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# THE MAP OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITY OF CLUJ-NAPOCA CITY

Case  
Study

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CSR Map,  
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## JEL Classification

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## Abstract

*The concept of corporate social responsibility (CSR) is today one of the most discussed both by literature and business leaders. The reason is that CSR is a good business opportunity and innovation and a research and study field quite new but relevant. In the dynamic economy of the world, corporate social responsibility has the ability to bring “win-win” results both for companies and the communities in which they operate. In Romania, corporate social responsibility is a growing process, attracting the attention of both researchers and companies. This study’s intention is to make a contribution to the literature and practice of CSR, highlighting the companies that have corporate social responsibility activities in Cluj-Napoca city. The study’s main research method is the content analysis of the national CSR map made by the [www.crsmedia.ro](http://www.crsmedia.ro) (online portal - a platform exclusively dedicated to CSR trends and activity in Romania), focusing on Cluj-Napoca city.*

## INTRODUCTION

Corporate social responsibility (CSR) is today a very well-known concept and process, both in the literature and in the business area. The origins of the concept can be found back in the 1930-1940, but with representative reflects in 1950. At the beginning of the theoretical framework of the concept, this was first named the *social responsibility of the business man*, which was thought to be responsible for making those business decisions that were appropriate with the social and political objectives and values of the society (Carroll, 1999, 270).

## LITERATURE REVIEW

Even if the process has met his opponents, starting with Freidman (1970) and continuing with critical argumentations of Newel (2005), Vogel (2006), Henderson (2004), Banerjee (2014), Jones, Bowd and Tench (2009) and others it is one of the most appreciated activity in the business sphere. The development of the concept in the theoretical sphere has crossed several approaches. Authors such as Bakker, Groenewegen and Hond (2005), Carroll (1991, 1999), Idemudia (2008), Burton and Goldsbey (2009), Lantos (2001), Hohnen (2007), Handy (2003) and many others have developed researches about the evolution and meaning of corporate social responsibility.

For a good period of time it was often unclear what CSR was. But all authors' contributions derived from the idea of the social implications that a company or organization should have in the community in which they develop their business. Frederick (1994) believed that social responsibility is targeting the business leaders that should include in the operating system of their business activity, the public interest and not only the private one of the firm. Carroll (1999) did an exceptional research of the evolution of the definition of corporate social responsibility. He gathered in his work, the opinion of several authors, that starting with 1960 and ending in 1999, tried to explain their vision about corporate social responsibility. In his work, Carroll also manages to explain the corporate social responsibility system through four main elements: economic, legal, ethical and philanthropic (Carroll, 1991). Moreover, Gawel (2006) explains the evolutionary trajectory of the way the CSR process was understood and implemented in the practice of the companies: if in the '70 CSR was more theoretical addressed and less practical, the '80 were the years that anticipated the desire of partnerships with the community and other social leaders. The '90 were more proactive regarding the CSR's practical side, using eco-efficiency through

management strategies that were based on the desire to protect the environment (Gowel, 2006, 9). Starting with 2000 the corporate social responsibility theory and action is more complex. Companies started more and more to act socially responsible and to add value to the process. On the other side, scholars conducted a significant amount of research on the topic during this period of time. Both with the literature and practice of companies were provided reasons why companies should adopt a social responsible behavior. Arguments were gathered in three categories: moral, economic and rational. According to Handy (2003, 72-73), Werther and Chandler (2006, 17) the moral arguments for CSR refer to the role of the companies in the society, that should reinvest part of the economic profit in the community and should take into consideration the cultural heritage of each society for not losing the legitimacy a company has. The economic arguments refer to the opportunities that the engagement in CSR can have for the companies. Starting with a competitive advantage and differentiation in the market and continuing with tax benefits, increasing companies' visibility and consumers' preferences for the products of the socially responsible companies, all represent good reasons for a company to engage in CSR. Also, on the economic side, corporate social responsibility activity adds value because it allows companies to pay attention to all stakeholders (University of Miami, 2009, 6; Zamfir and Stanescu, 2007, 509; Werther and Chandler, 2006, 18). The rational arguments refer to the win-win strategies that can be anticipated by social concerns in order to minimizing operational limitations (Werther and Chandler, 2006, 18).

The key benefits of corporate social responsibility engagement are many. While some of them refer to the image of the company, some others refer to the managerial situations: better anticipation for risk management, improving management and companies' reputation, increased abilities in recruiting employees, better positioning on the market, better relationship with governmental authorities and better relationship with the members of the community in which the company activates (Hohnen, 2007, 11-12).

Druker emphasizes that a 'healthy business' cannot exist in a 'sick society'. This is why companies should try to heal the society by identifying the disjunctions of the communities in which they live and operate, through strategic social responsibility programs. This will allow them to activate in a healthy environment (Druker, 2001, 326-342).

Neal (2008) explains that in 2002 the *Resolution of the Employment and Social Policy Council on CSR*, edited by the European Union, suggested that some of the CSR principals should be: CSR should be a voluntary activity; the CSR strategies should be designed in such manner that they could be

transparent and credible; CSR programs should add value to the community; CSR should be a long term practice and not an isolated one; CSR should refer to all economic, social, cultural and environmental issues and should focus on all publics (Neal, 2008, 464). Additionally, we can add Ismail's opinion. In his list of CSR principals the author mentions that companies, through CSR, should establish close connections with the community and both should assume all consequences of acts. Also, CSR should help to identify best employees and give the professional once the opportunity to work in better environments. CSR is also about human rights and can be seen as one of the solution for poverty alleviation (Ismail, 2009, 204-206).

In order to complete the above CSR background, we might claim that corporate social responsibility was influenced also by globalization. Because companies around the world had the opportunity to develop more, one of the main consequence was the increased complexity of the management activity. In this context, CSR is seen as an extra behavior of the company, beyond legal requirements, voluntarily adopted. Moreover, CSR is inherently linked to sustainability. Thus, CSR is not an optional activity, but it can be a manageable way of doing (Neal, 2008, 465).

The literature also adds that corporate social responsibility should not be an arbitrary activity, even if is a voluntary one. Companies should think CSR in a strategic way so that opportunities to be maximized and the CSR policy to be credible and efficient (Federal Ministry for the Environment, Nature Consecvation and Nuclear Saftey, 2006, 14). Around the world, corporate social responsibility has developed more or less, depending on the level of the economic situation of the countries, as well as on the way in which the process was understood and accepted. In Europe, for example, both companies and governments are interested in such activities. In 2005, at the *European Heads of State & Governments*, the *European Union* have taken a keen interest in CSR, underlying that all business needs a significant social responsibility implication (CSR Europe, 2009).

Romania is one of the countries with shy results on corporate social responsibility. Working with this concept starting back in 2010 we have noticed that in recent years, both literature and practice of CSR in Romania have developed. However, Romania has many uncertain situations regarding the legislative part of CSR.

The Romanian literature on CSR is not part of this study. We have discussed this part before in other works. In respect to this research, we are interested in the practical part of the corporate social responsibility in Romania, with the focus on one of the biggest cities in the country, Cluj-Napoca.

Being a growing process, there are some online platforms that have investigated the CSR activity of companies operating in Romania. One of this online platform is [www.crsmedia.ro](http://www.crsmedia.ro), which is exclusively dedicated to CSR trends and activity in Romania.

## PREMISE, MOTIVATION, RESEARCH QUESTIONS AND METHODOLOGY

### Premise

According to literature, corporate social responsibility is that system that incorporates in business strategy those ways of acting that will help to establish an equilibrium in the community and in the environment in which a company lives. Starting from this point of view, this research has as a premise the fact that *companies activating in Cluj-Napoca, one of the biggest cities from Romania, have understood the need of social implication and started to engage more and more in social and community programs.*

### Motivations

#### Motivation for the research method

In order to support our premise we decide to collect information, through *content analysis*. We based our work on previous research done by CSR specialists from the online platform [www.csrmedia.ro](http://www.csrmedia.ro). They have gathered lots of information about the topic and started to create a map of socially involved companies from all over Romania. Because their research was not presented in a scientific way, in order to spread the information in the academic area, we strongly believe that data playback in a scientific way will bring positive visibility of CSR activity in Romania and will add value to scientific contributions of corporate social responsibility topic in the Romanian and international literature.

#### Motivations for choosing Cluj-Napoca as a research topic

The reason are threefold:

1. On one hand it is because of its latest visibility around the world due to the fact that it was *European Youth Capital* in 2015. Being part of this project made Cluj-Napoca a cosmopolitan city, full of social events, festivals (Untold, Electric Castel, and Jazz in the Park) and a good choice for a city break.
2. On the other hand, Cluj-Napoca is our city of residence and work. Working in the well-known Babes-Bolyai University and teaching corporate social responsibility to students, made us interested in offering best practice examples of local companies.
3. Third, but not least, Cluj-Napoca is, according to the latest research done by Forbs

(2016 edition: <http://www.forbes.ro/articles/forbes-40-cele-mai-bune-orase-pentru-afaceri-editia-2016-54040>) the second best investment city, being named the *economic capital of Transylvania*.

### Research questions

In order to focus our research on important information, we have started the research from the following questions:

Q1. How many companies working in Cluj-Napoca reported their CSR activity through the national CSR Map?

Q1.1. Which are those companies that are visible in their engagement in corporate social responsibility programs in Cluj-Napoca, according to the national CSR Map?

Q2: How many corporate social responsibility campaigns have been developed in Cluj-Napoca since 2011, according to the national CSR Map?

Q2.1. What kind of public was targeted by the corporate social responsibility campaigns in Cluj-Napoca?

Q3: Which are the main community sectors targeted by CSR campaigns in Cluj-Napoca

### Methodology

As mentioned before, for this investigation, we have used one research method, the *content analysis*, both quantitative and qualitative, on the CSR Map, offered by [www.csrmedia.ro](http://www.csrmedia.ro) (<http://www.hartacsr.ro/>). From the national CSR Map we have chosen only data from Cluj-Napoca city. The analysed period of time presented by this Map is 2011-2016.

## FINDINGS

There are 14 companies that have declared their CSR activity. An interesting aspect is that most companies have worked in association with different NGO's or educational institutions. All companies, NGO` and educational institutions can be seen in the table 1.

The analysis followed data about the number of CSR campaigns that have been developed in Cluj-Napoca city since 2011 to 2016. We identified 24 CSR campaigns for Cluj-Napoca city (as seen in table 1). Most of them were developed by MOL Romania (six), followed by Groupama Insurance (three), Orange Romania, Cosmote and Ursus Breweries (two). All the other companies developed one CSR campaign (table 2).

In order to complete the above date, we were interested in the main *community sectors* in Cluj-Napoca targeted by companies in the CSR campaigns, in 2011-2016. There were eleven educational programs, eleven health programs, one environmental program and one social entrepreneurship program. Some of the most

important programs are listed as follows: *RBS Romania* started a financial educational program with the purpose of making a contribution to the financial education programs addressed to young students. *Holcim Romania* helped to renovate the educational space of Bob School. *Ursus Breweries* offered ten awards of excellence to students from Babes-Bolyai University. *Soft Vision* offered money for the purchase of school supplies for children coming from families with serious economic issues. *Raiffeisen Bank* launched a pilot campaign dedicated to educate children, parents and educators of kindergartens from Cluj-Napoca about a healthy habit of eating. *MOL Romania* offered money for programs about mental health of children with special needs and also for organisations that help talented children and students. MOL Romania also has launched CSR campaigns dedicated to education offering awards to teachers with excellent results. More than that, MOL Romania launched environmental campaigns through which they have redesigned school yards, university spaces and public parks. *Cosmote* developed campaigns for children with cancer and for improving the health of gypsy children from the Cluj-Napoca community. *Groupama Insurance* participated and supported the mental health programs in Cluj-Napoca. *Orange Romania* launch a program that helps detection and early treatment of hearing deficiencies in new-borns from hospitals in Cluj-Napoca. Orange Romania also helped to the development of special programs on PC tablets for students with hearing impairment. *Transylvania Bank* developed financial, educational programs for young students. *BRD Bank* developed a campaign designed to prevent school dropout. *BCR Bank* started programs dedicated to civic education, philanthropy and empowerment of young people.

The target of the CSR campaigns in Cluj-Napoca, was made up of students, teachers, parents, children with disabilities, talented young people, emeritus teachers, children with cancer and the general public.

Even if the studied period was 2011-2016 data revealed the fact that most CSR campaigns developed in 2012 (nine), followed by 2013 (six), 2016 (five) and 2011 (four). Between 2014 and 2015 the national CSR Map highlights no campaigns.

## CONCLUSIONS, LIMITS AND FURTHER RESEARCH

This paper has aimed to investigate the corporate social responsibility activity in Cluj-Napoca city, from a practical view. Based on previous research done by CSR specialists from Romania we assumed that *companies activating in Cluj-Napoca, one of the biggest cities from Romania, have*

understood the need of social implication and started to engage more and more in social and community programs. The research also wanted to underline how many companies engaged in CSR in Cluj-Napoca, starting with 2011 to 2016, which are those companies, how many corporate social responsibility campaigns have they been developing, what kind of public was targeted and which were the main community sectors targeted. The results manage to give a short overview about all these aspects offering some key insights of the corporate social responsibility activity in Romania. However, our research has its *limits*. First, the investigation resumed to the content analysis of information gathered by the *national CSR Map*, which cannot illustrate the full potential of CSR in a city like Cluj-Napoca. We believe that there are many other small, medium and big companies that are having a CSR policy, but are deficient in communicating about it. Reporting on the national CSR Map is not mandatory for companies, so our research finds it difficult to make general assumptions. Second, the information is not reinforced by the companies. Interviews with CSR representatives' of the companies would have been useful for complete data and for adding new variables such as the number of beneficiaries for each campaign, budgets allocated to CSR programs, evaluation and results of the campaigns. In the third place, another limit refers to the opinion of the target population of this programs about the way they have perceived all the activities dedicated to them. Additionally, the exposed date was mainly descriptive.

In a country like Romania, where CSR is still often an unclear field of research and especially of practice, data like the one presented in this study can bring a positive overview about the shyness development of CSR. Bringing evidence of the field activity, the existing and development of the concept and process of CSR is emphasized. Despite of the limits of this research, we can claim that the data offered can be relevant for bigger researches on the topic of corporate social responsibility in Cluj-Napoca and Romania. For further research, we are committed to develop a new empirical framework, continuing our work in the field of CSR by addressing interviews to specialists and developing a survey with the population of Cluj-Napoca.

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## ANNEXES

### Tables

Table 1: companies, NGO` and educational institutions and their CSR campaigns`

Company	CSR campaign/program	Community sectors targeted by CSR campaigns/ program
RBS Romania and Crede Foundation	MoneySense	education
Cosmote and Little People Association	Mesaje de iubire - Sprijin pentru copiii bolnavi de cancer/Love messages – support for all children with cancer	health
Groupama Insurance and Minte Forte Association	Sponsorizare "Saptamana Sanatatii Mintale"/Sponsorship "Week of Mental Health"	health
Orange and The University of Medicine and Pharmacy Iuliu Hatieganu	HEAR-RING	health
Orange and Special Secondary School for Hearing Impaired Kozmutza Flóra	Scenarii de invatare bazate pe tablete PC/ Learning scenarios based on PC tablets	health
Mol Romania and Foundation for the Community	Programul MOL de promovare a talentelor/ MOL's talent promotion program	education
Holcim Romania	Renovarea spatiului din curtea scolii Ioan Bob/Renovation Ioan Bob's schoolyard	education
Mol Romania and Foundation for the Community	Programul MOL pentru sanatatea copiilor/ MOL's Children's Health Program	health
Mol Romania and Foundation for the Community	Programul Spatii Verzi/The Green Spaces Program	Environment
Ursus Breweries and Babes-Bolyai University	Premiile de Excelenta Ursus/Ursus Awards for Excellence in education	education
Raiffeisen Bank and Danis Foundation for Managerial Development	Farfurii Curate/ Clean Plates	education for health
Mol Romania and Foundation for the Community	Mentori pentru Excelenta in Educatie/ Mentors for Excellence in Education	education
Mol Romania and Save the Children Romania, Nyilas Misi Talent Protection Association, Princess Margarita of Romania Foundation, St. Francis Foundation	Permis pentru viitor/Driver's license for the future	education
Ursus Breweries and Babes-Bolyai University	Bursele Ursus: Studenti pentru comunitate/Ursus Scholarships: Students for the community	education

Transilvania Bank and International School Cluj	CONTeaza pe educatie/Count on education	education
BRD Bank and Happy Children Foundation	Centrul de consiliere "Frate de carte"/ Counseling Center 'book brother'	education
BCR Bank and Association for Community Relations	YouthBank	Social entrepreneurship
Danone and Little People Association	Zambet pentru viitor/Zambet pentru viitor	health
MOL Romania and Association for Community Relations	Mol pentru Sanatatea Copiilor/Mol for Children's Health	health
Romp petrol	Sustine serviciile medicale primare in satele Mera si Vistea/Supports primary health services in the villages of Mera and Vistea	health
SoftVision and Children, Community and Family Foundation	Donatie de bani/ Donation of money	education
Groupama and Minte Forte Association	Terapia Asistata de Animale pentru Copii/ Assisted Animal Therapy for Children	health
Cosmote and Foundation for Peoples Development	Copiii din Pata Rat au sansa unei vieti mai bune - finantat prin Mesaje de Iubire/Children in Pata Rat have can have a better life chance - Love Messages	health and education

Table 2: Number of CSR campaigns developed in Cluj-Napoca from 2011-2016, according to the National CSR Map

Company	Number of CSR campaigns developed in Cluj-Napoca from 2011-2016
MOL Romania	6
Groupama Insurance	3
Ursus Breweries	2
Cosmote	2
Orange	2
RBS	1
Holcim	1
Raiffeisen Bank	1
Transilvania Bank	1
BRD Bank	1
BCR Bank	1
Danone	1
Romperol	1
SoftVision	1