social and environmental issues and problems with business operations, especially with regard to decision-making processes and outcomes. The importance, here, lies in distinguishing the difference between our current notion of CSR from that of the philanthropic role taken by many companies in the past. Indeed CSR claims to go beyond charity and requires that a responsible company pay attention to the quality of management, its products and services, and its impact on all stakeholders and on the environment when making decisions (Rowe, 2006). This mandates a fundamental rethinking of how CSR is effectively understood and delivered in society through both tangible and intangible way and also on how CSR should be taken into account while formulating corporate strategy.

It has been suggested that design provides unprecedented opportunity to proactively translate the principles of CSR into manufactured goods, as well as potential services, through myriad elements: products, packages, corporate identity, advertising, and retail entertainment, greatly influencing our daily lives (Papanek 1985; Whiteley 1993; Van Hemel 1998; McDonough & Braungart 2003; Manzini 2009; Morelli 2007; Shedroff 2009; Fiksel 2009; Esslinger, 2009). However, frequently, organisations have no understanding of how design impacts their business (notably, in terms of CSR), and in so doing fail to consider how to manage design to deliver its contribution to CSR, as well as the overall goal of business.

The reasons for this lack of attention are threefold: first of all, the ambiguity in the term “design” as the word ‘design’ has various meaning and associations. Design is simultaneously an object, a process, and a function. Furthermore, as the technology has rapidly changed, new types of design and multidisciplinary disciplines have emerged in the twenty-first century. Many different categorizations of design outcomes have been proposed, varying in complexity (Chick & Micklethwaite 2011). Consequently the various ways of interpretation of design passively influence top management's lack of understanding of where design can contribute to the overall goals of CSR and what activities in user experience design can influence adherence to CSR practices. Second, a wide gap of educational experience makes designers different from traditional management disciplines such as finance, marketing, accounting and operations. In this respect, Walker (1990), defined the characteristics of designer's thinking process as the followings: ‘holistic, lateral, synthetic, and solution-led style’ compared with those of marketers as ‘serialist, linear, analytic, and problem-oriented style’. These characteristics result in a cursory understanding of design amongst many business practitioners and designers’ lack of awareness of many organisational issues relating to financial, social and environmental aspects (Cooper *et al.*, 2009). As a result, many organisations fail to possess appropriate understanding about the crucial role of design in addressing societal concerns when they make decisions or manage design. Third, is the inherent notion of styling that surrounds the design field. Many managers and even many designers consider the process of design to be an art rather than a manageable practice or a

discipline that contributes to problem solving complex issues (Olson *et al.*, 1997).

Accordingly the central aim of this article is to identify the important role of design to play in helping organisations implement CSR practices in a holistic sense, and to demonstrate where design can contribute to the overall goals of CSR and what design activities can influence adherence to CSR practices. The primary research questions are as follows: 1) what is the focus of CSR practices in different types of firms, and 2) where in CSR actions are design decisions incorporated.

This paper is structured as follows. First, a background to the study is provided and this study's arguments are developed by briefly exploring the literature of CSR and design and the interrelationship between CSR and design. Next this study's research method and analytical framework are explained, with which to investigate where design can contribute to the overall goals of CSR and what activities of design can influence adherence to CSR practices depending on industrial context. This is followed by a brief review of the comparison of the different CSR orientations and its connection to design input in product-oriented companies and service-oriented companies.

2. Method

In order to support the discussion about the importance of design and integrated design approach in addressing CSR, this article addresses the relationship between CSR policy and design input by evaluating CSR-related documentary evidence produced by eight companies. Two completely different industries are therefore considered: retail industry as a service-oriented business and electronic goods companies as a product-oriented business. As suggested by Porter & Kramer (2002; 2006), depending on the specific corporate context, compelling issues of CSR will vary in nature and importance from industry to industry. Accordingly, this context-focused CSR approach that uses each business's unique expertise and know-how, will possibly affect the interface with design. With regard to the selection of companies, overall ranking in CSR performance (i.e. Dow Jones Sustainability Index (2013), Corporate Social Responsibility Index (2013) by Boston College Center for Corporate Citizenship, and 'Guide to Greener Electronics (2013)' by Greenpeace International, etc.) was chosen as an indicator of companies already leading in this area.

In this study, content analysis of non-financial company report was adapted for three reasons. First of all, in the realm of CSR management research, content analysis of CSR related reports can offer more valuable and accurate information, which cannot be obtained from traditional quantitative methods (Ullmann 1985; Gephart 1991). Secondly, in the field of management research in which access to key informants is often a serious issue, content analysis provides an essential means for obtaining strategic information at the corporate level. As such, content analysis of CSR reports enables the researcher to capture a view of board members toward CSR as CSR reports usually contain corporate level aims and objectives written by the CEO, which influence the organisational decision making

processes for CSR (Morris 1994). Lastly, CSR reporting aims at communication with various stakeholders, which tends to more straightforward, obvious, and simple rather than subtle and intricate (Denscombe 2007). Thus, CSR reports are valuable resources for investigating the current status of their CSR management and its interface with design.

Therefore, in this study, the content analysis was carried. This involved analyzing the content and the range of documentary evidence that was devoted to CSR activities, broad areas of action for CSR were identified. Therefore, we accepted a wide range of reporting formats dealing with CSR issues in the alternative formats rather than pursuing one ‘CSR Report’ per se, unless the company actually publishes a CSR report. The reporting style examined here is shown in Table 1.

Table 1 The Companies Considered and the Reporting Styles

Electronic goods industry	Nokia	People & Planet Report 2014
	Samsung Electronics	Sustainability Report 2014,
	Apple	Environmental Responsibility Report 2014
	Sony	CSR Report 2014
Retail industry	Marks & Spencer	Plan A Report 2014
	Wal-Mart	Global Responsibility Report 2014
	Home Retail Group	Corporate Responsibility Report 2014
	Tesco	Tesco and Society Report 2014

2. 1. Methodological Framework: CSR–Design Matrix

In order to properly manage design within the context of organisation and society, it is crucial for companies to identify how and where design fit into their CSR policies and practices, and which design specialism to use. Therefore, in this research, a practical framework, the CSR-Design Matrix, has been developed, with which companies can evaluate how much influence design decisions might have on implementing their CSR policies (see Table 3).

The matrix consists of two axes. First, the vertical axis includes four key spheres of influence: (i) the workplace, (ii) the marketplace, (iii) the supply chain, and (iv) the community, which are relevant for CSR (see Table 2). Although the firms have used different methods, styles, and/or frameworks for reporting their CSR activities, there has been a trend reflecting a significant progress in the conceptualization of CSR. A majority number of CSR policies were centered on the marketplace, the workplace, the supply chain, and the community, where the companies' core operations are located. The use of more action-oriented, implementable categories indicate that CSR policies move beyond the more orthodox philanthropic notion of the social involvement and accountability of companies to more importantly look at the implementation of CSR principles and the quality of the management, both in terms of people and process, including what the company has actually done in terms of its products and services, and its impact on the environment and local communities , across industries (Jamali, 2007).

Table 2 The Key Spheres of Influence

Marketplace	CSR in marketplace refers to the responsibility of healthy businesses to operate productively for shareholders, provide socially responsible products and services to their customers, and create jobs, wealth, and innovation that improve standard of living and social condition for the long-term.
Workplace	CSR in workplace includes socially responsible employer relations referring to the status of the workforce as a stakeholder in the context of the company's decision making process.
Supply chain	CSR in the supply chain represents companies' ability to demonstrate that their production processes are conducted in a socially responsible manner.
Community	CSR in the supply chain represents companies' ability to demonstrate that their production processes are conducted in a socially responsible manner. CSR in the community refers to the companies' willingness to address general community issues: environment and conservation, agriculture, local economic development, community development, arts and culture, education and training, health, housing, religion, sport, welfare, youth and children-related projects, and other. Although these community issues are often assumed to only indicate philanthropy, there is an increasing concern with more integrated forms between community considerations and a firm's business operations and their outcomes, which are now becoming crucial to CSR.

(Source: Harvard Kennedy School's CSR initiative (2008) and the World Economic Forum (2003))

On the other hand, the horizontal axis is made up of three distinct sets of design activities for CSR. As design is involved with many different disciplines, and in light of the growing role of design in society, the definitions of design vary enormously beyond the limited understanding of the past. Potter (1980) and Cooper & Press (1995) thus argued that maintaining a broader view is the most powerful way of conceiving design in an environment of continual technological and social change. From this viewpoint, they simply divided the design area into three categories: (i) product design (things), (ii) environmental design (places), and (iii) communication design (messages) (Potter 1980, Cooper & Press 1995). Classifying design disciplines can help managers in other areas determine which design disciplines are appropriate for the specific business strategy and its implementation (Gorb1990). Keeping this in mind, design management for CSR in this article is considered as effective management of creating outcomes which include: (i) socially responsible products and services; (ii) socially responsible operating environments; and (iii) CSR informed communication strategies.

In order to specifically examine and compare CSR practices between the two different industries, a group of CSR policies are listed down the left hand side of the product-oriented and service-oriented CSR-Design matrices, respectively, and then each policy is graded according as the three degrees of design involvement levels: (a) lots of influence now, (b) less influence now, but potentially much influence, and (c) no influence (see Table 3).

For the purpose of this research, the assessment item is marked 'lots of influence' when the specific CSR policy is mainly concerned with design as the outcomes of activities, and also with internal creative processes in line with incremental design management. The second level of 'less influence now, but potentially much influence' is conferred on the item with which design needs to engage an external broader decision-making process including designing business processes and customer touch-point at an organisational level, even if the issue now falls outside the traditional realms of design. Lastly, 'no influence' is marked when it is not necessary for the design function to directly engage with a decision-making process to adhere to specific policies, such as accountability, supporting farmers, or charitable giving.

In doing so, the matrix aims to demonstrate where design can contribute to the overall goals of CSR and what activities of design can influence adherence to CSR practices depending on industrial context.

The development of the CSR-Design matrices for the product-oriented and service-oriented industries consisted of a three-phase processes including the process of peer evaluation. The first draft of the matrices were created by the researcher through the desk-based analysis of the eight companies' CSR reporting. At this stage, a list of CSR policies were identified for each company and major CSR policies in each industry are then chosen based on co-occurrence of keywords in more than two companies' CSR list. Second, the first draft of the matrices was further developed with two academic staff in design management and three design managers who were engaged in design in product-or service-oriented companies. In order to estimate the level of design input in CSR-related decision-making, the main criteria for three distinct levels were provided for the evaluators. They are then asked to rate the level of design involvement toward CSR decision-making per each CSR policy item in the matrices by using "X" marks. Lastly, the second draft versions of CSR-Design matrices were cross-checked and reviewed with three academic staff in design and design management to generate a more completed version of CSR-Design Matrix. The matrices were then finalised using their comments.

Table 3 An Example of CSR-Design Matrix

Key Spheres of Influences	Key Activities of Design								
	Socially responsible products and services			Socially responsible operating environments			CSR informed communication strategies		
	a*	b**	c***	a*	b**	c***	a*	b**	c***
Marketplace									
1. Customer satisfaction									

(Note. * lots of influence now, ** less influence now, but potentially much influence, *** no influence)

3. The Result of the 'CSR-Design Matrix'

The two different 'CSR-Design Matrices' were generated by synthesising the major issues of CSR reporting in the service-oriented and the product-oriented companies (please refer to Appendices 1 and 2 as the original data set). From an analysis against the service-oriented 'CSR-Design matrix', it is revealed that among sixty-eight specific CSR policies identified here, the assessment items marked as 'no influence' number only sixteen (see Table 4). Thus, it is, assumed that the rest of the CSR polices (fifty-two items) have currently or potentially strong connection with design. Moreover, the product-oriented 'CSR-Design matrix' showed a higher involvement level between design and CSR policies relative to the service -oriented matrix. This is evidenced by the fact that the total number of CSR items assessed in the matrix represents eighty-four specific policies, and only seven items have no connection

with design function in organisational decision making process (see Table 4). This implies that almost ninety percent of CSR practices in electronics require input from design and/or 'thinking through design' as the form of process. Thus, what is crucial here is that irrespective of industrial context the number of CSR practices requiring design involvement in making decision outweighs those of the don't. Notably, perceiving design as an integrative thinking process, so termed 'thinking through design', has had much more profound impact on the way business itself is being conducted, driving organisational innovation (Cooper et al., 2009). This also implies that thinking through design for developing and implementing CSR policies has great potential not only to address current issues in CSR management, but also harness future scenarios and viable solutions for socially beneficial business practices. Indeed, within the radical dimension of innovation, thinking through design can help to find a new direction for the way in which products and services are produced and consumed (Bhamra et al., 2013).

Table 4 The CSR Policy and Design Input

	Product-oriented companies	Service-oriented companies
Design as Outcome (Lots of influence now)	45 / 84 (items) (54%)	35 / 68 (51.4%)
Design as Process (Potentially much influence)	32 / 84 (38%)	17 / 68 (25%)
No influence	7 / 84 (8%)	16 / 68 (23.5%)

(Note 1. Number before slash= number of CSR policies related to design either as outcome or process; number after slash = total number of CSR policies in specific industrial context; percentage in brackets indicates the rate of CSR policies related to design either as outcome or process in each industrial context; Note 2. Please refer to Appendices 1–2 as the primary reference source)

In addition, one of the interesting findings from the analysis of different industries is that the largest amount of design activities engaged in CSR practices of the retailer industry is indicated for 'CSR informed communication strategies', whereas those of electronics are realised by 'socially responsible products and services' (see Table 5). The reason comes from the fact that the primary targets influencing CSR policies differ depending on the offering and the industrial context in which the company is situated. For electronic goods companies, the primary offerings are mainly products and the services potentially associated with them; their CSR policies thus tend to concentrate on the products' impact on the environment and society. The retail industry is, in contrast, inherently service-oriented, and therefore its primary focus in addressing CSR concerns those services and the facilities in which they are delivered. In terms of the 'marketplace' criteria, for example, four electronic goods companies have clearly indicated their responsibilities of providing their customers with socially responsible products and services through innovative industrial design and high-quality user experience. Electronic gadget makers (mobile and digital) particularly emphasize their responsibility of pursuing innovation due to their inherent characteristics where mobile and digital technology is an important driver of social and economic development to make the world a better place. Accordingly, in terms of the 'community' criteria of influence, these electronics companies have established their CSR policies with an eye on their products' impact on the environment and society. For instance, the quantitative data in Apples'

Environmental Responsibility Report 2014, adds validity to their CSR policy. According to their report, over 95 percent of its total emissions come from the greenhouse gas emitted by the production, transport, use, and recycling of products, whereas, its facilities represent less than 5 percent of total greenhouse gas emissions. On the other hand, with respect to retail companies, the primary focus of CSR centers on the facilities such as the stores that greatly influence their core business operations but also impact on the environment and local community. In addition, retail companies have addressed their environmental responsibility focusing on proactive communications to raise eco-awareness and to promote an active and healthy lifestyle by providing carbon labeling, product information, and healthy ranges. For instance, Tesco has launched the “UK Greener Living” brand that is aimed at engaging customers by signposting environmentally friendly products in an easy and accessible way (Tesco and Society Report 2014). Retail companies, thus, do not address their CSR issues by focusing on the product like electronics companies; rather they influence on the marketplace through the socially responsible shopping experience and value proposition.

Table 5 CSR Policies and Specific Design Activities

		CSR Policies	
		Product-oriented companies	Service-oriented companies
Design Activities	Socially responsible products and services	29 / 84 (items) (34.5%)	11 / 68 (items) (16%)
	Socially responsible operating environments	16 / 84 (19%)	11 / 68 (16%)
	CSR informed communication strategies	28 / 84 (33%)	27 / 68 (40%)

(Note 1. Number before slash= number of CSR policies related to the specific design activities; number after slash = total number of CSR policies in each industrial context; percentage in brackets indicates the rate of CSR policies related to the specific design activities; Note 2. Please refer to Appendices 1–2 as the primary reference source)

However, the ‘CSR informed communication strategies’ activities in electronics makers also represent a higher involvement level in creating socially responsible solutions as many CSR practices identified here require input from both specialties at the same time. This suggests that design for CSR, like most areas of design practice, is experiencing the shift from designing socially responsible things to creating meaningful human experience in conjunction with CSR informed communication strategy. Traditionally, environmentally friendly design has focused on reducing the level of material consumption and on minimising waste in what has been called eco-design (Bhamra & Lofthouse, 2007). Some, however, claim that current views of “design for environment” cannot fully solve the crisis of environmental sustainability because they focus only on a product’s physical attributes: material construction, energy use, manufacture, transportation, and disposal (Stegall, 2006). In fact, in many electronics companies, radical innovations can only be achieved with business model innovation such as through the development of product service systems (PSS) (Hansen et al., 2009). For example, PSS can contribute to dematerialization of the offerings by replacing a physical object with an alternative means of service whilst reducing materials flow as well as extending product life cycles (Ness, 2009). In this view, the role of designing CSR informed communication strategies will become increasingly important in developing and implementing CSR policies.

4. Conclusion

While these examples are by no means exhaustive and are intended to only represent eight companies' CSR policies, it certainly identified that a large number of the CSR policies are directly and indirectly and/or currently and potentially related to design. The forms of involvement are varied, from designed outcomes of object and services to the design of business and organisational process, depending on the specific issues of CSR and industrial context which companies are engaged in. The environmental issues faced by an electronic goods company, for example, will be of a different magnitude compared to those faced by a service-oriented company, varying the focus of design management for CSR. Notably, within the electronic goods industry, investment in design is critical, since it has a profound impact not only on products and services but also on the environment and thus society at large, and therefore is a major contributor to CSR performance.

Another key finding of the analysis is that relatively large number of CSR polices require input from CSR informed communication strategies and/or became involved with or 'thinking through design' as a process of problem-solving through design. The results indicate that contributions of design are significant in not only designing products and service, but also an organisatioal thinking process that can help foster innovation and deal with societal challenges. These findings are consistent with recent study on design thinking, where Brown (2009) focused on design thinking as a human-centred approach and advocated that design thinking involves applying design methods, such as user observations, brainstorming, prototyping, storytelling, and scenario building, in fields beyond traditional design, which are often disregarded by more conventional problem-solving practices. In this approach, the human factor as a means for business transformation is emphasised and it enables unsatisfied human needs to be discovered and the creation of alternative scenarios; as such, the organisations embedding design thinking are more likely to be inspired by people and thus are able to reorient around people to solve important social issues from the angle of individual motivation.

It is clear from the findings that designers have power; they could make conscious decisions that affect shareholders, employees, customers, communities and the environment. Indeed, emphasizing CSR from a holistic design perspective can be a valuable tool for addressing problems and issues faced by organisations and by society; design needs to be therefore perceived to be an integrated thinking process. It should be also noted, however, the fact that designers have great potential to positively influence the corporate social performance, may be not enough itself for designers to actually truing CSR into reality (Lofthouse and Stevenson, 2013). There are still a number of organisational barriers designers have to achieving socially responsible design initiatives within the context of organisation. It is thus important for organisation to define its own context-specific agenda at a corporate level, and develop its own design management framework to manage the process of design at a project level to ensure adherence to the specific CSR practices. Therefore, future research may be directed towards developing new and better strategic design management process that

effectively incorporate the altruistic/humanitarian motivations of design professionals with the company's commitment to the CSR initiatives in a more formalised way.

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[Accessed 7 March, 2015]

Appendix 1 : Service-Oriented Business (a. lots of influence now / b. less influence now, but potentially much

Key Spheres of Influences		Key Activities of Design								
		Socially responsible products and services			Socially responsible operating environments			CSR informed communication strategies		
		a	b	c	a	b	c	a	b	c
Marketplace	1. Climate change			X			X	X		
	Carbon labelling			X			X	X		
	Labelling air freighted food			X			X	X		
	Launching 'Greener Living' brand	X					X	X		
	Footprint campaign			X			X	X		
	Selling sustainable products	X					X		X	
	Use of natural resources	X			X			X		
	Selling more energy-efficient products	X					X		X	
	Consumer education			X			X	X		
	2. Health/Life-style									
	Nutritional labelling policy			X			X	X		
	Healthy ranges			X			X	X		
	Children's sweets			X			X	X		
	Natural enrichment			X			X	X		
	Healthy Eating Advisers			X			X	X		
	Product reformulation	X					X		X	
	Promotions			X			X	X		
	Promoting active lifestyles			X			X	X		
	3. Alcohol									
	Improved bottle labelling			X			X	X		
	More customer information in stores			X		X		X		
	A flexible approach to licensing			X			X			X
	4. Customer satisfaction									
Saving the average household		X				X		X		
Accessibility for all customers			X	X			X			
In-store pharmacies, opticians and guidance			X	X				X		
Low prices on the medication			X			X			X	
Safety and privacy		X		X				X		
Customer complaints			X			X		X		
Supply chain	1. Suppliers									
	UK Code of Practice			X			X		X	
	Supporting UK farmers			X			X		X	
	Monitoring animal welfare			X			X		X	
	Progress outside the UK			X			X		X	
	Local sourcing	X				X			X	
	Open doors for diverse suppliers	X				X			X	
	Supplier ranking	X				X			X	
	Small supplier	X				X			X	
	2. Ethical trading									
	Setting and communicating standards		X				X	X		
	Monitoring supplier performance		X			X			X	
	Addressing problems		X			X			X	
Supplier development program		X			X			X		
Helping suppliers reduce their footprint		X			X			X		
Community	1. Climate change									
	Environmental stores			X	X				X	
	Carbon footprint of catalogue			X			X	X		
	Alternative energy	X			X				X	
	Using our vehicles more efficiently		X				X		X	
	Alternative transport			X			X		X	
Investing in new technology		X			X			X		

	Conserving water			X	X					X
	Forest and climate change		X			X			X	
	Reducing trucking fleet	X					X	X		
	Distribution centre improvement			X			X			X
	2. Waste, Packaging and Recycling									
	Minimising the waste	X			X			X		
	Reducing packaging			X			X	X		
	Recycling	X			X			X		
	Cutting carrier bag use_ carrier bags			X			X	X		
	Reusing Materials	X				X		X		
	Zero waste initiative	X			X			X		
	3. Being a good neighbour									
	Regenerating UK communities		X			X			X	
	Improving lives		X			X			X	
	Supporting local economies		X			X			X	
	Sponsorship/ Strategic alliance			X			X			X
	Charitable giving			X			X			X
	Volunteering in community			X			X			X
Workplace	Focusing on health and wellness			X	X				X	
	Training and development			X		X		X		
	Communication and consultation			X		X		X		
	Rewards and benefits			X			X			X
	Diversity and Inclusion			X			X			X
	Disability			X			X			X
	Gender			X			X			X
	Flexible working			X			X			X
Total		11	17	40	11	17	40	27	23	18

Appendix. 2: Product – Oriented Business (a. lots of influence now / b. less influence now, but potentially much influence / c. no influence)

Key Spheres of Influences	Key Activities of Design									
	Socially responsible products and services			Socially responsible operating environments			CSR informed communication strategies			
	a	b	c	a	b	c	a	b	c	
Marketplace	1. Customer satisfaction									
	Diversity of product range	X					X			X
	Ease of use of products	X					X	X		
	Support services		X				X	X		
	Seamless integration	X					X	X		
	People centric design	X					X	X		
	Reliability	X					X			X
	Accessibility and usability	X					X	X		
	Providing a high-quality products and post-sales support experience	X			X			X		
	Open innovations	X				X		X		
	Product development	X					X			X
	Expanding its distribution network		X			X				X
	Logistics		X			X				X
	Marketing communications		X		X			X		
	Relationships with account teams		X				X			X
Responsiveness and customer service		X				X	X			
2. Climate change										
Responsible product and service use	X					X	X			
Sustainable design	X				X	X	X			
3. Emerging market										

	Emerging markets facing environmental challenges	X					X		X		
	Providing a sustainable healthcare infrastructure	X					X		X		
	3. Safety and Security										
	Product safety	X					X		X		
	Privacy and security		X				X	X			
	4. Well-being										
	Enhancing well-being	X			X			X			
	People-focused innovation	X			X			X			
	Healthy living initiative	X			X			X			
	Customer health and safety	X			X			X			
	5. Innovation										
	Technology		X			X				X	
	Partnership		X			X				X	
	Marketing		X			X				X	
	Design	X			X			X			
Supply chain	1. Supplier requirements		X			X				X	
	2. Supplier assessments		X			X				X	
	3. Learning and capability building										
	Supplier training		X			X				X	
	Accountability through business integration			X			X			X	
Community	Supplier employee education and development		X			X				X	
	4. Supplier diversity		X			X				X	
	1. Climate change										
	Material Use	X			X				X		
Toxic substance removal	X			X				X			
Responsible manufacturing	X					X			X		
Smaller packaging		X				X	X				
	Chemical content of products	X					X			X	
	Environmental service		X				X	X			
	Energy efficiency (product)	X					X			X	
	Product recyclability	X					X			X	
	Recycling programs for products	X					X	X			
	Cradle to Cradle	X					X			X	
	Reduce energy (facilities)			X	X					X	
	Renewable Energy			X	X					X	
	Green IT		X			X				X	
	Green supply chain		X			X				X	
	Employee commuter programs			X			X			X	
	Water Use			X	X					X	
	Waste and Recycling			X	X					X	
	Environmental, health, and safety management systems			X	X					X	
	Partnering for sustainability		X				X			X	
	Transport and travel			X			X			X	
	2. Being a good neighbour										
	Mobile technology for development	X					X			X	
	Total cost of ownership		X				X			X	
	Village phone	X					X	X			
	BridgeIT		X				X			X	
	Banking to the unbanked		X				X	X			
	Mobile phone data collection		X				X	X			
	Mobile technology training for disadvantaged youth		X				X			X	
	Civic engagement program			X			X			X	
	Sponsorship/ Strategic alliance			X			X			X	
	Charitable giving			X			X			X	

	Volunteering in community			X			X			X
Workplace	1. Embedding corporate values									
	Equal opportunity			X		X			X	
	Human rights			X		X			X	
	Employee engagement			X		X			X	
	Passion for Innovation		X			X			X	
	2. Labour practices									
	Employment guidelines		X				X		X	
	Labour conditions standard		X				X		X	
	External temporary labour in production		X				X			X
	Factory assessments		X				X			X
	External awards			X			X			X
	3. Diversity and inclusion			X		X				X
	4. Health and safety			X	X					X
	5. Investment and procurement			X			X			X
	6. Training and development									
	Performance evaluation			X			X			X
	Leadership			X			X			X
	Employee training programs			X			X		X	
	7. Rewarding performance			X				X		X
	8. Consultation and communication									
	Employee survey			X			X	X		
	Internal communications			X			X	X		
	Total		29	35	20	16	22	46	28	42