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# How corporate social responsibility pays off

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### Abstract

Proponents of corporate social responsibility (CSR) are convinced that it *â€œpays off*<sup>TM</sup> for the firm as well as for the organization's stakeholders and society. This paper examines social responsibility programmes which create *strategic benefits* for firms. Five strategy dimensions are identified which help to assess the value created for the firm by CSR programmes: centrality, specificity, proactivity, voluntarism and visibility. Guidelines for managers to incorporate these dimensions into a strategic analysis of their social responsibility are presented to encourage more support for these mutually beneficial programmes.



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Several of these ideas appeared in a paper with Martha Reiner which was presented at the International Association for Business and Society 2nd annual conference in Sundance, UT.

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