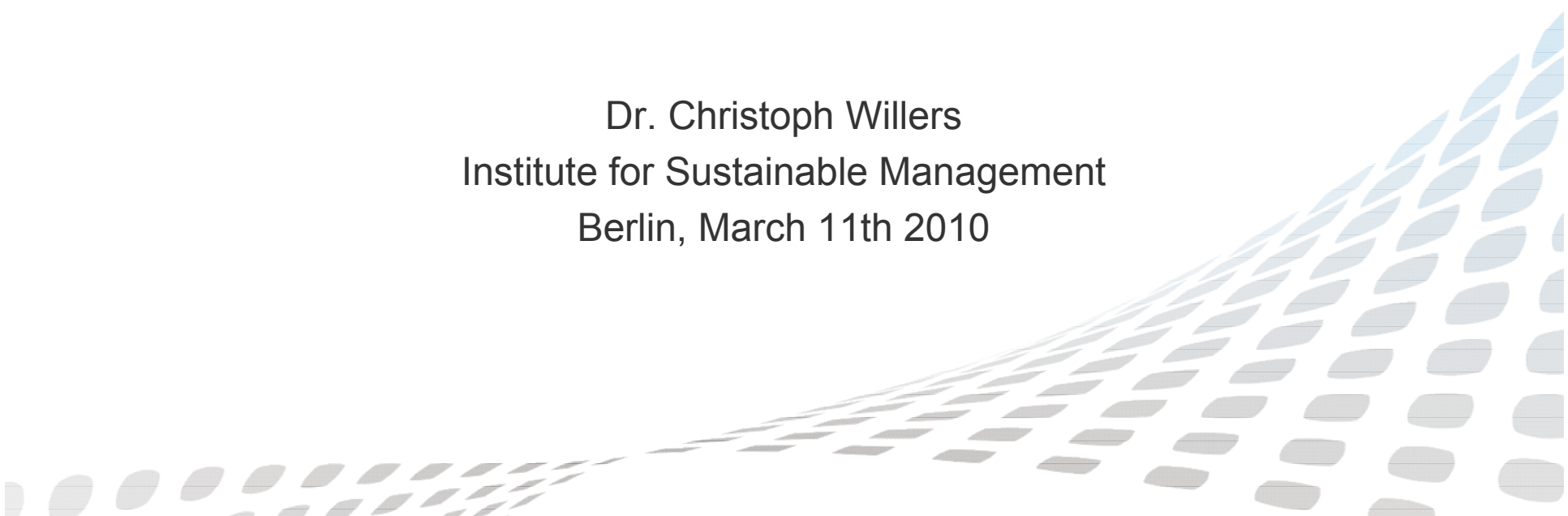


A Real Strategic Connection vs. Greenwashing: CSR As a New Paradigm of Brand Management?

Dr. Christoph Willers
Institute for Sustainable Management
Berlin, March 11th 2010

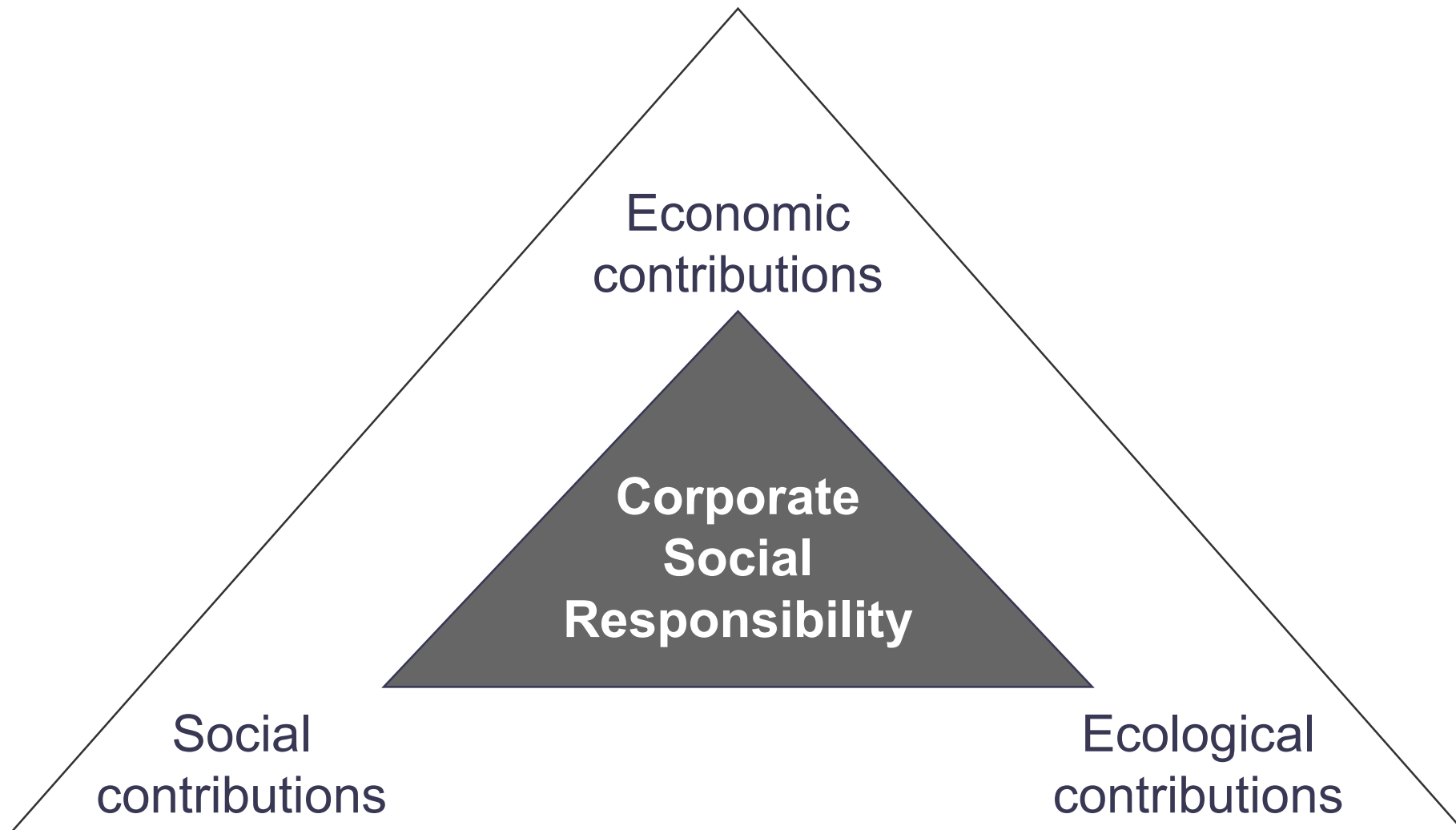


What exactly is C(S)R?

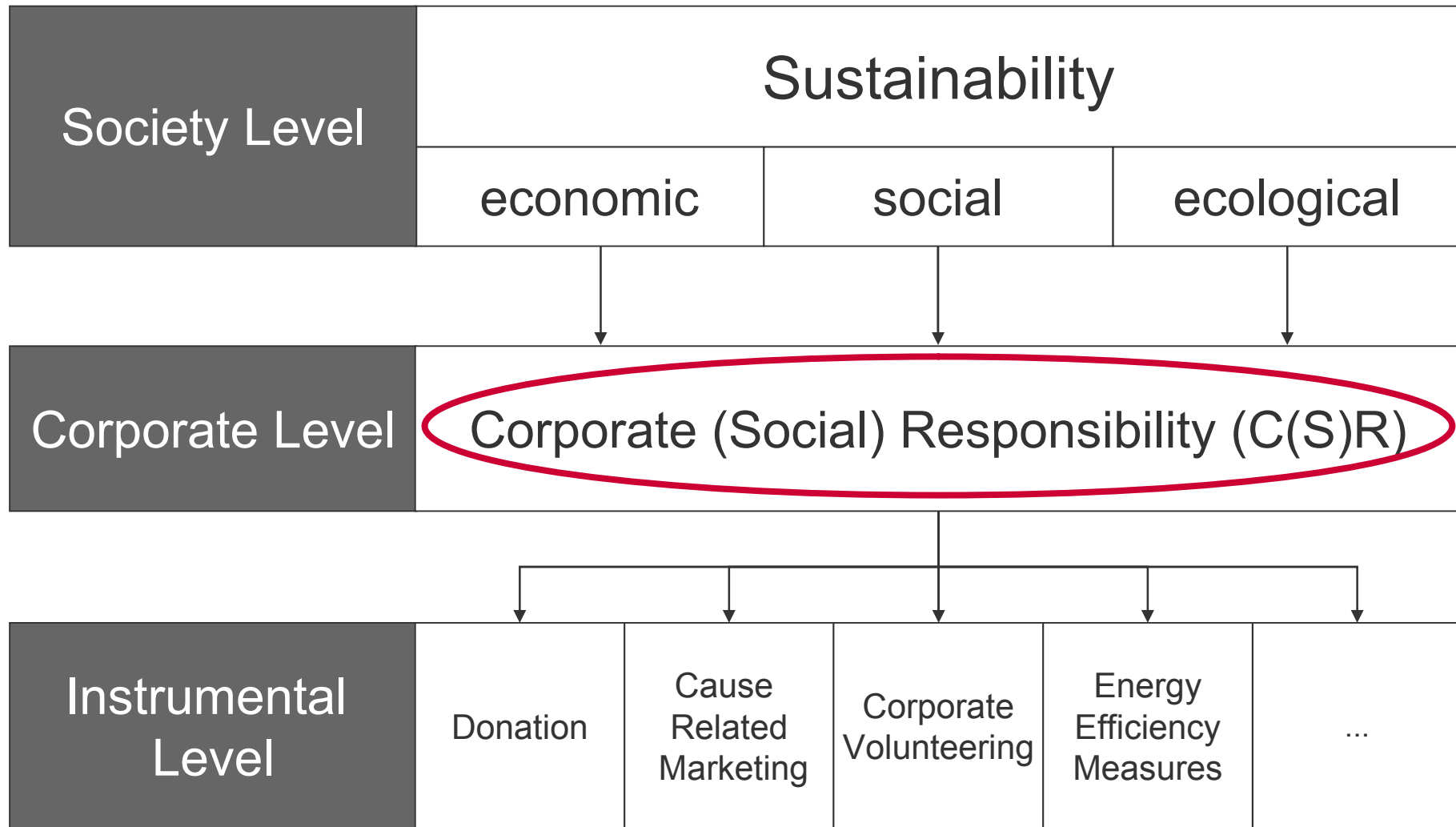
"A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis."
(European Commission, 2006)

"CSR describes a company's in- or outward looking, long-term social or ecologic commitment which aims at an orientation of sustainability in the company's leadership, culture and structure." (Maaß, 2007)

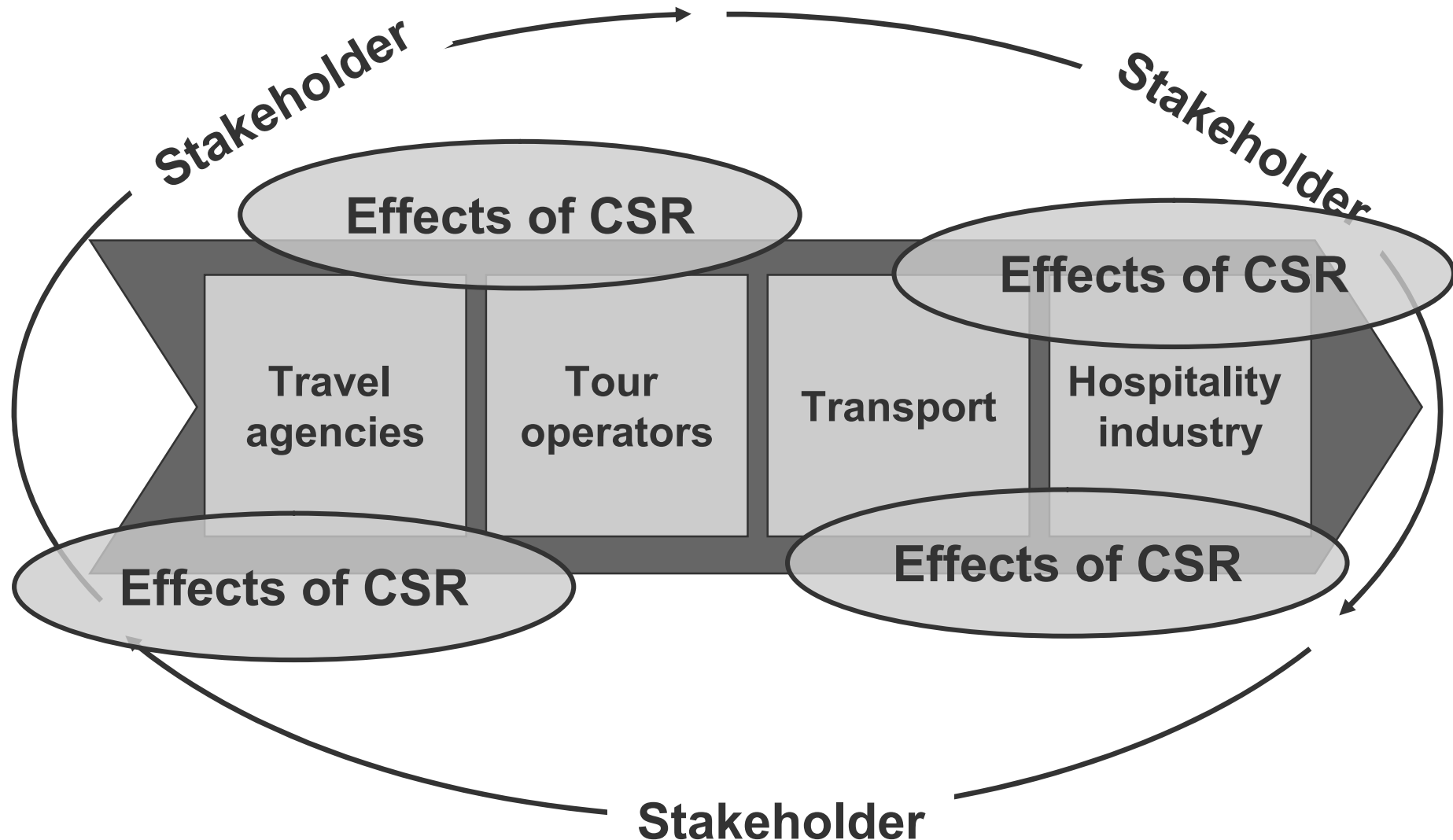
CSR covers social, ecological and economic contributions



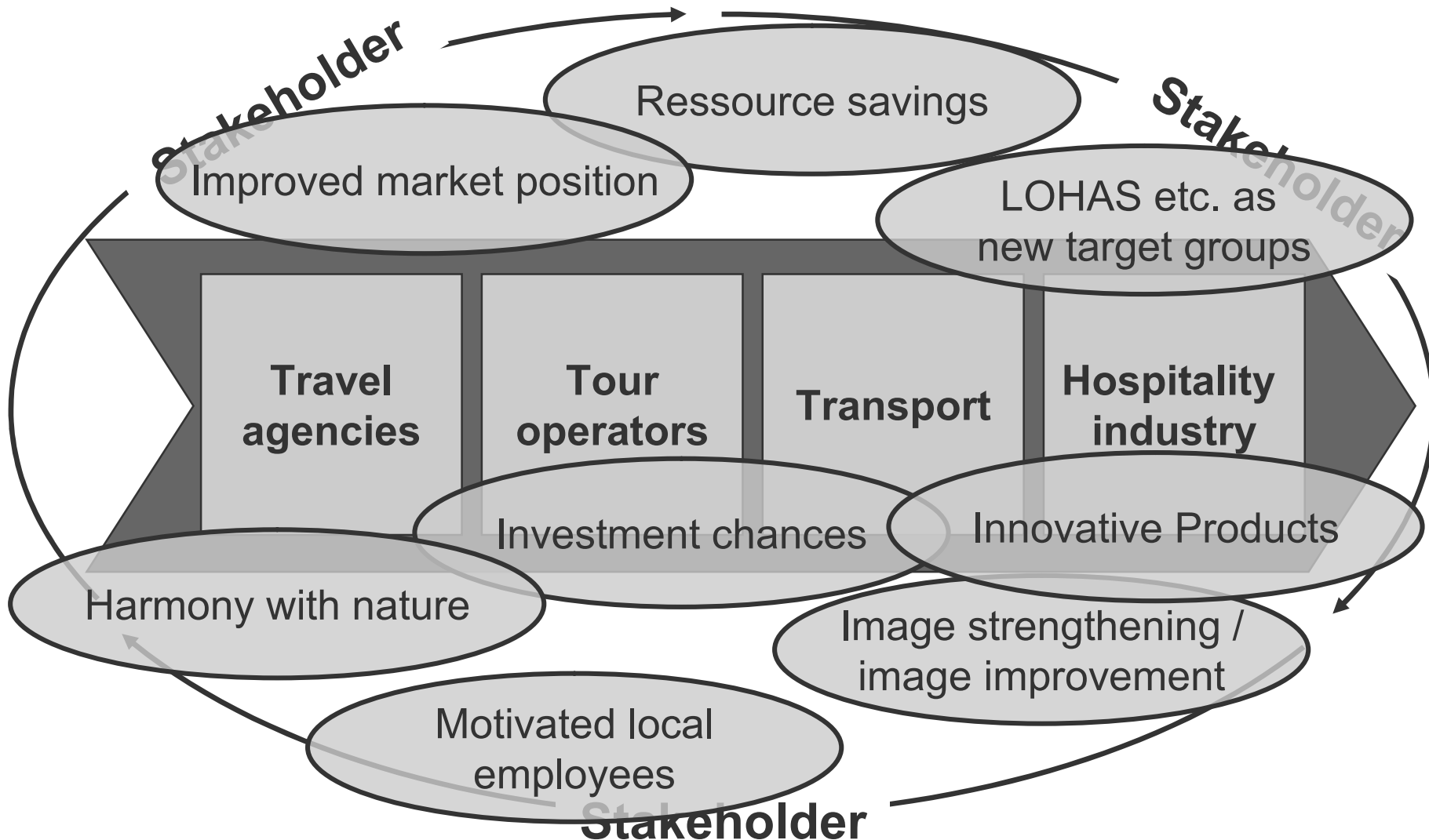
The concept of “sustainability“ establishes the basis of further dimensions



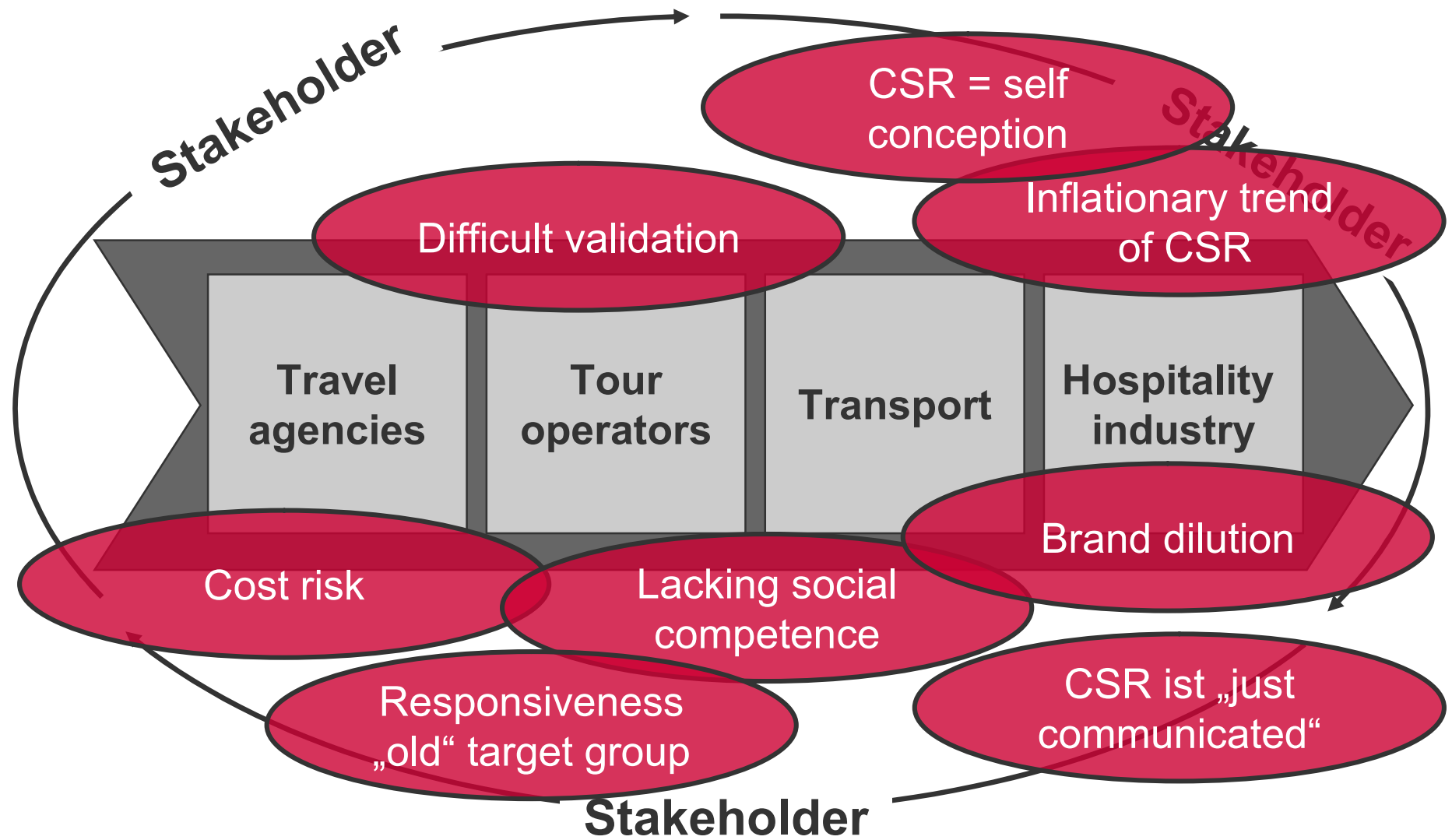
The effects of sustainable management can be found along the value chain



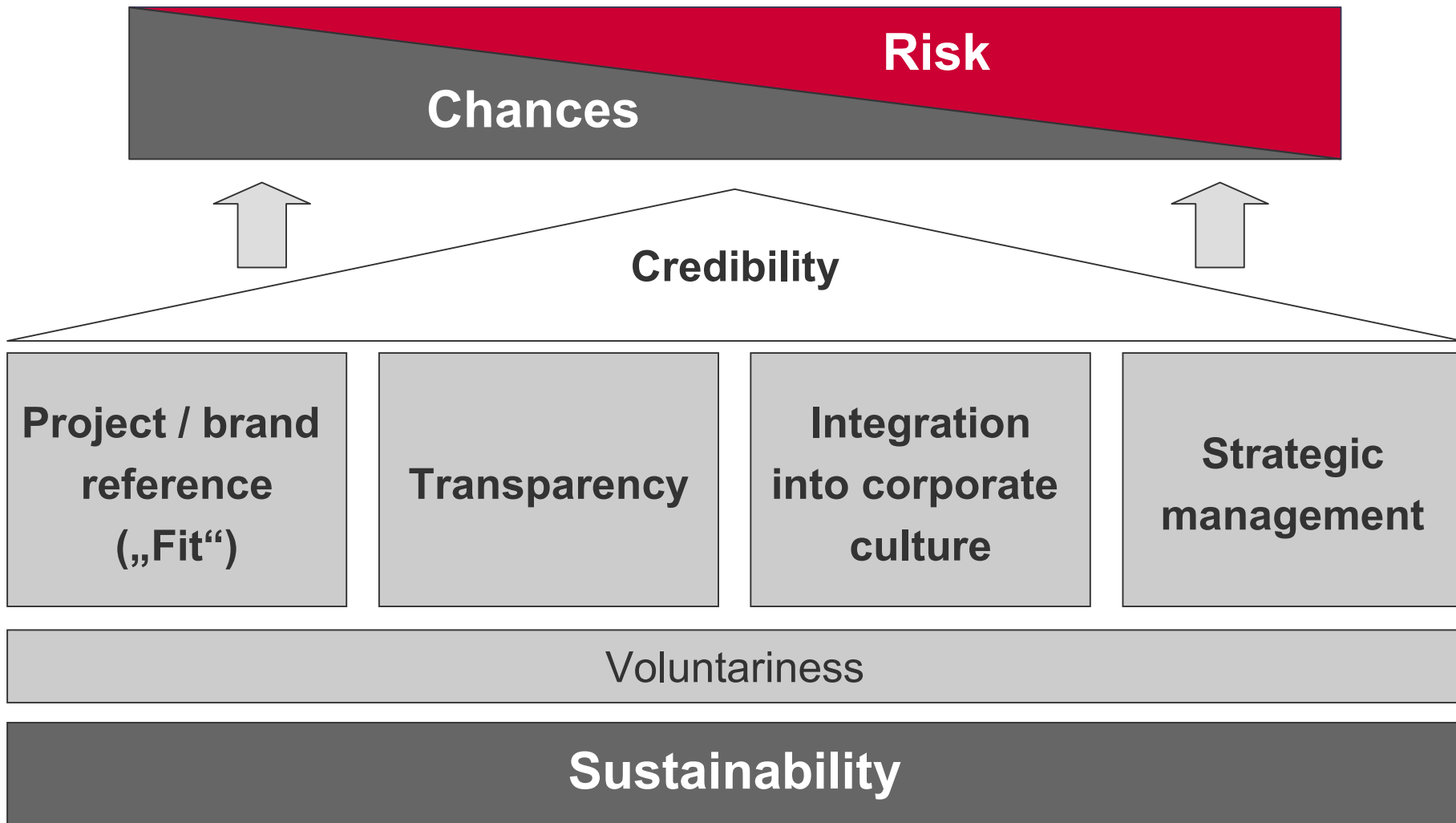
The impact of CSR offers a couple of chances for companies ...



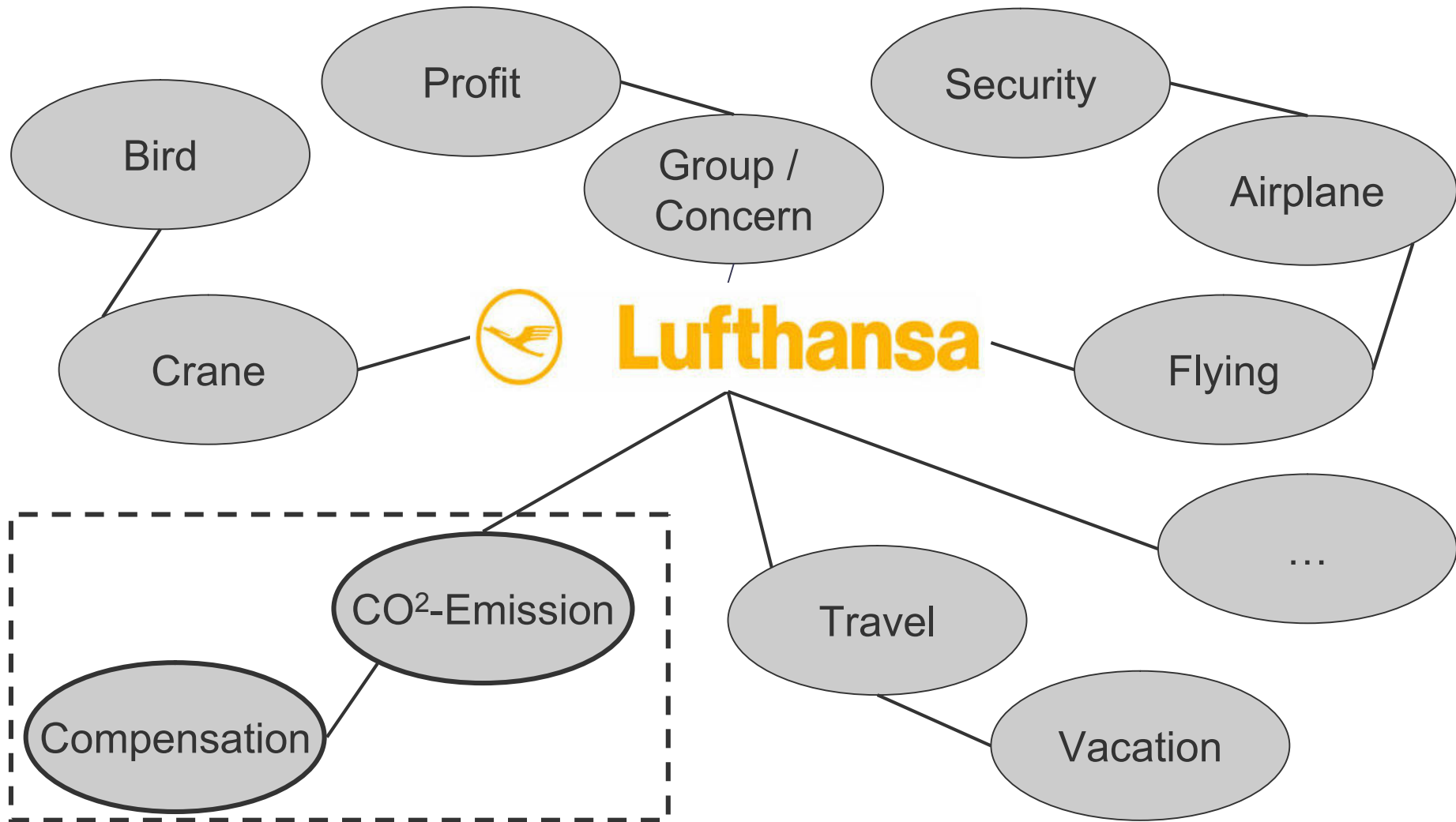
... but also **risk** have to be identified, evaluated and reduced



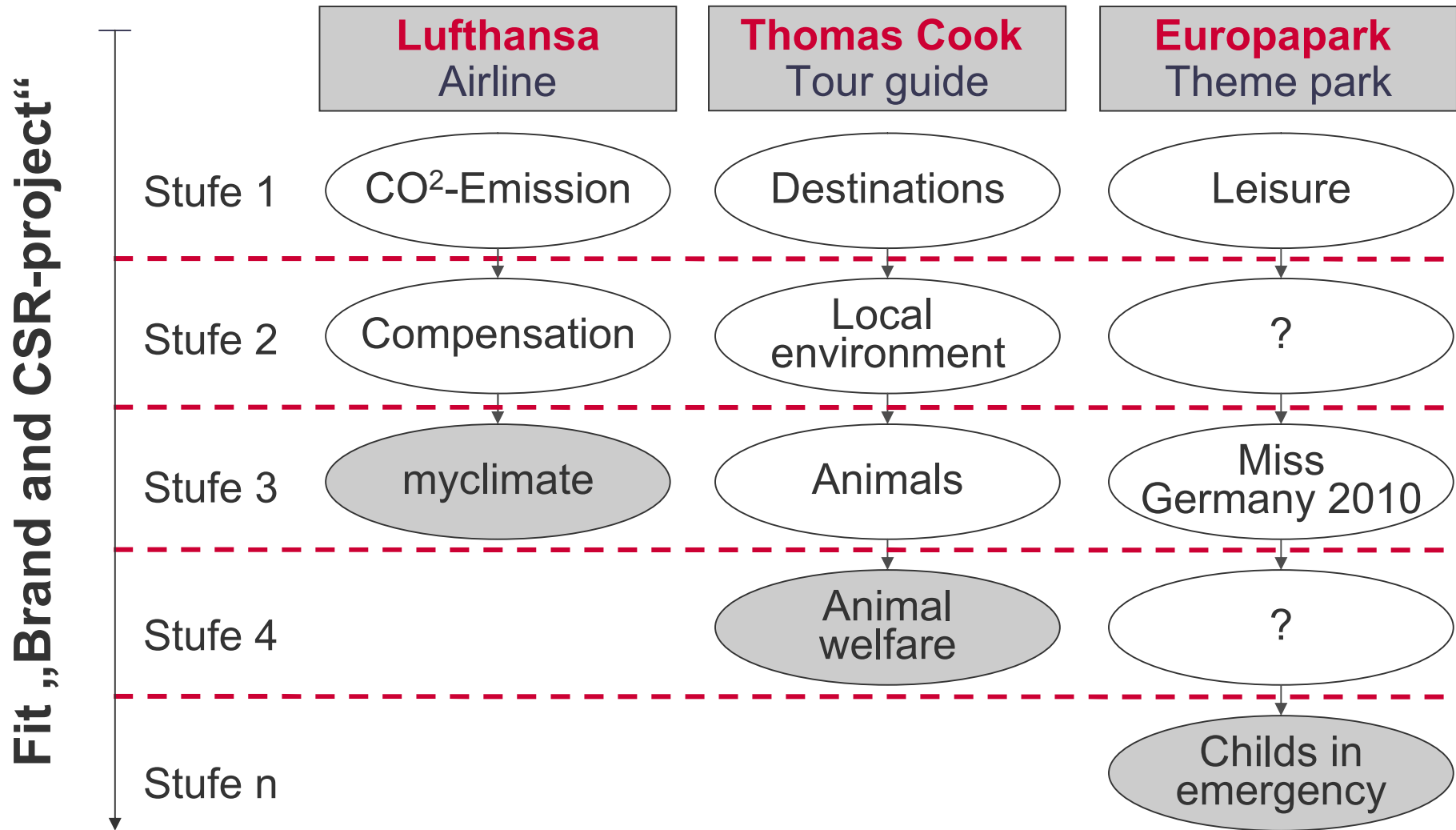
Conclusion: Chances and risk come from (not) considering factors of success



Lufthansa has a good “Fit“ between “brand“ and supported “project“



Not every CSR-project has a good „Fit“ amongst the core of the brand

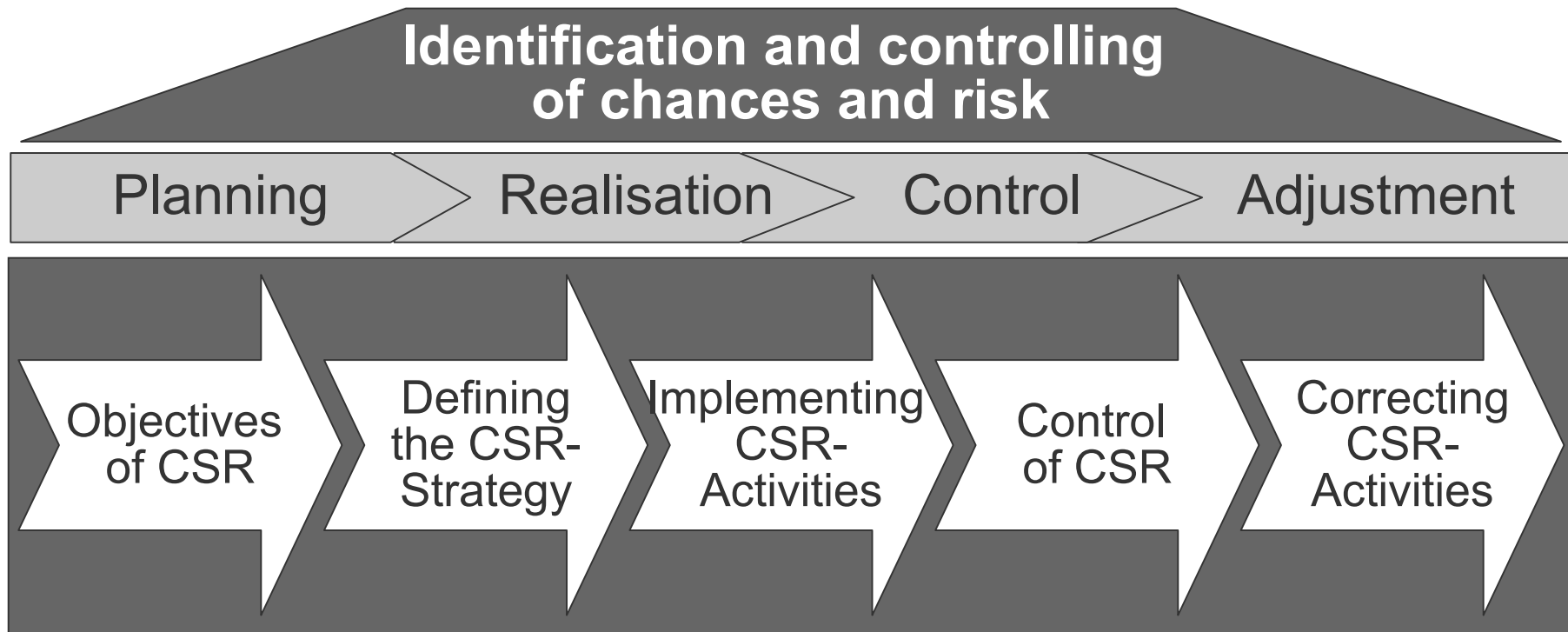


“Greenwashing“ as a response towards social and ecological grievances?



- **Critical description** of campaigns and PR activities which place single products, whole companies or political strategies by a „green“ light
- **Gives the impression** that actors e.g. act especially environmentally friendly or ethically correctly.
- Is stressed between **“Fit“ and Credibility**: “More illusion than reality“
- Greenwashing has to be avoided so CSR can be a **credible new paradigm of brand management!**

Strategic CSR-Management helps to use chances and avoid risk



Why?

How?

Which activities?

Where?

Who communicates?

Who?

By whom is information being relayed?

When?

With whom?

Conclusion: Credibility is the key towards success!



- **CSR** is one of the **most important** and **most sustainable** topics of the **future**.
- The tourism industry has realized the topic but has yet to exploit it.
- But: Only selling the “good conscience“ is not enough.
- And: CSR must **come from within** and has to “**fit**“ the core of the brand.
- However: Sometimes, no CSR at all is better than just an “**Ad-hoc-CSR**“ → **Danger of „Greenwashing“**

Thank you for your attention!

ifnm – Institute of Sustainable Management

Dr. Christoph Willers

Dottendorfer Str. 82

53129 Bonn

Germany

0049-228-98579-54

christoph.willers@ifnm.net