CORPORATE SOCIAL RESPONSIBILITY COMMUNICATION MODEL FOR BALANCING EFFICIENCY OF BUSINESS CORPORATIONS AND STAKEHOLDERS IN THAILAND

UNTIKA SORANUNSRI

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……………………………..………
Miss Untika Soranunsri
Candidate

……………………………..………
Assoc. Prof. Supavan Phlainoi,
Ed.D.
Major advisor

……………………………..………
Prof. Parichart Sthapitanonda,
Ph.D.
Co-advisor

……………………………..………
Mr. Pipat Yodprudtikan,
Ph.D.
Co-advisor

……………………………..………….   …………………………..……………..
Prof. Banchong Mahaisavariya,   Asst. Prof. Teeradej Chai-Aroon, Ph.D.
M.D., Dip Thai Board of Orthopedics   Program Director
Dean   Doctor of Philosophy Program in
Faculty of Graduate Studies   Population Education
Mahidol University   Faculty of Social Sciences
    and Humanities, Mahidol University

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on
May 20, 2014

…..……………………..…………….
Miss Untika Soranunsri
Candidate

…..……………………..…………….
Asst. Prof. Teeradej Chai-Aroon,
Ph.D.
Chair

…..……………………..…………….
Assoc. Prof. Supavan Phlainoi,
Ed.D.
Member

…..……………………..…………….
Prof. Parichart Sthapitanonda,
Ph.D.
Member

…..……………………..…………….
Assoc. Prof. Kullatip Satararuji,
Ph.D.
Member

…..……………………..…………….
Mr. Pipat Yodprudtikan,
Ph.D.
Member

…..……………………..…………….
Prof. Banchong Mahaisavariya,
M.D., Dip Thai Board of Orthopedics
Dean
Faculty of Graduate Studies
Mahidol University

…..……………………..…………….
Assoc. Prof. Wariya Chinwanno, Ph.D.
Dean
Faculty of Social Sciences
and Humanities, Mahidol University

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UNTIKA SORANUNSRI   5137820 SHPE/D

Ph.D (POPULATION EDUCATION)

THESIS ADVISORY COMMITTEES: SUPAVAN PHLAINOI, Ed.D., PARICHART STHAPITANONDA, Ph.D., PIPAT YODPRUDTIKAN, Ph.D.,

ABSTRACT

This research aims to analyze corporate social responsibility communication among Thai, Western, and Eastern Multinational Corporations and to synthesize a corporate social responsibility communication model for balancing efficiency for Business Corporations and stakeholders in Thailand. The study and analysis of CSR communication as a good practice for the Case Study Research was conducted with 3 case studies, Siam Cement Public Co., Ltd., Uniliver Thai Holding Co., Ltd., and Panasonic Management (Thailand) Co., Ltd. The Research Methodology was divided into 2 sections; The research on business corporations used Documentary Study and Bellwether Methodology, whereas the stakeholders sections employed the Deliberative Democratic Evaluation Methodology. Later, the Cross-case Analysis was done to synthesize the CSR communication model.

The findings on synthesized CSR communication model were developed to balance efficiency of business corporations, and stakeholders in Thailand revealed C-C-S-P-B as the components. The first C represents Concept in CSR communication which comprised of the fundamental CSR concepts and communication direction to emphasize the environment or social issues. The second C, it is meant for CSR communication applying the Inside-out approach to building employees' consciousness necessary for corporate sustainable development, followed by raising conscious in sustainable social and environmental development for outside stakeholders Then, S is the Strategy of CSR communication, both responding to stakeholders and participation that focused mainly on Two-way communication. P is the Process of CSR communication which is also the continuous process to stimulate responses from the message receivers. B is defined as Balancing effectiveness to link between the impact on stakeholders and business corporations. For the stakeholders, changing their behaviors made them approving business operation and gaining trust. And even with subsequent social changes, the community still maintains the trust of corporations. The study recommends the business corporation should focus mainly on CSR communications that respond to the stakeholders' needs, and encourage participation in CSR. Nonetheless, to create balancing efficiency, the adopted model should be implemented with the consideration of different social contexts within the Thai society.

KEY WORDS: CORPORATE SOCIAL RESPONSIBILITY COMMUNICATION /
                          MODEL / STAKEHODERS / BUSINESS CORPORATIONS

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ตัวแบบการสื่อสารความรับผิดชอบต่อสังคม   ที่พัฒนาความสมดุลระหว่างประสิทธิผลขององค์กรธุรกิจ และผู้มีส่วนได้เสียในสังคมไทย

อันธิกา สรนันต์ศรี   5137820 SHPE/D

ปร.ด. (ประชากรศึกษา)

คณะกรรมการควบคุมวิทยานิพนธ์: ศุภวัลย์ พลายน้อย, กศ.ด., ปาริชาต สถาปิตานนท์, ปร.ด., พิพัฒน์ ยอดพฤติการ, พธ.ด.

บทคัดย่อ

งานวิจัยมีวัตถุประสงค์เพื่อวิเคราะห์การสื่อสารความรับผิดชอบต่อสังคมของบริษัทข้ามชาติเชื้อชาติไทย ตะวันตก ตะวันออก และเพื่อสังเคราะห์ตัวแบบการสื่อสารความรับผิดชอบต่อสังคมขององค์กรธุรกิจ ที่พัฒนาความสมดุล ระหว่างประสิทธิผลขององค์กรธุรกิจและผู้มีส่วนได้เสียในสังคมไทย การศึกษาและวิเคราะห์การสื่อสารความรับผิดชอบ ต่อสังคมขององค์กรที่เป็นแบบอย่างที่ดีใช้แนวทางการวิจัยกรณีศึกษา (Case Study Research) จาก 3 กรณีศึกษา คือ บริษัท ปูนซิเมนต์ไทย จำกัด (มหาชน) บริษัทยูนิลีเวอร์ ไทย โฮลดิ้งส์ จำกัด และบริษัทพานาโซนิค แมเนจเม้นท์ (ประเทศไทย) จำกัด โดยวิธีการวิจัยแบ่งเป็นสองภาค ภาคส่วนองค์กรธุรกิจใช้วิธีการศึกษาเอกสาร และการวิจัยค้นหาแนวทางของผู้ กำหนดนโยบาย ภาคส่วนผู้มีส่วนได้เสียใช้วิธีการวิจัยเพื่อประเมินเชิงประชาธิปไตยแบบปรึกษาหารือ หลังจากนั้นทำการ สังเคราะห์ตัวแบบการสื่อสารความรับผิดชอบต่อสังคมด้วยการวิเคราะห์ข้ามกรณีศึกษา

ผลการสังเคราะห์ตัวแบบการสื่อสารความรับผิดชอบต่อสังคมขององค์กรธุรกิจ ที่พัฒนาความสมดุล ระหว่างประสิทธิผลขององค์กรธุรกิจและผู้มีส่วนได้เสียในสังคมไทย ซึ่งมีองค์ประกอบ คือ C-C-S-P-B C หมายถึง แนวคิดที่เป็นฐานในการสื่อสารความรับผิดชอบต่อสังคม (Concept in CSR Communication) ซึ่งประกอบด้วยแนวคิดความ รับผิดชอบต่อสังคมพื้นฐานและแนวคิดที่บ่งบอกทิศทางในการสื่อสารที่มุ่งเน้นทางด้านสิ่งแวดล้อมหรือสังคม C หมายถึง การสื่อสารความรับผิดชอบต่อสังคมจากภายในสู่ภายนอก (CSR Communication with Inside-out Approach) ที่เริ่มจากการ สร้างจิตสำนึกในการพัฒนาองค์กรอย่างยั่งยืนให้แก่พนักงานภายในองค์กร และจึงสร้างจิตสำนึกในการพัฒนาสังคมและ สิ่งแวดล้อมอย่างยั่งยืนให้แก่ผู้มีส่วนได้เสียภายนอกองค์กร S หมายถึง กลยุทธ์การสื่อสารความรับผิดชอบต่อสังคม (Strategy of CSR Communication) ทั้งกลยุทธ์การตอบสนองต่อผู้มีส่วนได้เสีย และกลยุทธ์การมีส่วนร่วมของผู้มีส่วนได้ เสีย ซึ่งเป็นกลยุทธ์ที่ให้ความสำคัญกับการสื่อสารสองทาง P หมายถึงกระบวน การสื่อสารความรับผิดชอบต่อสังคม (Process of CSR Communication) ที่ก่อทำให้เกิดการตอบสนองจากผู้รับสารและเป็นกระบวนการสื่อสารที่ต่อเนื่อง B หมายถึง ประสิทธิผลที่สมดุล (Balancing Effectiveness) ซึ่งเป็นความเชื่อมโยงระหว่างผลที่ต่อผู้มีส่วนได้เสียและองค์กร ธุรกิจ โดยผลที่ทำให้ผู้มีส่วนได้เสียเปลี่ยนแปลงพฤติกรรมจะส่งผลให้บุคคลเหล่านั้นเกิดความผูกพัน อนุญาตให้องค์กร ดำเนินธุรกิจ และมีความไว้วางใจต่อองค์กร และ ต่อมาหากเกิดผลที่ทำให้มีความเปลี่ยนแปลงต่อสังคม จะส่งผลให้สังคม ของชุมชนมีความไว้วางใจต่อองค์กรเช่นกัน ข้อเสนอแนะของงานวิจัยนี้ คือ องค์กรธุรกิจควรให้ความสำคัญกับการสื่อสาร ความรับผิดชอบต่อสังคมที่สามารถตอบสนองความต้องการของผู้มีส่วนได้เสีย สร้างการมีส่วนร่วมในความรับผิดชอบต่อ สังคมขององค์กร และเพื่อให้เกิดประสิทธิผลที่สมดุล การนำตัวแบบมาประยุกต์ใช้ควรคำนึงถึงบริบทของสังคมไทยที่ แตกต่างกัน

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CHAPTER I
INTRODUCTION

1.1 Background and statement of the problem

Raising awareness on Corporate Social Responsibility (CSR) has been done continuously throughout the 20th century, causing a wave of social responsibility worldwide which is considered as essentially contested concept for operations of the organization (Okoye, 2009: 613) as well as being the business strategies to deal with social and environmental context. CSR as related to the dimension of the rules on social responsibility is defined as business operations that can achieve high social and environmental standard. The corporation has seriously started CSR program since the year 2000 when the Organization for Economic Co-operation and Development issued the Guidelines for Multinational Enterprises to recommend CSR and only do business with trade partners that practicing CSR. Therefore, the corporation without CSR would encounter problem trading with member countries of the Organization for Economic Co-operation and Development (2011: 19-26).

The development on Corporate Social Responsibility (CSR) has created the extended debate on such issue, comparing the importance between corporations and stakeholders. The direction of CSR development divided into 2 phases. The first phase: Starting from the year 1950-1970, the focus was on the Environmental Debate in the Corporate Social Responsiveness Issue Management. The second phase: Starting from 1980-2010, the emphasis is on the World Conservation Strategy and Sustainable Development in the Corporate Social Performance and Stakeholder oriented issue management (Loew, 2010: 8-9). In the 20th century, CSR has been developed as time passed by with more concern on the social and environmental impact. Up to now, CSR development is a result of mixed elements of previously debate issues by considering global perspectives and making CSR as part of social norm.

The recent CSR fever compelled many corporations to be proactive in CSR communication in order to demonstrate their commitment in CSR and their application to achieve the corporations' goals. More important, CSR communication helps to create Stakeholder participation in the community, leading to Ethical business practices (Ihlen, Bartlett and May, 2011: 10-12). CSR communication must begin with internal to external organization. Therefore, the stakeholders within the organization are important elements, acting as the senders and receivers. Moreover, they are the first group to consider CSR polices and activities. CSR communication itself is the most crucial elements to bond with stakeholders as outside receivers (Marijke and Fundación, 2001: 3-4). In addition, the data from the Journal of Public Relations Research in 2008 regarding the article on Corporate sustainability communications explained in details the situations which some countries substituted the term "Corporate Communication" with "CSR Communication" instead (Signitzer and Prexl, 2008: 1-19) by considering more corporate benefits than stakeholders well-beings. Therefore, CSR communication was arranged occasionally without serious CSR communication development until unable to commit to Participatory interactive decision-making or change behavior of stakeholders in Thai society (Elena, 2002: 7).

In the midst of CSR communication, problems occurred in balancing efficiency of Business Corporations and Stakeholders in Thailand, especially on CSR communication. Some corporations communicate CSR to display their corporate responsibilities towards society while others used CSR to build their own corporate image. Besides, many researches from different corporations such as, the Network NGO –Business Partnership, Thaipat Institute, Rangsit University revealed numbers of Thai Business Corporations failed to practice CSR Communication for balancing efficiency because some business corporations were unaware of CSR, instead concentrating on internal responsibilities or perhaps focusing on internal corporate issues relevant to social and environmental aspects. The corporations frequently communicate CSR messages through different mass media so the public would realize the corporate focusing on social responsibilities whereas majority of corporations paid little attention to CSR for social changes; instead they choose to donate some money. In addition, some organizations used CSR just to build their images only as being shown.

Thaipat Institute had presented the preliminary research report under the topic "Responsible Business Conduct in Thailand" during the Regional CSR Conference in 2009 to survey CSR among 76 provinces throughout the country. The findings in Bangkok and its vicinity revealed that out of 4,350 questionnaire respondents, 69.54 percent were fully aware of CSR whereas 30.46 percent had no previous knowledge on CSR. At the regional level, CSR was founded at 38.32 percent and 61.68 percent had not known about CSR (Thaipat Institute, 2009: 8).

As being seen, many Thai Business Corporations had no ideas how to approach CSR so they could not communicate CSR to better society. The research reports on CSR in Thailand and roles of volunteers through the NGO Business-Partnership (Thailand) for Sustainable Development displayed the survey results on 71 giant business corporations in Thailand. They were categorized into 6 CSR issues in which the first 3 issues dealing with good governance, conduct business fairly, and caring for employees. The final 3 involved social activities, environment, and human rights by moderately focusing on consumers' issues. The survey results seemed to contradict with what appears in the media and newspaper which indicated that the corporation concerned more with social issues or activities than other issues (Pareena Prayukvong and Matt Osen, 2009: 18). It seems that majority of corporations paid more attention to internal than external corporate responsibilities that related to social activities, instead the corporation choose to communicate through the media, leading them to believe that corporations mainly focused on social and environmental issues.

According to the survey of Thai Listed Companies Association and Listed Companies with the Stock Exchange of Thailand during the first quarter of 2007, total 460 sets of questionnaire were sent to the Listed Companies with the Stock Exchange of Thailand with questions related to budget spending and type of CSR activities. The survey findings indicated that majority of corporations in the stock market misunderstood that CSR is simply dealing with donation to some charitable organization (Parena Prayukvong and Matt Osen, 2009: 18) which goes to show that those companies are unaware of communicating CSR to the public in order to better society, perhaps from their ignorance or failing to see CSR value or thinking donation is sufficient. The Network NGO Business Partnership (Thailand) stated in the research

findings that amidst the global economic crisis, Thai business is now facing a tough time in the practice of social responsibility aiming for sustainable development.

At present, most businesses are practicing CSR for publicity or marketing strategies despite the global development in CSR directing at both business strength and contributions to society and community (Parena Prayukvong and Matt Osen, 2009: 4). This is meant for corporations practicing CSR just to create own images and keep up with international CSR development. Therefore, businesses must truly understand the intention of CSR with full desire to better society through CSR. The study on impacts of CSR from the television advertisement on alcoholic beverages towards a group of students from School of Communication Arts, Rangsit University indicated that most children and adolescents had different opinions on the same matter, judging from their testimonials, "I am fully favored of CSR related advertisement and I hope for such advertise to stay because of attractive pictures and nice contents. I am also believed that the advertisement is not intended to sell alcohol, instead it teaches the audiences to do a good deed" (Center for Alcoholic Studies, 2009,74-75).Therefore, the presentation of advertising movies in the impressive approach , perhaps allowing the stakeholders as the receivers to overlook the type of health hazardous products or sin stocks manufactured by such corporation, including true purpose in Corporate Social Responsibility (CSR).

Considering CSR Communication Model, it is obvious that the presentation should be done in a systematic description to reveal important characteristic of CSR communication, which contained internal communication to external communication, strategies, communication process with correspondence elements in the model in order to communicate effectively (Mortensen, 2007: 47-52). The research study on CSR Communication model development is essential to raise CSR communication level, not just presenting the corporate image, instead it is " CSR for social change", or meaning of "Corporate Social Responsibility Communication concerning the balance between   Efficiency of Business Corporations and Stakeholders". It is the CSR communication to develop knowledge, sharing ideas and reinforcing bonds through stakeholders' Participatory interactive decision-making or eventually aiming for better society possible"

In the current situation, practicing CSR communication by the multinational corporations could affect the global trade because most corporations are gigantic businesses with advantages in advance technology, new innovations, and more resources for the management, so they could very well guide the Global CSR (Beckman, 2007: 38).CSR communication could display many important social issues for social order and rules, including new pattern for business competition. Furthermore, the multinational corporations should concern with, "License to operate" from the community, and the general public because those corporations usually conduct their businesses aboard (Bittner, Leimeister, 2011: 9-10), so they must reveal their true business intentions appropriated with the social norms, and desire to better the society through CSR communication.

The study entitled "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" had been conducted as the Case Study Research to understand the process of modeling real world phenomena, observing the benefits of CSR communication towards business corporations and stakeholders from the following 3 multinational corporations that received CSR International Award:

Corporate 1: Corporate 1: Siam Cement Public Co., Ltd. as the representative of the Thai Multinational Corporations

Corporate 2: Uniliver Thai Holdings Co., Ltd. as the representative of the Western Multinational Corporations

Corporate 3: Panasonic (Thailand) Co., Ltd. as the representative of the Eastern Multinational Corporations

The first Corporation: Siam Cement Public Co., Ltd. was chosen to represent Thai Multinational Corporations because of its business ideology "Strong determination in CSR", which has become the foundation of its operation for the past 100 years. SCG received many domestic and international awards. In the previous year, SCG had received the prestige awards from Her Royal Highness Princess Maha Chakri Sirindhorn, Business Management Association of Thailand, and Sasin Graduate Institute of Business Administration of Chulalongkorn University for CSR Excellence. In addition, the corporation received the World Highest Sustainable Development Award in Building Materials and Fixtures for the second consecutive

year from Dow Jones Sustainability World Indexes: DJSJ World (SCG Headquarter, 2011: 92). CSR campaign communication of SCG is considered good example in developing "SCG conserve water for Future" campaign with "Learning together with Community" to construct a check dam and "Learning Center" to convey the message in sustainable water conservation.

The second corporation: Uniliver Thai Holdings Co., Ltd. as the representative of the Western Multinational Corporations because it is a large and pristine England company that specialized in consumer goods and practiced CSR as being seen from the prestige award from the Dow Jones Sustainability World Indexes (DJSJ World) for 14 consecutive years. Recently, Uniliver had received the golden award for International Corporation that accomplished International Corporate Achievement in Sustainable Development from the World Environment Center (Unilever Global, 2012: online). As for CSR communication, Uniliver had put the emphasis on the Role of Corporate Brand through the linking of different product brands with other corporations practicing CSR, just to show the public how effective the corporations responsible for social and environmental issues. Uniliver would enhance its responsibility with sustainable strategies and management as "Uniliver Corporate Brand" (Uniliver Thailand, 2010: Online). Uniliver Thailand manufactures and sells many consumer products such as Breeze detergent, Sunsilk shampoo, Sunlight dishwashing liquid, Comfort fabric softener, Lux soap bar and liquid, Wall ice cream, Knor chunky soup, Best foods products, and Lipton tea. Then, the impacts from Uniliver practicing CSR could immensely affect Thai society. The study on CSR communication by Uniliver came from the corporate headquarter and global communication with stakeholders. In Thailand, Uniliver used Breeze as the major Brand to communicate CSR through the company concept of "Dirt is good" under "Uniliver Corporate Brand".

The third corporation: Panasonic (Thailand) Co., Ltd. represented the Eastern Multinational Corporations. Panasonic is a large Japanese Multinational Corporation that manufactured the electrical appliances. Panasonic Corporation has 680 subsidiaries worldwide with full vision for CSR which focused on green innovation. It is the number 1 leading company in manufacturing electrical appliances with   green   innovation   and   communicates   CSR   through   "Environment

Communication" and " Eco Idea" , the main communication plan that contributed to the corporation success in CSR. Panasonic was chosen by Dow Jones Sustainability World Indexes (DJSJ World) as the corporation with excellent CSR for the 6 consecutive years (Panasonic Corporation, 2010: online)

The study research on CSR from 3 multinational corporations is a good example and should be used as, "The Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" because it is essential to communicate CSR, leading to social change which focused on balancing benefits between business corporations and stakeholders. The balance between advantages of corporation advantages and stakeholders is the development in knowledge in CSR through Interdisciplinary study and search and building CSR communication model to match with Thai social context, leading to the corporation sustainability and changing in behavior among stakeholders as well as aiming for social change. This is considered as the population quality improvement in 3Ps, namely, *Profit* or economy from sustainable business to create current income in each household, followed by improving *People* well-being together with the corporation growth, and better *Planet* resources through stakeholders changing their attitudes towards social and environmental problems, leading their lives positively as an individual and part of society. This should improve population quality of life in different dimensions such as health, hygiene, education, ecology that related to CSR communication of those corporations.

1.2 Research objectives

The research entitled "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" has the following objectives**:**

1) To study and analyze CSR communication which represented 3 good practice cases for Thai, western and eastern companies on concepts in CSR communication, CSR communication with inside-out approach, strategy of CSR

communication, process of CSR communication, efficiency of CSR communication towards business corporations and stakeholders in Thai society.

2) To synthesize CSR communication model through 3 cross case studies of multinational corporations in order to balance business corporation efficiency with stakeholders in Thailand.

1.3 Conceptual framework

The conceptual framework entitled "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" employed the following concepts:

The concept of CSR communication efficiency towards business corporation developed from Shuili, Bhattacharya and Sankar, (2010), Maignan (2004), Bittner (2011), and Kabir (2007) is the result from CSR communication in unique characteristic of the corporation, to create the interaction and the bond between the corporation and stakeholders, to gain approval to conduct business from the society, and trust from stakeholders.

The concept of CSR communication efficiency towards stakeholders developed from the work of Elena (2002) is the assessment of communication outputs through CSR campaign, outcomes of communication to change stakeholders' behavior, and impacts of communication that leads social change.

Furthermore, many concepts as the elements in CSR elements are as follows:

Concepts of the Influential Elements toward CSR Communication Concept that developed from the work of Morsing (2006) are the concern on global situations, the role of organization in society (people, planet, profit), the relations with the stakeholders, and the CSR ambition level of organization.

Concepts of CSR communication with inside-out approach developed from the work of Marijke (2001). The internal CSR communication started from examining the need to communicate within the corporation, followed by preparation for raising consciousness among employees so they could proceed with CSR

communication. External CSR communication started from examining the need to communicate outside the corporation, followed by preparation for communication appropriated with the targeted group as to raise conscious among external receiver based on CSR communication goal.

      The concept of CSR communication strategies adapted from the work of Morsing (2006) in the following 3 patterns: Strategies for sending information to the stakeholder, strategies to respond in important issues which is the Asymmetric two-way communication, and the participation of stakeholders which is the Symmetric two-way communication.

      The concept of CSR communication process developed from Schantz (2005) consisted of CSR data source as the sender, CSR message as important statements, CSR communication channel as medias, and CSR stakeholders as the message receiver.

Concept in CSR communication

Influential elements toward CSR communication concept
- Concern on global situations
- Role of organization in society (people, planet, profit)
- Relations with stakeholders
- CSR ambition level of organization

CSR communication with inside-out approach
Internal CSR communication
- Needs for internal CSR communication
- Internal CSR communication tools
- Raising consciousness among employees
External CSR communication
- Needs for internal CSR communication
- Internal CSR communication tools
- Raising consciousness among external stakeholders

Strategy of CSR communication
- Stakeholder information strategy
- One-way communication to public
- Stakeholder response strategy
- Two-way asymmetric communication
- Stakeholder involvement strategy
- Two-way symmetric communication

Process of CSR communication
- CSR data source
- CSR message
- CSR communication channel
- CSR message receiver

Efficiency of CSR communication towards business corporation
- Unique characteristic of corporation
- Interaction between corporation and stakeholders
- Bond between corporation and stakeholders
- Social license to operate business
- Stakeholders trust in corporation

Efficiency of CSR communication towards stakeholders
- Outputs from communicating through CSR campaigns
- Outcomes of individual change; e.g., skill, knowledge, attitudes, behavior
- Impacts of social change; e.g., leadership, participation, information equity, collective self-efficacy, sense of ownership, social cohesion, social norms

Figure 1.1 Conceptual framework in research

1.4 Definition of term

Corporate Social Responsibility (CSR) communication is defined as the communication distributes to display the effort on CSR issues of organizations.

Internal CSR communication focuses on the effort to communicate CSR among stakeholders within the corporation, especially corporate employee to build knowledge, understanding, consciousness in mission, philosophy in CSR and encourage active participation in CSR projects.

External CSR communication with outside stakeholders through corporate attempt to display the commitment on mission, philosophy on CSR by using various communication channels such as the annual sustainable report, business ethical documents, corporate website, and consultation with stakeholders, various publicity through television, radio, newspapers, magazines, publications product labels, and arranging activities.

Efficiency of CSR communication towards business corporation is defined as outputs, outcomes, and impacts from the application of CSR communication in the following areas: unique characteristic of corporations, interaction and bond between businesses and stakeholders, permission to operate business from stakeholders achieved through the corporate effort to get community approval through social issues, stakeholders trust in the corporation with understanding the intention behind CSR communication

Efficiency of CSR communication towards stakeholders is defined as the outputs, outcomes, and impacts of CSR communication towards corporate stakeholders through 3 aspects: outputs from communicating through CSR campaigns that allows the stakeholders responding to the campaign, outcomes of individual change through the change behavior in each stakeholder, impacts of social change by considering changes in leadership, participation, information equity, collective self-efficacy, sense of ownership, social cohesion, social norms.

Concept in CSR communication is defined as the fundamental concepts which are influenced by 4 elements: concern on global situations by analyzing important issues on internal organizations and current global fever, CSR role of organization in society (people, planet, profit), relations with different stakeholders, CSR ambition level of the organization.

CSR communication with inside-out approach is defined successful CSR communication from inside the corporation to outside. Internal CSR communication started with examining the need to communicate within the organization and preparation for appropriated internal communication tools to raise consciousness among employee who represents stakeholders to achieve CSR. External CSR communication by examining the need to communicate and preparation for appropriated external communication tools to raise consciousness among stakeholders who are CSR message receivers.

Strategy of CSR communication is defined as CSR communication method to match with the relationships between corporation and stakeholders in 3 strategies:

The stakeholder information strategy that conveys the message to the public by informing the stakeholders of the decisions and responsibilities of high level executives. Then, the stakeholders could either support or resist.

The stakeholder response strategy that responds to stakeholders through Two-way asymmetric communications. The decisions were responsible by high level executives based on results of survey and consultations with networks and trade partner. The role of stakeholders is to expect CSR responding to their needs.

The stakeholder involvement strategy that requires participation of stakeholders through Two-way symmetric communications, based on consultation between the corporation and stakeholders to begin the operation and maintain CSR campaign. The stakeholders were invited to participate in establishing CSR based on the set principles and advice of various parties.

Process of CSR communication is defined as the approach to CSR communication which could be explained as follows: CSR Data Source as the product brand / subsidiaries or the leads in sending information of CSR to stakeholders, CSR Message as the main issue, theme, and substance that the corporation focused on communicating CSR to stakeholders, CSR Communication Channel as the medias to communicating, CSR Message Receiver as the targeted stakeholders in CSR communication. After CSR communication process, the stakeholders who received the messages may or may not respond depended on the reaction of each sector in each CSR communication.

CSR communication model that leads to balancing effectiveness of business corporations and stakeholders is defined as the systematic presentation of CSR communication to reveal important characteristic of communication which comprised mainly the fundamental concept in CSR communication, inside-out approach to CSR communication, strategies of CSR communication, process of CSR communication, efficiency of CSR communication towards business corporations and stakeholders. Corresponding with the main elements of model in order to success in CSR communication and answer the objective of CSR communication that intended for improving society. It is therefore becoming the communication model for balancing effectiveness between the Business Corporation and stakeholders.

Stakeholder is defined as individual directly and indirectly affected from CSR which divided into 2 parts: internal and external stakeholders.

Internal corporate stakeholder is the stakeholder directly related to the corporation and being the source of information on CSR, namely, the management committee, executives, employee and stockholders.

External corporate stakeholder is the stakeholder living in the same are the corporation located and being the targeted for CSR communication, namely, the customers, distributors, media or beneficiary of the campaign.

Multinational corporation is defined as a company which applied knowledge of headquarter for business expansion aboard. The corporation established

many subsidiaries to compete and respond to the demand of consumers in that country. The multinational corporation operated and manages the organization with modern technologies and new innovations with the application of network in organizing, commanding, controlling, meeting, and consulting to find solutions.

1.5 Scope of the study

The research study entitled "Corporate Social Responsibility Communication

Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" was conducted as the quantitative research through the Case study and Cross case analysis. It's study on multinational corporations as a good practice for CSR communication, using the selective criteria among Thai, Western and Eastern Corporations, which had received international CSR awards and played important roles in the major Thai industry as follows:

Corporate 1:   Siam Cement Public Co., Ltd. and SCG Learning Center at Lampang province as Thai multinational corporations

Corporate 2:   Uniliver Thai Holdings Co., Ltd. represented the Western Multinational Corporations

Corporate 3:   Panasonic (Thailand) Co., Ltd. represented the Eastern Multinational Corporations

1.6 Benefits of the research

1) To improve, develop and extend the body of knowledge as well as synthesize CSR communication model for balancing efficiency of business corporations and stakeholders in Thailand, which is quite essential and value to CSR communication that corporation had been developed for sustainable efficiency of business corporations

2) To reveal the efficiency of CSR communication, leading to changing behavior or society among stakeholders in Thailand which is considered as the

extension of body of knowledge in CSR communication, building social bonds, acceptance, and trust between the business corporation and stakeholders in Thailand.

CHAPTER II
LITERATURE REVIEW

The research study entitled "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand "is intended for changing behavior of stakeholders that should lead to social change eventually. Hence, the concept, theory and related research used in the research study are involved in the following areas

        2.1 CSR concepts and theories

        2.2 CSR communication definitions and roles

        2.3 CSR communication with inside-out approach

        2.4 CSR communication strategy and process

        2.5 CSR communication efficiency

        2.6 CSR communication in Thai society

        2.7 CSR communication model synthesis methodology

2.1 CSR concepts and theories

The review on Corporate Social Responsibility (CSR) concepts and theories involved the fundamental knowledge in CSR to build CSR knowledge and understanding in the following areas:

        2.1.1 CSR definition

        2.1.2 Stakeholder definition in CSR perspectives

        2.1.3 CSR principles and practical guidelines

        2.1.4 CSR outcomes

        2.1.5 Influential elements toward CSR concept

2.1.1 CSR definition

Literatures review to gather reliable Corporate Social Responsibility (CSR) definitions that have been accepted worldwide from the following related institutes.

Thaipat Institute proposed the definition for Corporate Social Responsibility (CSR) as the internal and external corporate operation affecting the society near and far with the use of resources in the organization or external resources to make the public coexisting peacefully (Thaipat Institute, 2010: 11).

Corporate Social Responsibility Institute (CSRI) gave CSR definition as the operation that concerned stakeholders in economy, society and environment with morals, ethics and code of conducts, including the governance to direct the operations with loyalty, honesty, transparent and fair with awareness of negative impacts on economy, social and environment, ready to reduce those impacts , including the application of sufficient economy to integrate with the operation, leading to the success and happiness as well as increasing the competition advantages in all trading arenas that could maintain the sustainable operation, truly benefit stakeholders, economy, society, and environment. (The Stock Exchange of Thailand , 2012: 11).

CSR Network has given the meaning of CSR as the business organization that aims to serve mainly the need of stakeholders with CSR, leading to the transparent and reliable business, not only to the clients, but also to employees, trade partners, communities, relevant government agencies, and society as a whole (Sophon Pornchokchai, 2008: 11-12).

Business for Social Responsibility defined CSR as the business behavior in accordance to the business norms or in excess of the ethics, laws, Commercial Department and public expectation, including the business decisions related to the ethics values, legal provisions, people, and environment (Rommaneechat Kaewkiriya, 2008: 3).

United Nations Industrial Development Organization (UNIDO) defined CSR as the concept aiming for the organization to mix business operation between the social and environmental concerns with the stakeholders. Then, the stakeholders are the important element for CSR for all stakeholders to understand CSR correctly (Raynard and Forstater, 2002: 5).

2.1.2 Stakeholders definition in CSR perspectives

Stakeholders are the heart of the CSR communication to function successfully because of its direct and indirect responsibilities as to propose the meaning of stakeholders, covering different dimensions. Particularly, those who had been affected by the operation, relations to organizations and the definitions of stakeholders as related to CSR.

Regarding the operational results, Freeman (Freeman, 2010: 63-82) had defined the definitions of stakeholders as individual who had been affected by the organization function. Then, stakeholders are the employees, clients, stockholders, communities' investors, trade partners, supplier in the supply chain, NGO, related government agencies to the organization.

As for the relations with organization, the stakeholders are divided into 3 categories, the first category comprised of stakeholders such as, stockholders, administrators, and employees. The second category is those directly involve with the organization such as, clients, trade partners, employees family, and community where the organization located, including the environment or ecological system. The third category is stakeholders directly involved with business competitors and general public (Thaipat Institute, 2000: 12-13).

As for CSR Communication for branding whereas internal stakeholders comprised of the Board of Directors, Executives Officers, Shareholders, and Employees whereas the external stakeholders were Host Community, Unions, Distributors, Competitors, Supplier, Media, World Ecological Community, Bank and Investor, Customers, Trade association, Regulatory agencies, Professional Society, Society at large. (Mark-Herbert, 2007: 5)

Figure 2.1 Stakeholders in CSR communication.

Adapted from Mark-Herbert (2007: 5)

Organization gains support from the stakeholders. In other words, it is necessary to collaborate with stakeholders because the organization gained the benefits from stakeholders, namely, community living in the area organization located. If the organization focused on the surrounding communities and allowed them to get involved in the organization activities as building good relationships between them and received   A license to operate in the community (Welford, 2006: 15-16). Therefore, practicing CSR according to the principles and standard guidelines is considered quite crucial.

2.1.3 CSR principles and practical guidelines

Literatures review in this section displays the corporate abiding concepts and theories as the guidelines, namely, Principles of CSR Level, Corporate Social and Environmental Performance, and Triple Bottom Line. The next concepts are CSR for the Multinational Corporations, such as, Principles of Corporate Citizen, and CSR concepts under the marketing perspectives. In addition, CSR practical guidelines at the international level is Recommendations from OECD Guidelines for Multi-national Enterprises. While Thailand has Corporate Social Responsibility ISO 26000 Standard, and CSR practical guidelines of Securities and Exchange Commission office.

2.1.3.1 Principles of CSR pyramid

CSR based on Carroll Pyramid Theory (Carroll, 2003: 497-505) revealed CSR sequence to reveal how the corporation should practice CSR in sequence and by skipping the steps is something that should not be done
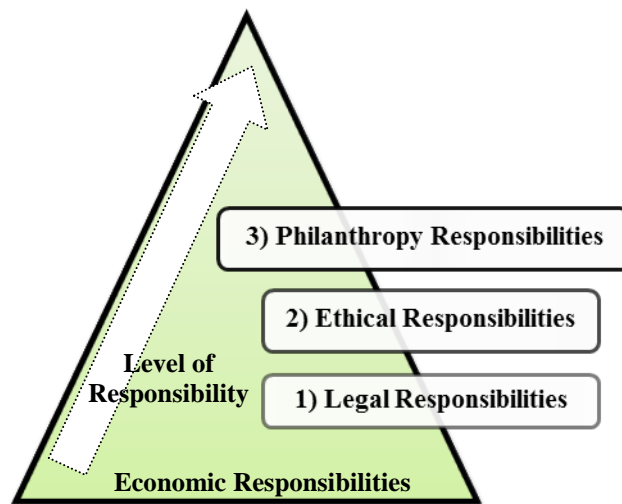
Figure 2.2 CSR pyramid.

Adapted from Carroll (2003: 497-505)

CSR according to Carroll's CSR Pyramid Theory, CSR must start at the fundamental where only small profit earnings are adequate to operate business. In this theory, CSR is divided into 3 significant levels as follows (Sophon Pornchokchai, 2008: 12-13, Carroll, 2003: 497-505):

1) Legal Responsibilities, such as, Civil law, Criminal law, Consumer protection law, Building and Planning law. In addition, failure to follow is considered as the violation of right on individuals, community or threat to peaceful society. Therefore, the corporate practicing CSR should strictly comply with the law.

2) Ethical Responsibilities is considered as the soft law. For example, a person may be subjected to the court fine if he failed to obey the law or canceled the permit or barred from the occupation arena.

3) Philanthropy Responsibilities, such as, being the patron, donor, volunteering for individuals, communities or society as a whole could be done willing and indefinitely. If a person could do a good deed, society would commend and appreciate.

     The corporation that practice CSR must proceed in level 1 to protect the stakeholders. As for the corporation looking after the consumers who strictly obeyed the law, it must practice level 2 for being a strong corporation capable of good operation. In order to increase the corporate creditability, the corporation should practice level 3, which could benefit the corporation and stakeholders from that practice (Sophon Pornchokchai, 2551: 12-13, Eliasson, 2009: 6).

     2.1.3.2 Principles of Triple Bottom Line

     It is the operation that considered the perspective of Triple Bottom Line: 3BL, which comprised of relationship between 3Ps, namely, People, Planet and Profit (Fauzi, 2010: 1354; Henriques, 2004: 29)

     1) People are the human resources or social capital that mainly focused on the locals and corporate labor force to derive at progressive corporate growth together with the community, leading to the equilibrium. When the organization grows in the positive direction, the local would grow in the same way and continue the sustainable community.

     2) Planet is the natural or environmental capital that concerned organization growth, which may lead to increasing benefits and reducing impacts to nature as well as improving environment together with the organizational development.

     3) Profit is the financial or economic capital that derived from the corporate earnings, which considered as the corporate net profit disbursing to the stockholders, not only on the short-term basis, but also the long-term compensation, leading to sustainable corporate growth.
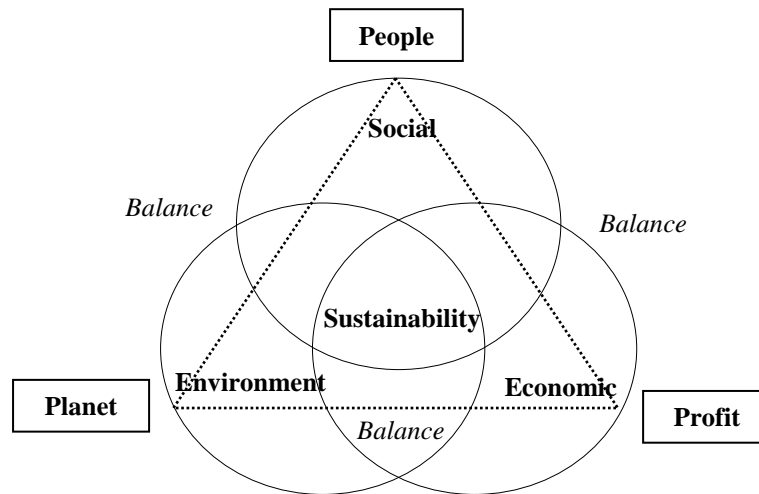
Figure 2.3 Principles of Triple Bottom Line.

Adapted from Fauzi (2010: 1354) and Henriques (2004: 29)

2.1.3.3 Corporate Citizenship principles

It is the corporation conducting own business to benefit the public without intruding other businesses and creating immoral. Once, the opportunity presents, the corporation would return profit to the society. Matten and Crane (Matten and Crane, 2005: 168-170) explained 3 viewpoints on corporate citizenship as follows:

1) Limited view in the corporate citizenship is to focus on the corporate donation or CSR with volunteer mind as the practice under corporate incentive to payback to community.

2) Equivalent view in the corporate citizenship is to define CSR that focus on the sustainability and treatment for stakeholders.

3) Extended view in the corporate citizenship is to define CSR as individuals' rights, social rights, citizen rights and political rights of business sectors.

2.1.3.4 Corporate social and environmental performance

CSR with social investment and CSR potential background, Backman (2007: 38) proposed the following strategies:

1) Follow the rule is the reactive strategy for the small business that unable to increase prices of the merchandise in order to raise social or

environmental levels. For example, the appropriate strategy for selling low price merchandise is to serve the basic social and customers' needs.

2) Set the rule by being the corporate with marketing power from having the resources needed by the society, even the products are not the upper class merchandises. However, the corporation has ample resources to build fundamental rules for itself and competitors, particularly on the production process, pollution-free management, just to create new standard for the competitors to follow and thus pushing the merchandise prices higher.

3) Join initiative is the appropriate strategy for the company without adequate resources to move proactively, but having strong corporate image. This is the incentive for the corporation to establish new standard with other organizations, just to reduce the risk from unpredictable situations allowing the competitors to proactively move their operation forwarded.

4) Lead the way is the appropriate strategy for the corporation with ample resources to produce merchandises or services with well-known brand. For example, the Multinational Corporation could build the competitive models, enabled to drive certain issues by focusing more on the practice than maintaining the rules, to benefit from good corporate name and rules.

2.1.3.5 Recommendations from OECD for multinational corporation Practical guidelines from the Organization for Economic Co-operation and Development (OECD) for Multinational Corporation is crucial for setting u guidelines on CSR worldwide, which considered as the voluntarily practice, without legal pressure. If this practice has been carried out properly, first, the corporation must comply with the general riles of each country that business operated provided that the corporation takes other elements into consideration. The formal recommendations from OECD for the Multinational Corporation related to the promotion policies on economy, social and environmental issues as the sustainable development, respect human rights, promote community and human resources development, support and encourage good corporate governance, motivate business charter and refrain from involving with the inappropriate local political activities (Organization for Economic Co-operation and Development, 2011: 19-26).

2.1.3.6 CSR standard ISO 26000

It was established by Thai Industrial Standards Institute on CSR that recommends the organization to concern on 7 issues as follows: Corporate Governance, Human rights, Labor practice, Environment, fair business operation, consumer issues, and social development. These issues must be categorized with awareness on the expectation of stakeholders from the corporate issues, such as, the impacts from corporation structure, location, other concerned issues as well as mention the facts. The corporation should judge these overall issues as the whole system, instead of a portion. Moreover, it must understand how these issues interacting with each other and consider the impacts on other organization in the supply chain without creating negative impacts on own corporation, or merchandises and services (Thai Industrial Standards Institute, 2007: 13)

2.1.3.7 Guidelines on CSR of the Securities and Exchange Commission of Thailand The key practical guidelines on CSR should be based on the principles of business sufficiency without self-deprivation, at the same time; the business must not unfairly intrude other businesses as well. The Securities and Exchange Commission of Thailand had drafted the guidelines for all registered companies and businesses in 8 categories, such as good governance, fair business practices, respect human's rights and fair treatment for labors, responsibility to consumers, joint-developing communities and society, environmental preservation, CSR innovation disbursement and prepare social and environmental reports (Thaipat Institutes , 2010: 41-48). Furthermore, CSR practice according to international standards that has been accepted worldwide should bring something good to the organization.

2.1.4 CSR outcomes

CSR created outcomes in different dimensions, from tangible to intangible compensation, including the social sustainability, particularly the large business corporation that could share the practice with the community as follows:

2.1.4.1 CSR compensation characteristics

The corporation practiced CSR   to benefit the whole society could be partial to the responsibility, assistance, support or change behavior as well as

being compensated tangible and intangible from those inside the organization, such as, stockholders, employees, and those directly and indirectly concerned with the organization (Thaipat Institute, 2010: 16).

1) Tangible compensation

The stockholders or business owners wanted the corporate stocks prices to be stable and higher than average share. Because investors preferred these stocks, the corporation could access capital investment more. As a result, the financial cost is rather below the market values. The corporate employees are proud to be part of the organization and felt happy to work there. Further from the financial compensation, the company could retain the employees and at the same time, it could recruit the well-qualified employees or persuaded them to come to work for the company. The corporation could generate better earnings and increase its market share. When the customers considered buying merchandises and services from the organization that engaged in CSR and environmental friendly. For instance, the sale promotion that promised to donate a portion of sale on each product to the social foundations.

2) Intangible compensation

Benefit from positioning the Brand to gain the customer's loyalty is the priority issue for that operation. The marketing promotion together with CSR activities is to create corporate good image. Further from positioning the Brand, the regular formality practice that favor society voluntarily practice rather than following the industrial regulations or laws is to create strong and better corporate identity, such as, arranging for effective waste treatment for the factory far better than the minimum requirements or just having the system to pass the inspection, but never put it in use (Thaipat Institute, 2010: 17-19).

2.4.1.2   CSR sustainable outcomes

CSR is not to burden the corporation, but rather represents the substantial investment for business growth that could reduce risk of failure and ensure the future sustainability as one of the CSR reward as follows (Sophon Pornchokchai, 2008: 17-23):

1) Increase the competitive advantages as one dimension to better the corporation competition edge. This ability developed locally, on national and international levels.

2) Increase value-added and CSR to gain corporate creditability and good image in the stakeholders' perspectives, leading to more benefits for all concerned parties. When a corporation practiced CSR, the stakeholders benefit from such practice through the stable stock prices or even increase in stock prices.

3) Reducing business risk from practicing transparency business which mean fair business operation, risk reduction through legal compliance and resistance. It is the continuous process to make stakeholders understanding all aspects.

4) Assess the capital investment to create financial line, also the capital funds assessment allowed the employees finding more investor loans or creditability for bank loan or extended business realm.

5) Creating products brands , which are intangible assets and non-values, but self-worth because by adopting CSR, it also showed the business difference from competitors

As being seen, CSR results should appear as tangible and intangible. The corporation should focus on the sustainable CSR to make the company stable grow and reduce risk. Then the CSR results would appear both tangible and intangible which had been influenced by the surrounding contexts.

2.1.5 Influential elements toward CSR concept

The elements affecting CSR Concept could be compiled through the giant Multinational Corporation CSR reports. The influential elements on CSR communication involved the following aspects (Morsing, 2006: 287-288):

1) Concern on global situations, which were analyzed on the issues involved with international and local marketing.

2) Role of organization in society; Corporate Social Responsibility towards people, planet, and profit.

3) Relations with stakeholders, particularly with the employees, and clients

4) CSR ambition level of organization through the CSR analysis that must be achieved in high, medium and low levels

To conclude literatures review in CSR to understand how CSR related to internal and external business operations with the social and environmental concerns. The corporation focused on responding to the stakeholders' needs, internal stakeholders, namely, the Board of Directors, Executives Officers, Shareholders, and Employees. For the external stakeholders, they are Host Community, Unions, Distributors, Competitors, Supplier, Media, World Ecological Community, Bank and Investor, Customers, Trade association, Regulatory agencies, Professional Society, Society at large. The business corporations must understand the fundamental CSR, such as, business operational principles aiming at balancing social, environment and economy, as well as practicing CSR properly. The corporations with the national creditability collaborated with each other to set up the guidelines for CSR, hoping for intangible and tangible results, with the sustainability and values for corporation and community. These concepts had been influenced by the concern on global situations, role of organization in society, relations with stakeholders, CSR ambition level of organization.

2.2 CSR communication definitions and roles

Literatures review on CSR Communication comprised of the following issues:

2.2.1 CSR communication definitions

2.2.2 CSR communication roles

2.2.3 CSR communication development

Literatures review in this section reveals CSR communication definitions, CSR communication roles from different aspects, and important parties on CSR Communication, including development levels of CSR Communication.

2.2.1 CSR communication definitions

CSR Communication is defined as the communication designed and disseminated by the corporation to show CSR that covered communication related to individual and corporation from consultation with stakeholders, CSR report and communication campaign for the environmental issues (Morsing, 2006: 189). The corporate sustainable development should benefit both the corporation and stakeholders in the society with the elements related to the corporate management in the following areas: CSR, corporate social accountability, stakeholder approach, corporate social performance, corporate citizenship, corporate governance, triple bottom line, corporate sustainability communications.

Corporate sustainable development originated from mixing corporate activities until the sustainable development became a part of corporate vision through strategic planning and business operation must come from social perspectives. Importantly, CSR is the significance elements of sustainable development (Signitzer and Prexl, 2008: 1-19).

CSR communication is defined as the CSR communication with inside-out approach. According to Morsing (2003: 190), the corporate members are the important target in CSR Communication because they are both the message sender and receiver as well as being members in the corporation or employees as the first group to consider CSR policy and CSR activities. Therefore, CSR definition is related to the roles of CSR.

2.2.2 CSR communication roles

CSR communication is the significant element of sustainable development and also the key data base for strategic planning, which more than the corporation activities. Due to the main communication roles on corporate social performance, such as, CSR activities, Corporate accountability, and Corporate citizenship.

CSR communication should look for another channel to distribute and report to stakeholders on the firm concepts and practice principles, and CSR responsibility. Friedman and Miles (2006: 95-97) pointed out that the corporation could show the stakeholders on CSR principles through the distribution strategies and policies on the environmental , social and ethical management as well as informing

them on CSR as to increase the organization values, resulting in more values for stakeholders.

The viewpoint mixing between CSR and communication plan under the marketing activities and the CSR on marketing, leading to the stakeholders as the target for improving the corporate image, accumulating reputation, and increasing corporate potential through marketing communication for better corporate image.

CSR communication viewpoint is a part of marketing communication and under the corporate communication by having CSR communication to the consumers, community, media, supplier, local authority, financial group, and distributor (Signitzer, Prexl, 2008: 1-19).

For CSR communication viewpoint for the corporation and stakeholders, CSR communication roles are building the corporate image and changing behavior of stakeholders. The communication subject is the CSR message to communicate with firm commitment and imitative in the following areas (Shuili, Bhattacharya and Sankar, 2010: 186-212):

1) CSR commitment covered from adequate and extensive preparation of resources in materials and money so that CSR could develop long-term relationship.

2) CSR compact concerned the benefits or may happen with the targeted group of CSR, instead of considering one corporate angle related to the social issues.

3) CSR motives are raising the corporate creditability and reduce the doubt of stakeholders. Therefore, it is a good motivation and creates advantages for the corporation and society.

4) CSR fit should agree with the social issue and the nature of existing business. The stakeholders usually need the corporation to support the most appropriated social issues with the nature of existing business. The stakeholders are usually needed the corporate support in the most appropriated issues.

Factors on the corporate characteristics are as follows (Shuili, Battacharya and Sankar, 2010: 6):

1) Reputation derived from the past corporate operation in order to show the corporate ability in building valuable outcomes for stakeholders. Corporate reputation is to gather business success in different success together, starting from the

merchandise quality, innovation, investment values, Human Resources Management and CSR.

2) Industrial types for the corporation is the main driven for CSR Communication to success. The stakeholders are in doubt of the industrial companies in manufacturing cigarettes, alcohol, and gasoline.

3) Marketing strategies by considering the CSR position for the competitive advantages and accessing consumers' spirit.

As for the characteristics of stakeholders affecting CSR communication roles are 2 types of stakeholders according to Shuili Bhattacharya and Sankar (Shuili, Bhattacharya and Sankar, 2010: 7).

1) Opinion-leader audience such as the business newspaper, investors and Non-government organizations

2) General public such as consumers and local communities.

The support for the stakeholders is the main CSR communication substance, which reflected the need of stakeholders, values and equality. As being seen, CSR communication could be considered in many angles, starting from building the corporate image, relationships between the corporation and stakeholders as well as improving stakeholders' behavior because characteristics of Business Corporation and stakeholders affecting CSR communication. In addition, CSR communication role revealed the development of CSR communication.

2.2.3 CSR communication development

CSR communication development of each business organization should reflect the corporate aim, not only on the corporate operation, but also the stakeholders of the organization. Therefore, the stakeholders are the important sector to develop CSR communication. Hund and Engel-Cox (2002: 217-231) proposed the CSR communication development level as follows:

1) Ad hoc communication for targeted stakeholders

2) One-way communication, such as, advertising, radio, journal and published media to raise awareness in CSR information. Data sharing should be further increased as well as focused on the stakeholders' involvement.

3) Two-way communication is sharing information with stakeholders, such as, corporate website, divisions conferences, forums for presenting news and opening for CSR activities

4) Stakeholder engagement through Two-way communication to learn about stakeholders needs as well as building relationships between stakeholders and organization, eventually developing strong bonds

5) Participatory interactive decision-making occurred when the stakeholders developed the corporate bonding and decided to involve in CSR or change behavior according to CSR communication since the corporate mainly focused on the community needs.
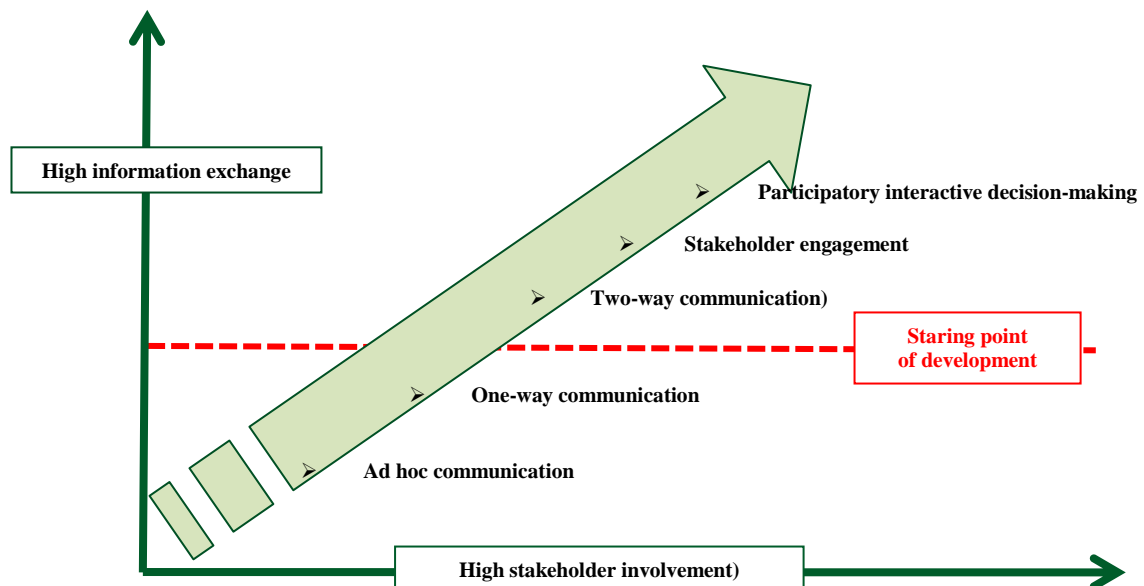
Figure 2.4 CSR communication development.
Adapted from (Hund and Engel-Cox (2002: 217-231)

Two-way communication is the beginning of CSR development through Two-way Asymmetric Communication, eventually leading to Two-way Symmetric Communication.

2.2.3.1Two-way asymmetric communication

Two-way asymmetric communication mostly used in the social science and behavioral science fields for academic intention and used the Asymmetric concepts so the communication process should be responded in cycle. But the main intention is to make the sender understand the receiver better, while trying to persuade

him. The application that emphasized the research on social and behavioral science to campaign and deliver messages that could change perception and encourage the appropriate behavior, particularly, among leaders in various fields that could be influenced by the research results. Two-way Asymmetric Communications the social science methods that developed for better spiritual persuasion, by aiming to change behavior in short-term (Matthee, 2011: 36-39).

2.2.3.2 Two-way symmetric communication

Two-way symmetric communication aims to build understanding. It is Two-way Symmetric Communication with balancing communication process that information could be sharing freely, depending on the attitude of the corporation and stakeholders. This system based on open and honest Two-way Symmetric Communication with give and take from both sides, instead of being the communication for persuasion only. This is included the importance of respect and effort to understand each other, focusing on the negotiation and intention to compromise with each other. The corporation had applied the system to identify the issues, risk and crisis management, long-term positioning strategy as the guidelines for campaign. The communication is the key for developing strong relationships through learning, including the development on understanding each other. Therefore, Two-way Symmetric Communication is a good example (Matthee, 2011: 39-40).

Then, communication to change the society is considered as the important CSR communication development. The communication to change the society is also promoting support that started from the individual to other communities, leading to the decision-making for better living.

To conclude, the literatures review in this section summarized CSR communication as the communication designed and distributed by the business corporation just to display the commitment and the attempt to apply CSR for sustainable development. CSR communication roles on the corporate communication are mainly to promote relations between the corporation and stakeholders as well as improvement on the behavior of stakeholders. The middle persons then hold the key to CSR communication process on the proactive society so that corporation could build its creditability. Besides, the CSR communication development of each organization

reflects the strategic CSR communication of such organization. Nonetheless, CSR communication must begin inside the corporation and extend to outside.

2.3 CSR communication with inside-out approach

The success of CSR communication derived from building relationships with the stakeholders as internal and external receivers. Therefore, in order to accomplish the goal of corporate communication strategy, CSR communication success should originate inside out. The following issues are under some considerations (Marijke and Fundación, 2001: 3).

2.3.1 Internal CSR communication

Internal CSR communication originated from the understanding the need for internal communication could identify the appropriate communication tools for building consciousness in the sustainable development.

1) Identify needs for CSR communication, such as trainings and explaining about the sustainable development and CSR, building the profound understanding on the sustainable development and CSR campaigns, including how to accomplish the corporate objectives. This is also the diagnosis of how to manage different and existing issues, avoid the duplicate works. The executives informed about the progress in the sustainable development and other CSR campaigns to identify the scope of work inside the corporation with the support, improvement and lifting communication levels with the external receivers.

2) Identify CSR communication tool for internal corporation for the sustainable development and CSR, such as, the internet system to share information on sustainable development, or the intranet system as internal internet network that allow the member to transmit information on the sustainable development and other CSR campaigns, including the internal memo, and weekly meetings to review the progress report and provide support on the important campaign.

3) Raising consciousness on the corporate sustainable development. The corporation may try out different communication tools until discovered the tool that could bond with the employees and stakeholders. It is the internal communication that related to the sustainable development strategy.

2.3.2 External CSR communication

The success of external CSR communication derived from understanding the need that could identify external communication tools appropriated for raising stakeholders' consciousness (Marijke and Fundación 2001: 4).

1) Identify the needs for external CSR communication because the corporation has different receiver and context. The sustainable project may be related to participation and cooperation between different sectors (community, service provider, customers and others), which required the stable communication system for arranging activities or developing and sharing data in those activities. Furthermore, the Executive Committee should be more active in planning the corporate sustainable development, perhaps from setting up special communication system to facilitate the data sharing, responding and meeting for key decision-making.

2) Identify the needs for external CSR communication affecting the external receivers through the Two-way communication or others. This should relate with the sustainable development or CSR campaign or the corporate purposes. For example, establish the website to propose data on the sustainable development campaign and area to share information and arrange communication and collaboration with stakeholders, meeting with stakeholders to share ideas in different issues, decision-making on the conclusion as well as providing recommendations for the corporation.

3) Raising consciousness of internal receiver with Two-way Symmetric Communication or others could be developed into the sustainable campaign or the corporate achievement.

The bonding of receiver in the sustainable development originated from CSR communication that related to the stakeholders as the internal and external receivers who started the communication demand by identifying tools for raising the consciousness, results assessment, and data modification needed in CSR

communication with employees, chief executive officers , executive committee, and service providers, including external CSR communication with customers , founders, other trade partners , general public, an civil society. Furthermore, the success in CSR communication depended on the strategy and CSR communication adapted by the corporation.

2.4 CSR communication strategy and process

Literatures review on CSR communication strategy and process divided into the following issues:

2.4.1 CSR communication strategy

2.4.2 CSR communication process

Literatures review in this section revealed the application of CSR communication strategy to reflect CSR Communication development for each corporation, linking to CSR communication process.

2.4.1 CSR communication strategy

The relationships between the corporation and stakeholders indicated the chosen CSR communication strategy, which related to the consultation between 2 sectors. Morsing (2006: 141-146) had classified the communication strategy into 3 types as follows:

Table 2.1 CSR communication strategy (Morsing, 2006: 141)

Strategy	Disseminate data to stakeholders	Respond to stakeholders	Participation of stakeholders
Communication principles	One-way communication with the public through giving	Non-systematic Two-way communication through giving and building relationships with stakeholders	Systematic Two-way communication through giving and building relationships between the corporation and stakeholders

Table 2.1 CSR communication strategy (Morsing, 2006: 141) (cont.)

Strategy	Disseminate data to stakeholders	Respond to stakeholders	Participation of stakeholders
Stakeholders	Request additional information	Request confidence in CSR practice	Participation in building CSR
Roles of stakeholders	Influence of stakeholders for or against information	Responding to CSR practice	Involvement, participation and advice on CSR practice
Identify focus point for CSR	Chief Executive Officers decisions	Chief Executive Officers decisions through Poll's results and consultation between networks and trade partners	Relevant negotiation with stakeholders
Main communication strategy	Inform stakeholders on decision-making and CSR practice	Showing the stakeholders how the corporation practice CSR	Inviting and building CSR with systematic consultation
Organization communication function	Design concepts with inviting contents	Classified relations with stakeholders	Build relationships
Third parties	Not necessary	Grading and taking poll	Stakeholders is a concerned person with CSR

The differences in each CSR communication strategy in relations to the direction and weight of information that had been sent to the stakeholders and having their interactions. The communication strategy could be separated into the direct approach, such as, one-way communication with the public, and indirect communication strategy involving the consultation with communication feedback.

2.4.2 CSR communication process

CSR communication process started from the corporation as the sender of messages on CSR through the media to the receiver as the stakeholders in business. After receiving the messages, there may be the interactions from different sectors related to each communication.

Schantz (2005: 40-43) proposed the elements in CSR communication as follows:

1) CSR data source is the product/main Subsidiary Corporation or flagship in delivery of CSR data to the stockholders.

2) CSR message is the main issue, substantial item, statement that the corporation focused on CSR towards the stakeholders.

3) CSR communication channel is various media.

4) CSR message receiver is a targeted stakeholder for delivery CSR messages.

After CSR communication process, the stakeholders may or may not respond.

Such reactions may result from each sector related to CSR communication each time (Schantz, 2005: 40-43).

CSR communication channel could be divided into 2 main channels

1) Corporate channels from CSR report, organization website, public relations, advertisement, point of purchase.

2) Independent channels from the media reports and words of mouth (Shuili, Bhattacharya and Sankar, 2010: 186-212)

To conclude, the literatures review of this section displayed 3 types of CSR communication strategies. They are the strategy in providing news, responding to stakeholders, and Participation of stakeholders. Furthermore, CSR communication strategy which had been linking to the CSR communication process comprised of CSR data sources, CSR message, CSR communication channel, and CSR message receiver.

2.5 CSR communication efficiency

Literatures review on CSR communication divided into the following sections:

2.5.1 CSR communication efficiency towards business corporation

2.5.2 CSR communication efficiency towards stakeholder

2.5.3 Evaluation of CSR communication efficiency

Literatures review in this section display CSR efficient communication towards the business corporations and stakeholders, including the principles of CSR communication efficiency assessment appropriated for the research.

2.5.1 CSR communication efficiency towards business corporation

CSR communication efficiency could be considered in many aspects, starting from the awareness of CSR, building corporate image to create interactions and bondage between the business corporations and stakeholders, including the permission to operate business as well as gaining trust from stakeholders.

2.5.1.1 Internal and external outcomes of CSR communication towards business corporation

1) Intangible internal outcomes, such as, CSR awareness, corporate unique image and corporate trust.

2) Intangible external outcomes towards consumers, such as, buying merchandise, loyalty, guiding employees , i.e. production ability, loyalty, citizenship action, directing, investment, investing amount and loyalty (Shuili, Bhattacharya and Sankar, 2010: 186-212)

2.5.1.2 Interacting and bonding with stakeholders

CSR communication has made stakeholders participated more in the corporate activities as well as motivate them to interact with the corporation. Therefore, CSR communication helps to emphasis on bonding between stakeholders and the corporation based on CSR that corporation promised to follow. The degree of stakeholders' involvement in CSR, as being summarized from the corporation is not only actively informing CSR to society, but also proposed CSR as bonding between the corporation and stakeholders (Maignan, 2004: 14).

2.5.1.3 Social license to operate business

CSR communication is the effort of organization to gain acceptance from the stakeholders where the corporations must find the way to approve operation legally. Socially, the stakeholders approved or disapproved the business operation based on the corporate behavior assessment. CSR communication is quite important for the corporation to disseminate CSR news to the stakeholders, building and maintain corporate positive image, creating corporate unique brand for employees through CSR activities, legal approval for business operation and maintaining that status (Bittner, Leimeister, 2011: 9-10).

2.5.1.4 Stakeholders trust in the corporation

The key for building the sustainable social capital is the heart of corporation with corporate citizenship. Then, trust is the sustainable reward from the competency in the social and environmental change. Trust came from building relations between different sectors and corporations as a result from having knowledge, understanding in all related sectors.

Kabir (2007: 30-54) proposed 2 basic powerful ideas for building "Stakeholders Sustainable Trust Towards Corporation"

1) Corporation unique identity creating corporation trustworthy

2) Stakeholders analyze the purpose behind CSR communication before making decisions whether to trust or not.

Corporation trust and CSR position affected the success of CSR activities because without consumers' trust in the corporate social responsibility, consumers may not respond to CSR activities. Therefore, the diagnosis on factors and process that may put the stakeholders in doubt in the intention behind CSR communication must the priority (Kabir, 2007: 30-54). As being seen, CSR communication efficiency occurred with the building the corporate unique image, interaction and bonding with stakeholders, approval for business social operation and stakeholders' trust. Good CSR communication must balance sides, the Business Corporation and stakeholders.

2.5.2 CSR communication efficiency towards stakeholders

The significance CSR communication component is the stakeholder, particularly the external stakeholder operating business in the community. Because the

corporation needs acceptance from the surrounding communities to obtain the License to operate from the society and public (Bittner and Leimeister, 2011: 9-10), the development and application of efficient CSR communication that could change behavior of stakeholders and community society are crucial. Then, understanding communication is essential for society and it truly reach the stakeholders in the community until becoming so efficient that it could change stakeholders' behavior and society.
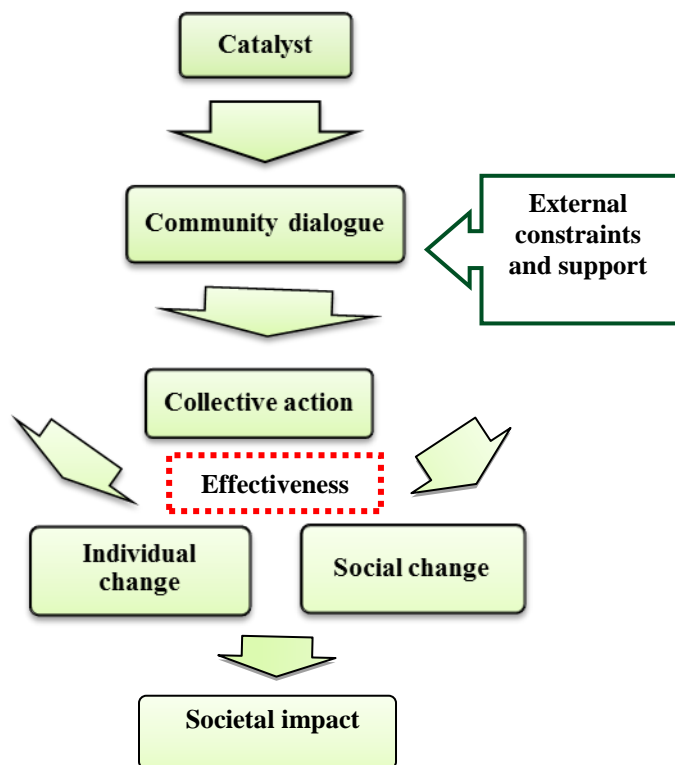
Figure 2.5 Communication for social change.

 Adapted from Elena (2008: 7)

Social change through communication has the following elements (Elena, 2008: 6-13).

1) Catalyst that can be external or internal to the community, which should be consulted with the locals participants. These catalysts comprised of internal motivation, the changes, innovation, policies and developed technology, media, community dialogue.

2) Community Dialogue consists of 10 steps as follows: accepting problems, leader presence and relationship, clarification of perceptions, display the need

of each person and the desire for sharing, future vision, assess current situation, set up objectives, alternative practice, majority of opinions towards practice and practical plan.

3) Collective Action is the corporate operational process with efficient plan and assessment with 5 important steps as follows: assign responsibilities, mobilize force for management, and accomplish set objectives, participative outcomes assessment.

4) Individual Change are the change occurred among individuals in competency, ideas (knowledge, beliefs, values, acceptance, standard norms, and personal identity). For emotional responses, they are sense of unity, having compassion, self-confidence, and increase social support, rights protection and benefits, as well as intention and behavior.

5) Social Changes involved the leadership, levels and equality in the participation, information equity, collective self-efficacy, sense of ownership, social cohesion, social norms. Changes on individual and society eventually affected Societal Impact.

Efficient CSR communication towards stakeholders must be the communication to change the stakeholders and society. Communication for social change is the process comprised of internal and external catalyst, community dialogue, collective action that may lead to Individual Change, Social Change and eventually Societal Impact. The output assessment must rely on the appropriate assessed principles.

2.5.3 Evaluation of CSR communication efficiency

CSR communication efficiency evaluation is to measure the balance between the business corporation and stakeholders, by considering Outputs, Outcomes, Impacts, and Advocacy Evaluation mainly to review literatures. Then, the result assessment on campaign for social change and successful are as follows:

2.5.3.1 CSR communication measures

CSR communication successful operation is the attempt to measure to measure success in 3 sides, outputs, outcomes, and impacts (Kotler and Lee, 2008: 323-340).

1) Output Measures is the simple and most accurate assessment through the focus on communication process related to CSR activities as follows:

A. Number of content disbursed through brochure, flyers, manual and premium by considering mainly the dissemination whether or not the targeted group reading

B. Regarding reach and Frequency, reach is concerning numbers of people or households receiving news within the specific time and frequency, which represents average number within specific timeframe that the targeted group received the messages

C. The media coverage is the attempt to use media and publicity. For example, numbers of square inches in column inches on the newspaper and magazines, including numbers of seconds on air on television and radio and the number of targeted group participating in CSR activities

D. Total impression is the measure gauge linking data, such as, Reach, Frequency, Media exposure and Material dissemination as the estimation of numbers in the targeted group already received data. After dividing communication cost with total numbers of persons, the remainder would be the Cost per impression, the Implementation of Program Element for checking whether they had performed activities as plan under the specified time and budget, leading to success.

2) Outcome Measures are assessing the respond of CSR communication targeted group based on the communication objectives. The outcomes were divided into the following aspects:

A. Response to Campaign Elements are including telephone call center, coupon redemption, letter or E-mail, requesting additional information when purchasing merchandises or services for CSR communication and participation rate

B. Campaign Awareness is the measure gauge for perception in elements of campaigns to learn the results in awareness and memory, using Unaided Awareness, Aided Awareness, Proven Awareness, which could explain the detail of awareness accurately

C. Customer Satisfaction Levels are related to the service elements of the Project, such as, Satisfaction rate in seeking health advice in the fat-free stomach"

For measuring gauge to assess changing results could be divided into different sections as follows:

A. Change in Behavior is the measure and identify the pattern of changes in the reduction of percentages. For example, both de creasing and increasing incidents, adults decreased alcohol consumption from 17% to 6% or increased the use of safety belt 20%

B. Change in Behavior Intent is appropriated for CSR communication with minor news dissemination or short communication period sand appropriate for the targeted group in the Pre-contemplation stage, leading to the Contemplation stage and Action stage.

C. Change in Knowledge included Facts, Information and Recommendation.

E. Change in Belief is the indicator of Attitude, Opinion and Value.

F. Policy Changes is the official campaign target that focused on the policy to support change in behavior. For example, when taking interest in children oral health, the community persuaded the merchandises to remove the candy and gum from the checkout counter.

3) Impact Measures are the measures with high expenses to assess impact from changing behavior by dividing into the types of rescue, such as, decrease numbers of drunk and drive, preventing sickness through exercise, avoid injury through work safety. The practice on impact measures based on the following principles: Step 1: Make certain that the chosen behavior caused changes in CSR, which could be affected in the chosen issue. Step 2: Some cases may take longer to assess due to the overlapped timing between the practice and impacts. Step 3: Assessment method must be precise and appropriate.

2.5.3.2 Advocacy evaluation

The advocacy evaluation directing at behavioral change is the paradigm of natural assessment through various assessment pattern, having 4 significant characteristics (Somwung Pitiyanuwat, 2008: 297).

1) Educational evaluation through inductive reasoning that focused on understanding, problems, situation, or process directly from the primary source to make the assessor understand by getting in touch with the nature.

2) It is the evaluation with various information, enabled to use the quantitative and qualitative data, objective and subjective data to represent the assessed phenomenon.

3) The assessment had not fixed on the future standard plan. The assessment process is related and varied, depending on experience from participation in the assessment. The assessment that considered many facts rather than single fact that human could perceive and interpret through various methods. Since no one could possibly know everything that happened, we must accept that each one of us has proper attitude.

2.5.3.3 Success in CSR communication evaluation

The evaluation originated changes in behavior and society could be the effective tool to improve individual learning ability and fully developed corporation.   In order to understand the connection between the assessment system and organization system, one must take the principles into consideration to accomplish assessment successfully (Supavan Phlainoi, 2008: 102).

1) Systematic inquiry is for the assessor to proceed in system, starting from the database, and investigate appropriately.

2) Competence is for the assessor to increase the third parties competency.

3) Integrity / honesty are for the assessor to adhere and loyalty throughout the assessment process.

4) Respect for people is the duty of assessor to consider public safety as well as showing honesty to the informants and concerned parties when interacting with each other.

5) Responsibility for general and public welfare is the duty of assessor in good public assessment

6) Recognition, Assessor must realize that many parties involve had negative experience from the past evaluation

Furthermore, the challenge in the follow-up of results assessment is in the firm and follow-up of assessing results, assessed quality improvement, using lessons and recommendation for further benefits, improving regulations and assessment procedures, academic support, and building strength of assessment system to the shareholders.

To conclude, Literatures review in the efficiency of CSR communication indicated that CSR communication should benefit both the Business Corporation and stakeholders. The sustainable efficiency towards the business corporation started from the awareness in CSR communication to build the corporate image, interacting and bonding with the stakeholders, including the permission to conduct business and earn trust from stakeholders. The efficiency affecting on the stakeholders, it started from changing behavior in each person as well as changing society. The assessment of CSR communication efficiency must cover the Outputs, Outcomes and Impacts, respectively.

2.6 CSR communication in Thai society

CSR communication overview displayed the current CSR communication in Thailand that mostly originated from the Multinational Corporation applied CSR in their operations in Thailand. The current CSR phenomena focused on the publicity or marketing strategy whereas the current global CSR direct at making CSR as the tool for development.

Therefore, the study on multinational corporation could be done through a case study on CSR, which should benefit both the business corporations and stakeholders in Thailand. The selection of a case study considered the competency in being a good model for CSR. The corporations were selected based on the competency of being a good model in practicing CSR and played the significant roles in

communicating CSR to ensure its success. The literatures review is then divided into 2 main issues as follows: Overview of CSR Communication and Business Corporation for a case study as being shown in details.

2.6.1 Overview of CSR communication

Amidst the global economic crisis, Thai business is currently facing difficulties in practicing CSR, leading to the sustainable development. To date, the business practice CSR through the social activities in order to publicize for corporate reputation or aiming for strategic marketing. However, the current worldwide development in CSR from the organization, such as, UN Global Compact Business had used CSR as the development tool, building not only steady business, but also creating social values from business to community and society. In order to keep up with this recent development, the business must understand the practice on CSR integrating with regular business (Pareena Prayukvong and Matt Osen, 2009: 3). Therefore, the study of CSR communication as a case study is very important.

2.6.2 Business corporations for case study

CSR communication in Thailand, certain business corporations were selected as a case study based on the agreement showing the competency in good practice CSR communication of Multinational Corporations in Thailand as follows:

A case study 1: The Siam Cement Public Company Ltd. as Thai Multinational Company

A case study 2: Uniliver Thai Holding Company Limited as the Western Multinational Corporation

A case study 3: Panasonic (Thailand) Co., Ltd. as the Eastern Multinational Corporation

All 3 cases provided fundamental data for the case study.

2.6.2.1 First case study: Siam Cement Public Co., Ltd.

The Siam Cement Public Company Ltd. or the Siam Cement Group (SCG) had been firmed on the business ideology "Adherence to CSR" as the basis for conducting business for over 100 years. The Siam Cement Foundation was clearly established in 1963. The company had set up the corporate fund to benefit

society. After 50 years of operation, in 1967, this corporate fund was allowed to register as "Siam Cement Foundation" and announced as the charitable organization. The corporation donated additional money and shares to Siam Cement Foundation so the interest could be used for public benefit.

In 2004, Siam Cement Foundation had restructured the organization and improved working process to change activities and operational patterns to coincide with the situation and social conditions under the administration of the foundation committee with the involvement of SCG chief executive officers (SCG Head Office, 2010: 27-30)

SCG received many national and international awards. In the prior year, SCG had won some significance awards from H.R.H. Princess Maha Chakri Sirindhorn, Thailand Business Management Association and Sasin Graduate Institute of Business Administration of Chulalongkorn University as being the best in CSR, the best Foundation for Sustainable Development for 3 consecutive years, award from Dow Jones Sustainability Indexes (DJSI), the Excellent Corporation of Thailand, ranking Asia's Top Companies 2010, Finance Asia, Best Corporate Governance and the Best Corporate Social Responsibility Corporate Governance Asia. As CSR excellence in Asia, the corporation received Asia's Best CSR (SCG Head Office, 2011: 92).

CSR communication of SCG is under its ideology and good operation according to SCG ethics, SCG good governance, the campaign "SCG Conserve Water for Future "to indicate CSR communication development from the concept, "Learning together with Community" in the movement to build the Check Dam, building "Learning Center" to transmit concept on the sustainable water conservation, including the corporation awareness, "The success factors in CSR Communication is building the Check Dam". The study of CSR communication of SCG was done as in-depth study and Analyzing Within-Case Data to engage primary data to further the research.

2.6.2.2 Second case study: Uniliver Thai Holding Co., Ltd.

Uniliver was developed in 1890 by William Hesketh, the founder of Uniliver who had written about the new product "Sunlight Soap" to clean

and promote good hygiene in England during Queen Victoria reign before the motto "Corporate Mission", which considered the main practice until now.

Uniliver beliefs that success is the representation of operation with " the highest standard of responsibility towards employees, consumers, society and the planet" Uniliver mentioned participating in the resources of raw materials, environmental protection, support the local communities and others. The evolution of Uniliver started in the 21 century with the strategy to progress that focused on manufacturing   products with worldwide sale potential, including the production concept that had helped people to, "feeling good, making life more happiness " which is the main concept of Lord Leverhulme for over hundreds years (Uniliver Thailand, 2000: Online).

To date, Uniliver, Head Office received the Golden Award for the international corporation to achieve International Corporate Achievement in Sustainable Development from the World Environment Center (Unilever Global, 2012: online). CSR communication of Uniliver originated from the sustain development concept, enabled the corporation to follow the ethics code in Thailand. The CSR communication based on the communication roles as CSR, acting with CSR in mind to represent the corporate brand "Uniliver" through different campaigns. One campaign, "Dirt is good, the corporation used as the pilot project for CSR communication. The study of CSR communication of Unilever was done as in-depth study and Analyzing Within-Case Data to engage primary data to further the research.

2.6.2.3 Third case study: Panasonic (Thailand) Co., Ltd.

Because Panasonic (Thailand) Corporation   gave priority to CSR, the corporation had been selected by Dow Jones Sustainability World Indexes (DJSJ) World to be the company practicing good CSR for 6 consecutive years. Two Panasonic subsidiaries, Panasonic Corporation and Panasonic Electric Works Co., Ltd. were selected for the award from Dow Jones Sustainability World, the Social Responsible Investment (SRI), acting as the indicator for CSR and developed with the collaboration between Dow Jones Indexes of the United States of America and Sustainable Asset Management (SAM) of Switzerland (Panasonic Corporation, 2010: online).

Panasonic received FTSE4 Good Global Indexes award as the indicator for the corporation investing in CSR, such as, environment, human rights,

labor standards, against bribery. Since 2001, Panasonic had been chosen consecutively. Panasonic considered the main business operation, namely, growth profit and environmental reduction concerning al business activities.

Panasonic subsidiaries had been chosen as the sustainable growth corporation from the Sustainable Asset Management (SAM) to receive Gold, Silver and Copper awards for the corporation with sustainable growth and firmly practicing CSR. The selection based on the corporate economic, environmental, and social capacity. Two Panasonic subsidiaries, Panasonic Corporation, Panasonic Electric Works Co., Ltd. received Sustainable Asset Management Gold Award (SAM) for 2 years (Panasonic Corporation, 2010: online).

CSR communication of Panasonic had invented the concept of Corporate Citizenship that later adopted as the international policy for Panasonic subsidiaries worldwide to follow. The CSR communication vision of Panasonic subsidiaries involved being the green innovation in the industrial electrical appliances, which advanced with the innovation in Part 1 Green Life Innovation and Part 2 Green Business Innovation .CSR communication based on the respond through major planning of "Environment Communication", engaging the eco ideas as the heart of green communication in order to respond stakeholders in the sustainable environmental management. The study of CSR communication of Panasonic was done as in-depth study and Analyzing Within-Case Data to engage primary data to further the research.

To conclude, the review of literatures relevant to CSR communication in Thailand explain the current business overview on CSR communication as the publicity or strategy for marketing, but the current CSR fever intended to develop CSR as the development tool. Therefore, choosing good practice corporations for CSR communication case studies is crucial, and the judgment is based on the corporate capability as the good practice communication pattern to represent the Multinational Corporation conducting business in Thailand. A Case Study 1: The Siam Cement Public Company Ltd.) as Thai Multinational Corporation, succeeded from the communication campaign, "SCG conserved water for future". A Case Study 2: Uniliver Thai Holding Company Limited succeeded from the communication of the campaign "Dirt is good" and a Case Study 3: Panasonic (Thailand) as one of the

Eastern Multinational Corporations, Panasonic (Thailand) succeeded from doing the campaign "Green communication"

2.7 CSR communication model synthesis methodology

The literatures review on the methodology of synthesis CSR communication model is divided in the following aspects:

2.7.1 Model

2.7.2 Case study research

2.7.3 Cross case analysis

The literatures review in this section displayed the meaning and type of model, using social science and communication models. As for CSR communication in this study, the finding derived from a case study that applied bellwether methodology with the Corporate Executives and Communication officers, including the Deliberative Democratic Evaluation Methodology to interview the Corporate Stakeholders. Later, the finding from each case study was applied in the Cross-case Analysis to extract CSR communication Model.

2.7.1 Model

Literatures review relevant to model divided into the definition and significant components of model, model types, social science model, and communication model as follows:

2.7.1.1 Model definitions

Longman Dictionary of Contemporary English, 2009: 917 had given the meaning of Model as " Good or successful thing: a way of doing something that is successful or useful and therefore worth copying" and another meaning "A simple description of a system or structure that is used to help people understand similar systems or structures".

2.7.1.2 Model significant components

Keeves (2002: 121) proposed that ordinary Model comprised of the following elements:

1) Model must lead to prediction and output could be verified.

2) Model is not only created associative relationships, but also comprised of structural relationships.

3) Model structure must contain causal relationship to explain the natural phenomena.

4) Model must create imagination, concept, and interrelations, include the expansion of knowledge

2.7.1.3 Model types

Model is divided into 5 types as follows (Keeves, 2002: 121):

1) Analogue Model is to display ideas as comparison at least 2 things, generally applied with physical science, social science and behavioral science.

2) Semantic Model is to display ideas through speaking and writing, generally used with education.

3) Mathematic Model is to express ideas through mathematical formulas, mostly occurred after deriving at semantic model.

4) Causal Model is to display causal relationship between variables of phenomena, mostly educational model.

5) Schematic Model is to display ideas through chart, graph, and figures to explain relations of elements in the study. For example, the Organization Charts is the display of steps to solution of problems or work. The Organization Charts helps executive to analyze the relationships between the system components.

2.7.1.4 Social science model

Riggs (2006: 52-56) studied and produced A Model for Study of Thai Society. Riggs proposed that a model for Study of Thai Society needed for understanding the social function and structure correctly. Riggs realized that the study of a model from function and structure is one of the best ways to understand society better by blending knowledge from different fields of social science together, so-called Interdisciplinary. To build a model for the study of society is to benefit from the

guidelines "function and structure". Function is to produce the Consequences from the systematic structured, including the relationships between different parts of the body in system rather than a single function. As for the structure, it is the pattern of any behavior occurred in one society.

2.7.1.5 Communication model

Mortensen (2007: 47-52) had given the meaning for communication as related to the communication theory. He mentioned the systematic presentation that express as intangible concept. The model is then based on the natural characteristics of presentation and mainly tangible factors. A model is the imagination that could be seen in another form. The benefit of communication model is the action consistent with the key elements in the model to make communication successful. As being seen, understanding the meaning, elements and model type, including the application of social and communication model are the basic knowledge for synthesis CSR model. Therefore, the study of CSR communication is a case study model in the research.

2.7.2 Case study research

The case study research used for in-depth study for specific case in order to gain profound understanding in such case study appropriate for searching unique model from a case study. Therefore, it is appropriate for seeking CSR communication in each corporation. The literatures review relevant to a case study in this research divided into 3 main issues as follows: natural characteristics of a case study, research study for building theory, and cross-case analysis.

2.7.2.1 Nature of case study research

The use of various case studies involved the systemic principles Accurately agreed with a case study as follows (Flyvbjerg, 2004: 420-424):

1) The main role of a case study is to learn human behavior. As for the case study researcher, it is quite close to the real life situation and provided value in 2 angles. First, it is the crucial data for developing fact and human behavior. Second, the case study is crucial for the researcher in learning to develop expertise and experience from social context.

2) Relationships between the case studies and the revolutionary in the social science research originated from many discoveries, mainly from different observations rather than applying statistic with large sample group. Therefore, in the case study, such study would become the significant center for systematically academic development. Then, the reference on other population is only the additional portion.

3) The strategy for selecting a case study must consider the access to data relevant to problems and phenomena in the case representing the most in various situations.

4) A case study and qualitative research method are the study of, "Mutual knowledge" where the observer and participant sharing data. In the analysis procedures, a case study would be identifying through variables based on the evidence and concepts of those variables.

5) The results inference and reference yielded a good quality case study. In many case studies, the significant element is the description. Good description should explain the complication and conflict of the real situation. Many case study methods are resulting from the accumulation of descriptive knowledge.

Table 2.2 Case study research selecting strategy (Flyvbjerg, 2004: 426)

Usage	Purposes
Focus group	- To avoid bias that appeared in focus group
1. Sampling	- To represent samples in the research inference so that finding could be disseminate among the public
2. Stratified sampling	- To summarize results for purposive sampling group
Selecting model based on data	- To use the data from small sample group: A case study with bias as a result form expectation from data
1. Intense or irregular case	- To acquire data in irregular cases to solve specific problems or under close consideration
2. Maximum variation case	-To derive at data indicating the surrounding situation in the case study process and results
3. Crisis case	
4. Paradigm case	- To derive at the logic with deductive research to apply with other cases
	- To develop model on a case study to further study

Generally, a good case study should come from the real life situation and comprised of the environment related to the events, problems and conflicts because the case study should reflect the real life situation. A case study must be able to present both success and failure aspect, in the same time the fact in explaining situations must remain truthfully. Three significance elements are as follows: 1) Truth 2) Base on the research and careful study 3) Support the development from various viewpoints of third parties. A case study focused on the analysis of context in different situations and existing relationships, which could be used later to test the theory or build new theory (Dooley, 2002: 337).

A case study comprised of the Descriptive Research Document as the narrative based on the real situations or events through balancing data transmission between various dimensions, participants and reality of situation. A case study is to search for adequate detailed data for the proactive analysis as well as offering the explanation to the third parties in different viewpoints. The unique identity is the researcher competency to observe the context of the case study as the key element for the study. A case study could be used as the research strategy because it is directing at verifying the contemporary occurrence, including the relevant context, which considered as the obscure context with unclear evidence.

The cross-case analysis method involved various data collection process, such as, the participative observation, document analysis, survey, questionnaire, interview and others. The force behind a case study is the ability to apply any research method in data collection for comparative research results in the same case or cross-case studies to derive at the accurate research. Furthermore, the case study research is also the process to construct theory involved in the following steps:

Table 2.3 Theories formulation process from case study research (Eisenhardt, 2005: 533)

Steps	Activities	Reasons
Beginning	- Definition of research - Build the possibility based on cause and effect - Non-theory or non-hypothesis	- Significant matter to accomplish - Prepare good assessment methodology - Firm on theory flexibility
Selecting case	- Specific of population group - Sample theories, not sampling	- Limit external discrepancy and focus more on external - Focus on the benefit from the application of theories from a case study which made the theory progress through increasing concepts.
Construct tools and procedures	-Data Collection Methodology - Gather Quality and Quantity data at the same time - Many researchers	- Increase theory strength through Theory Triangulation -Having viewpoint agree with the evidence - Support viewpoint and increase strength with evidence
Site visit	- Overlap between data collection and analysis, including record of the area, including the flexibility and data collection method	- speedy analysis to reveal the differences in data collection procedures - Enabled to gain benefit for various content and unique identity of a case study
Data analysis	-Cross-case Analysis - Using different technique searching for planning for Cross-case Analysis	- increase expertise on data and build the primary theory - try to overlook good impression, instead look at all the evidences through different angles

Table 2.3 Theories formulation process from case study research (Eisenhardt, 2005: 533)
(cont.)

Steps	Activities	Reasons
Shaping assumption	- Table evidence of recurring events	- Improve definitions and accuracy and competency in evaluating measurement
	- Replication, not sampling, logic across cases	- To confirm, expand and improve theories
	- Searching evidence "why" the relationships occurred	- Create internal precision
Integrating with literatures	-Compare disagreement with literatures	- Create internal accuracy, raise theory level and improve definitions
	- Compare agreement with literatures	- Improve competency in the inference , improve definitions and raise theory level
Accomplishment	- The possibility of saturated theory	- The end of process when there is no room for more improvement

A case study quite similar to other researches needed to consider different issues, such as, the strict research methodology, accuracy, and reliability. There are 2 types of the analysis preferred in the research study: Structural Analysis and Reflective Analysis (Dooley, 2002: 343).

1) Structural Analysis is process to audit data by aiming to classify model through the narrative, content, other incidents or phenomena. The Structural Analysis is mainly used in the analysis of numerous conversations and other research methodology.

2) Reflective Analysis related to other qualitative research methodologies, such as, Critical science and Phenomenology. Reflective Analysis could be used in the case study to motivate idea from the conventional qualitative research related to the decision-making of researcher who relied on his own instinct. In

the data analysis, it is rather self-determination than the application of technique with explicit category.

The purpose of the report is to present the summary of answers to the research questions in the way the reader could understand. There are 2 popular types of research reports (Dooley, 2002: 343-344)

1) Reflective Reporting is when the writer used literature to make his research alive and propose strong researcher opinion.

2) Analytic Reporting is when the writer intended to present his ideas according to the report structure comprised of introduction, literatures review, research methodology, research results and discussions

Furthermore, each case study comprised of important element, namely, suitable corporation for Bellwether methodology, and stakeholders for Deliberative democratic evaluation methodology.

2.7.2.2 Bellwether methodology

CSR communication study with Bellwether methodology is agreed with the corporation guidelines for policies-making. The research methodology according to Bellwether methodology used in searching for the project guiding issues or project recommendations as the guidelines to indicate how decisions were made and which factors influence planning. The conversation carried out with the Bellwethers to find the policy guidelines. The research methodology is the structured interviewed with the Bellwethers or the influential figure in the private or public sectors who wanted to inform the public about the policies. The Bellwethers are intellectuals with creative ideas and able to advise on the sustainable polies that truly values to the organization.

Bellwether methodology comprised of 5 steps for interviewing the key informants (Coffman, 2009: 3-4)

1) Selecting type or levels of the Bellwethers in the interview: The level of Bellwethers included the policy-maker, media, capitalist, researcher, community, trader or the supporter. The selection of types or levels of the key informants should considered being the representative of critical concept or having the influence over the various issues of policy.

2) Selecting the sample Bellwethers: After determining the level of key informants, the selection criteria for choosing the key informants must be established provided that they had no parts in verifying policy issues to avoid the aided data because during the interview it may accidentally link to the survey data and the response may turn more to be the attempt to make the project successful than the response from own experiences or external variables. Importantly the key informants must have the expertise appropriated for the interview issues.

3) Preparation for the interview: Preparing interview is the heart of the event where the key informants had no knowledge on specific policy in advance, but they were informed of the entire interview scope, which may not be the detailed data. This method is to ensure that the key informants could truly respond to questions without prior preparation.

4) Interviewing: The interview question is to identify the Bellwethers knowledge and concepts, such as, the interview may start from the most important issue in planning and the response of key informants may be done without preparation because they had not known about the questions issues. Furthermore, the response indicated the priority of key issues, followed by the detailed and specific questions through the content analysis conversation, including the outputs of such issues in the near future and long-term.

5) Data analysis and application for strategy: This research method is to seek the guidelines of Bellwether as the Summative data and Formative data. The Summative data could reveal the move towards policy-making or raising the significance of various issues. As for the Formative data, it could point to the knowledge gap on development.

Conclusions on Bellwether methodology (Coffman, 2009: 4-16)

1) Using the Bellwether methodology

2) Key content gathered through the structured interview with the Bellwethers or the influence figure in the private sector as the one with higher position that could verify each issue covering the entire policies. The policy maker as the sample in the case study should not be responsible for surveying various issues. The policy maker as the key informant should not know about the interviewed issues in advance.

3) Interview by outside assessors

4) Acquired qualitative data

5) This research method is being used for assessing issues related to the state, environment and local policies, political outcomes; forecast the project feasibility or changes in other areas or whatever makes the project become successful.

2.7.2.3 Deliberative democratic evaluation methodology

The research study on the stakeholders' viewpoint on CSR communication efficiency through the Deliberative democratic evaluation methodology is the appropriated method because it opened for the stakeholders to voice their opinions. The Deliberative democratic evaluation methodology contains the following details:

Deliberative democratic evaluation is the process allowing the qualified citizen to participate. Considering the academic aspects, Deliberative democratic evaluation methodology comprised of 2 main principles as follows (Stufflebeam and Shinkfield, 2007: 28-30):

1) Reasoning between individuals quite different from other advantage groups

2) Public Act is the process for reasoning, weight reasons, and acceptance or reject any reasons. These acts which must be done openly in public are different from casting votes which considered as individual discreet act.

Deliberative democratic evaluation is the consultation process that opened for all participants to have equal status provided that the institutions or projects received protection based on the fact in pluralistic society. Other who may have different reasons could express their opinion and viewpoints with proper dialogue and readiness to collaborate with results discussion. The participants are the experts in such issue because they have different reasons, viewpoints and usually weight the consequences before accepting the results. As being seen, it does not need the unanimous vote, and even without it, the decision may rely on majority vote. Sometimes, the participants may agree with alternatives because it sounds reasoning even with minor disagreement, but eventually fair decision making.

Deliberative democratic evaluation is important to the benefactors from allowing all concerned participating in the assessment process. Those who conducted the assessment would negotiate and collaborate between funding, management, project participants, benefactors, and general public, including the study of project data and sharing data between various advantage groups. The value judgments and recommendations depended on the diagnosis of stakeholders in each division (Sirichai Kanjanavasri , 2008: 120).

The assessment that yielded positive results is the Deliberative Democratic Evaluation, which focused on the assessor confidence and trust on the assesse. This included the friendly relations and two-way communication as the principles for building relationships that support each other. The assessment is focused on having conversation with stakeholders, survey the opinions, discussions, focus groups, dialogue, consultations. As for models for appropriate assessment, they are designing, implementing, analysis, synthesis, writing reports, presentation, and disunions (Howe and Ashcraft, 2005: 2275–2298).

The verification of Deliberative democratic evaluation would lead to more reliable conclusion through the need to build accurate inference on situation where there are differences in opinions. The principle of assessment guidelines is the "Inclusion, Dialogue, and Deliberation" (Howe and Ashcraft, 2005: 2275–2298)

Principle 1: Inclusion is to consider the benefits, values and different opinions viewpoints of stakeholders as related to the project or policies, which does not mean that all above-mention items received equal weight, but rather consider the associations with the expected research results. These questions must be taken into the consideration:

1) Who gets the benefits from assessment?

2) Can the key stakeholders participate in this assessment?

3) Should there be any cancellation of stakeholders in some division?

Principle 2: Dialogue is the conservation type of assessment that yield the support to the stakeholders and sometimes it should be the conversation

between the stakeholders, directing at understanding until reaching the same agreement. Conversation structure should be set up with the following questions:

1) Can it create unequal force and become the obstacle or barrier to the conversation or dialogue?

2) Is there any control to avoid unequal force?

3) Is the participation of stakeholders appropriately done?

4) Does the participation truly conduct?

5) Does the stakeholders' interaction proceed with fairness?

Principle 3: Deliberation is to find the conclusion for various issues. In other words, the assessment should originated from the collaborated consideration and the assessor must set up the structure to make the conclusion more accurate through the use of following questions:

1) Whether it reflects or non-reflect deliberation

2) Whether the deliberation covered all issues

3) Whether deliberation considered all data thoroughly

After conducting the study with Bellwether Methodology and stakeholders through the Deliberative democratic evaluation methodology, further study was done with cross-case analysis for CSR communication model synthesis .

2.7.3 Cross-case analysis

The cross-case analysis is the research methodology, leading to comparison between the situations, activities and processes. It is also one of analysis for Cross-case studies to find different data so the knowledge and understanding could be applied in the broader sense, which created new data provided that database must be adequate for cross-case analysis in the systematic study.

The highlights of this cross-case analysis are the increase of the researcher expertise from just one case study as well as being the motivation for the researcher to imagine new questions in new viewpoints, build alternatives and models, concepts and ideologies. The cross-case analysis enabled the researcher to explain the blending of factors, leading to the outcomes of a case study through seeking for the answer why one case study is differed or similar to other case study. The cross-case Analysis is to come to understanding of how one case study related to another (Khan and Van, 2008: 34).

The cross-case analysis procedures are explained as follows: (Stake, 2005: 433-466)

1) Case study presented various holistic experiences

2) A case study is being compared with the different and similar relationships

3) A case study is remembered through recording

4) The comparative case studies could build meaningful connection.

5) The process of cross-case analysis should benefit the simile, analogy, diagnosis, development and research results inference.

The current cross-case analysis techniques and methods are various and appropriate for a case study research. Ragin (1997: 27-42) explained the differences between Variable-Oriented Research and Case-Oriented Research. The different methods for the cross-case analysis are as follows:

1) Variable-oriented research is the center in a case study that had been chosen through random sampling or considered from the ability to represent general population. The intention is to explain why each case study is different from one another. The cross-case analysis used the variable-oriented approaches, quite challenge because the fair comparison is difficult to accomplish due to various relevant factors on social phenomena that could not be separated from each other.

2) Case-oriented research in multi Cross-case analyses appeared as the conditional generalization. The researcher must reveal the fact to be used as the case sample. Therefore, the research importance is at the case study itself, not the variable between case studies.

Even though there are many cross-case analysis techniques, the well-known Eisenhardt has been used widely with the following reasons (Eisenhardt, 2005: 540-541).

1) Comparative technique on the similarities and differences between the case studies is to stimulate the researcher to cleverly find the similarities and differences displaying through the comparison table. The differences in the comparison results should not be concluded easily. Meantime, the similar results would make one understand the studied issues even more. Besides, the comparative

analysis on Cross-case Analysis led to new data and concepts that the researcher had not anticipated in the advance.

2) Data division based on data sources, such as, a researcher would like to find data with observation and another researcher with interview revision, meantime, one more researcher worked with the evidence from the questionnaire. This technique which is appropriated for the study in strategic decision-making based on the identity of in-depth concepts with the differences in data characteristics. The appearance on a plan could be confirmed from another data source, which contributed to more data strength and logic. When the existing evidences created conflicts, the researchers could review the evidence in detail on the different definitions.

3) Arrange a focus group or group divisions based on different dimensions and later seeking the similar and different models within groups. Group divisions could rely on the research problems or literatures review as the guidelines or the researcher could select proper dimension for the analysis. For example, in the study in strategic decision-making, Eisenhardt had conducted the cross-case study in the management of the founder and the professionals, low and high potentials, first and second lot of merchandises. Group division could be divided by the characteristics or qualifications, but it must lead to the key models with similarities and differences between groups, which could be seen from the comparison table in various dimensions at the same time.

Therefore, the concept behind the cross-case analysis is to push the researcher beyond the impressive ideas through various viewpoints. The analysis is the improvement of the theory accuracy and reliability as well as increasing the researcher ability to make the new discovery that may appear in the data.

To conclude, the literatures review in CSR communication model synthesis methodology gave the indication from CSR model definition as being the action involved with the significant communication elements to make communication successful. This study is conducted as a case study by focusing on the analysis of context in different situations and relations. The key educational sectors comprised of first, the business corporation that applied the Bellwether methodology because this method aided the policy setting whereas second involved the study of stakeholders through the application of Deliberative democratic evaluation methodology.

Therefore, the stakeholders in each sector would be given the opportunity to express their opinions to derive at fair conclusion. Later, the study results of each case were taken for the cross-case analysis to synthesis CSR communication model.

The entire literatures review covered all main ideas on Corporate Social Responsibility concepts and theory, CSR communication definitions and roles, CSR communication with inside-out approach, CSR communication strategy and process, CSR communication efficiency, overview of CSR communication in Thailand, methodology in the synthesis of CSR communication model. All of literatures review was used as the guidelines for the research entitled, "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand"

CHAPTER III
RESEARCH METHODOLOGY

The research study entitled "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" intended for the following objectives:

1. To study and analyze CSR communication which represented 3 good practice cases for Thai, western and eastern companies on concepts in CSR communication, CSR communication with inside-out approach, strategy of CSR communication, process of CSR communication, efficiency of CSR communication towards business corporation and stakeholders in Thai society.

2. To synthesize CSR communication model through 3 cross case studies of multinational corporations in order to balance business corporation efficiency with stakeholders in Thailand.

3.1 Response to research objective no. 1

This section is the answer for the first research objective. The study conducted as the case study research to understand the world phenomenon within the context of the study as being the "The process of modeling real-world phenomena", focusing on the multinational corporation as a good practice for CSR communication based on the following criteria:

1) A large multinational corporation which operated in many countries, expanding its business aboard through the application of own expertise with modern technology and new innovation for corporate management.

2) A multinational corporation to represent good example of each business corporation operating in Thailand with full awareness of CSR communication by adapting different global vision to appropriately match with Thai society.

3) A multinational corporation as a good example to communicate CSR by judging from the international CSR prestige award that had been presented to such corporation for its effort in communicating CSR with the public.

4) A multinational corporation in the major and different industries such a Consumer products, Electric appliances, and Construction businesses. From the criteria, the selected multinational companies are as follows:

Corporate 1: Siam Cement Public Co., Ltd. as the representative of the Thai Multinational Corporations

Corporate 2: Uniliver Thai Holdings Co., Ltd. as the representative of the Western Multinational Corporations

Corporate 3: Panasonic (Thailand) Co., Ltd. as the representative of the Eastern Multinational Corporations

In order to link between the conceptual framework and research methods in CSR communication study. The research methods were then divided into two sections based on the essential CSR communication: business corporations, and stakeholders.

3.1.1 Business corporation study

The study on CSR communication of business corporation part used the following research methods for all 3 case studies:

3.1.1.1 Documentary study

Starting with the Documentary study from corporate website, annual report, sustainability development report, internal and external documents in hard copy or electronic report, various reports, investment proposals, and marketing tools which is the study of concept in CSR communication, CSR communication with inside-out approach, strategy of CSR communication, process of CSR communication of each multinational corporation.

3.1.1.2 Bellwether methodology

It is the research methodology that search for decisions in campaigning policy based on issues classification and the importance of such issue by considering the decisions of "Bellwether" or the influential figures on their opinions and reaction towards the policy (Harvard College: 2009). The structured depth

interview used with" Bellwether" as "policy maker" to conduct the interview without details questions on the issues, only inform the interviewee of interview scope which should help the policy-maker gave true responds, without any leads.

The selection criteria for multinational companies as the good practice of CSR communication for different ethnic groups were based on the guidelines of corporate communication executives and officers in charge as follows:

Corporate 1: Siam Cement Public Co., Ltd. represented the Thai Multinational Corporations by interviewing CSR activity manager, Public Relations Office, Siam Cement Public Co., Ltd. Headquarter; Community Relations and Natural Conservation Manager, including the Community Relations Officers, Siam Cement Public Co., Ltd. (Lampang) Co., Ltd.

Corporate 2: Uniliver Thai Holdings Co., Ltd. represented the Western Multinational Corporations by interviewing Public Relations manager, Public Relations and Communication Office, Uniliver Thai Services Co., Ltd. , a subsidiary of Uniliver Thai Holding Co., Ltd.

Corporate 3: Panasonic (Thailand) Co., Ltd. represented the Eastern Multinational Corporations by interviewing Corporate Communication and Environmental Management Team, and Assistant General Manager of Panasonic Management (Thailand) Co., Ltd., a subsidiary of Panasonic (Thailand) Co., Ltd.,

The study on CSR communication of business corporation part had the following issues related to the conceptual framework:

1) Concept in CSR communication and elements affecting those concepts.

2) CSR communication with inside-out approach and CSR communication mechanism.

3) Strategy of CSR communication.

4) Process of CSR communication.

The Bellwether methodology used while conducting the structured depth interview with the CSR communication planner of the selected multinational corporations as being stated in appendix B.

3.1.2 Stakeholders study

The acquired data from selected multinational corporations were specified in the study of CSR communication efficiency towards stakeholders by considering the dynamic connection between corporations and stakeholders.

3.1.2.1 Deliberative democratic evaluation methodology Since the deliberative democratic evaluation methodology with Structured Group Interview is the academic standard measure, such method was employed to allow the corporate stakeholders expressed their opinions and perspectives through academic considerations and sensible discussion so that stakeholders would be willing to collaborate with decisions from the discussion.

It is the method to assess consultation where each participant could openly express their opinions, focusing on the discussions with stakeholders. The assessor would coordinate between the thought leader, mass media, campaign participants, general public and those benefited from such campaign, those studied campaigns information and groups sharing information.

Value judgments and recommendations based on the diagnosis of stakeholders, using the Deliberative Democratic Evaluation Methodology to direct at more reliable inference. The need to construct correct inference in the situation with different comments from various sectors (House and Howe: 2000; Shinkfield: 2007; Stufflebeam: 2007).

The study employed the deliberative democratic evaluation method through the structured group interview stakeholders of each corporation and group of stakeholders benefiting from the success campaign. Since these research tools required the participation of qualified participants, the participated stakeholders were given the chance to express their opinions and point of view through sensible discussions so that all concerned stakeholders were ready and willing to follow through the process results.

The selection criteria for stakeholders of each ethic multinational corporation are as follows:

1) Select 10 stakeholders for each business corporation, from 3 business corporations to represent Thai, Western and Eastern multinational corporations, having total of 30 stakeholders.

2) Selected stakeholders must be the major and minor respondents to communicate CSR for each multinational corporation.

3) Being the representative of 5 stakeholder parties who are opinion leader: mass media, non-governmental organization, volunteers, consumers, and persons who have CSR knowledge.

4) Being the representative of stakeholders, selected 2 persons from 5 mixed parties, having total 10 representatives per a corporation in accordance to "Deliberative democratic evaluation methodology" that required equal number of stakeholders from each party to avoid unjust opinion expression. In addition, these are the appropriate number of informants that the lead interviewer could comfortably control the situation.

Later, a group of participated stakeholders in successful CSR campaign from each corporation which had been employed by the corporation as CSR internal and external communication tool to raise awareness and create understanding based on the campaign objectives, using word-of-mouth by 3 groups of CSR officers. Each group consisted of 5-6 stakeholders.

1) Those participants in "SCG, conserve water for future" of Siam Cement Public Co., Ltd., which is man-made construction of a dam to cushion the flow of water together with SCG at Sasobhok Village, Lampang province. Participantsconsisted of village headman, core leader of a dam construction, villagers.

2) Main targeted group in the campaign " Breeze court, increase power of learning" which arranged by Uniliver Thai Holdings Co., Ltd. , consisting of administrative teachers and Kindergarten teachers to welcome opinions towards Breeze Campaign.

3) The participants in "Panasonic, invite young generation to protect the world" campaign under "Eco Ideas" communication theme, which arranged by "Panasonic (Thailand) Co., Ltd. consisted of primary school level 5 and 6 teachers and students.

CSR communication study by stakeholders related to the conceptual framework in the following issues:

1) CSR communication efficiency towards stakeholders

2) CSR communication efficiency towards business corporations

The structured group interview consisted of questions to interview a group of corporate stakeholders and those participants in CSR campaign as being stated in the appendix C.

3.2 Response to research objective no. 2

This section is to answer the research objective no. 2 on synthesizing CSR communication model for balancing efficiency of business corporations and stakeholders in Thailand through 3 multinational corporations' cross case analysis.

The findings from analyzing within-case data made unique CSR communication model of each corporation under the study becoming more transparent. These cases were analyzed with Multi-case Methods that focused on purposes and corporate organization, campaign, social problems relevant to CSR communication.

The cross-case analysis was conducted subsequently by linking "within-case data" of each corporation together as the fundamental concepts in CSR communication, inside-out approach to CSR communication, strategy of CSR communication, process of CSR communication, efficiency of CSR communication towards corporations and stakeholders. Next, finding unique CSR communication model of each organization and examine the similarities and differences between each case study.

The cross-case analysis is searching explanations for CSR communicationsimilarities or differences. Therefore, analysis this way is to build understanding the association of each case study. The corporation analysis described the cause and effect in the cross-case analysis and explains why such relationship occurred. The comparative analysis with other case studies illustrated in the table of similarities and differences so that the cross-case analysis findings could be inferred in fine details. In case where differences were found, there must be the search in order to avoid oversimplified conclusion results.   Meantime, it is to promote better understanding in different case studies and present the opportunity to learn and gather

data for extracting CSR communication that balancing efficiency of business corporations and stakeholders in Thailand"

3.3 Data reliability in research

After reviewing the concepts, theories and relevant researches, the guidelines for data analysis were set up for interpretation and describe related theories from data as well as put more weight on the explanation starting from gathering physical data in various sources and filing systematically. In addition, all data were assigned definitions to facilitate data interpretation and assist the planned analysis through "Data reduction" in order to select data matching the required issues for analysis.

This research on CSR communication employed various methods for data collection and analysis, namely triangulate data, especially in many case studies, enabled to conclude research results and cross- check case studies because many case studies could be analyzed for rationality or reasons for CSR communication linking with case studies. The cross-check between cases must be concluded with the analysis based on concepts from various literatures before proceeding to other cases to confirm external validity.

Internal audit was done with focusing on data source. Case study must pass the set criteria to be selected as good example for the study on "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand". The selected corporation must be large corporation operating in Thailand with CSR and applied CSR communication knowledge with Thai society and being the excellent example for CSR communication based on the International CSR award received which resulted from the CSR communication roles.

External audit started with the Triangulation by first checking different data sources through interviewing responsible parties: CSR communication executives and officers, stakeholders from each side, and stakeholders benefited from this campaign. Second, verify data with different methods such as Documentary study,

Bellwether methodology with structured depth interview, including Deliberative democratic evaluation methodology through structured group interview. Third, verify different theories relevant to CSR communication to interpret data for analysis.

3.4 Research ethics

While conducting this research, the research ethics must be taken into consideration. The outline of this research was sent to the Human Ethical Committee, Department of Social Science, Faculty of Social Science and Humanities, Mahidol University and the Committee had already give their approvals of this research, with the code MU-SSIRB: 2012/141.1605 (B1) .

CHAPTER IV
RESULTS

The research study entitled "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" intended for the following objectives:

1. To study and analyze CSR communication which represented good practice cases for Thai, western and eastern companies on concepts in CSR communication, CSR communication with inside-out approach, strategy of CSR communication, process of CSR communication, efficiency of CSR communication towards business corporation and stakeholders in Thai society.

2. To synthesize CSR communication model through 3 cross case studies of multinational corporations in order to balance business corporation efficiency with stakeholders in Thailand.

The study and analysis CSR communication as the good practice for the Case Study Research was conducted with 3 case studies as follows:

Corporate 1: Siam Cement Public Company Limited as the representative of the Thai Multinational Corporations

Corporate 2: Uniliver Thai Holdings Company Limited as the representative of the Western Multinational Corporations

Corporate 3: Panasonic (Thailand) Company Limited as the representative of the Eastern Multinational Corporations

4.1 First case study: Siam Cement Public Company Limited.

The Siam Cement Public Company Limited or the Siam Cement Group (SCG) was selected as the model of Thai Multinational Corporation to study Corporate Social Responsibility Communication due to its business ideology "Adherence to CSR", which had led to CSR communication aiming to demonstrate the corporation

efforts to operate under CSR concepts for over 100 years.   This is the crucial element for SCG to earn many national and international awards such as the Golden Award for CSR model organization for the sustainable development for the third consecutive years   from Dow Jones Sustainability World Indexes (DJSJ).

The findings on, "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" from a case study of Siam Cement Group (SCG) are being presented in the following dimension:

4.1.1 Concept in CSR communication and elements affecting such concept

4.1.2 CSR communication with inside-out approach and CSR communication mechanism

4.1.3 Strategy of CSR communication

4.1.4 Process of CSR communication

4.1.5 CSR communication efficiency towards stakeholders

4.1.6 CSR communication efficiency towards business corporation

4.1.1 Concept in CSR communication and elements affecting such concept

The findings of this part divided to two issues: concept in CSR communication, and influential elements toward CSR communication concept.

4.1.1.1 Concept in CSR communication

The Siam Cement Public Company Limited or the Siam Cement Group (SCG) established the Public Relations Office in 1979 to communicate CSR with the targeted stakeholders as well as arrange various beneficial activities to society in general, including public donation. Later, the organization improved CSR communication to coincide with the social expectations and the organization's objectives, including the systematic CSR communication with the well- defined planned and budget. CSR communications developed mainly from the communication with general public and occasionally reach out to them during the special occasion, which could be considered as the extensive interactions between the givers and the recipients and society to create the long-term effects. (SCG Headquarter, 2010: 28) To date, CSR communication has been practiced under the Corporate Communication

Office of the Siam Cement Public Company Limited. CSR Communication came from the following 3 basic concepts: SCG 4 Ideology, Sustainable Development, and Water is Life.

A. SCG 4 ideology

All levels of employees relied on SCG 4 Ideology as the basis for CSR communication to operate business in the same direction. According to the Corporate Communication Officer, *"SCG ideology originated since the corporation establishment in the reign of King Rama VI. Later in 1987, it was defined in writing"* SCG 4 ideology consisted of 1) Adherence to Fairness 2) Dedication to Excellence 3) Belief in the Value of the Individuals 4) Concern for Social Responsibility.

The Corporate Communication Officers offered more explanations, *"The last ideology regarding social responsibility still remained within the business operation throughout times"* in the effort to explain CSR practicing in the business operation for almost 100 years as being demonstrated by the development of The Siam Cement Public Company Limited that started in 1963 when the company set up the fund for public interests. Later in the year 1967, the company formally registered such fund as the foundation and it was listed as the Charitable Organization to match with the current social situation, which was supervised by a group of SCG Senior Executives as the Foundation Committee. Therefore, the development of The Siam Cement Foundation should reflect the company firm intention for "Commitment to CSR".

B. Sustainable Development

The second concept that SCG employed in CSR Communication is the Sustainable Development as being mentioned by the Corporate Communication Officers, *"The second part is the application of sustainable development as the key factor in business operation"*. In the organization attempts to display CSR role towards the economy, society and environment, but not limited to the direct impacts from the business operation, the company expands its roles to enhance sustainable environment and society through the serious support of the senior executives. Therefore, the company arranged for, "SCG Sustainable Development Guidelines" and requested all supervisors to learn and understand the matter so they

were able to interact and work with other workers in the same direction, leading to the operation efficiency as stated in the company mission statement.

The corporation developing concepts in "Sustainable Development" had started when the company took interest in the Global SD Issues, which at that time received much attention worldwide as well as being the identify Key Issues for SCG because it related to many countries with the sophisticated aspects and became the standard practice for the corporate operation. Afterward, the gap analysis was conducted as the benchmarking between SCG and the model corporation so the findings could be used in the comparative study for the organization improvement. Finally, the results must be developed into the guideline for the "Sustainable Development" (SCG Headquarter, 2009: 8).

The framework for the sustainable development which covers the economy, society and environment must be under good governance, leading to the efficiency in operation with transparency. Because good governance focused mainly on the stakeholders' well-beings, SCG has adopted good governance for the company's operation and became the first Public Company Limited to receive the award on good governance from The Internal Audit Association of Thailand in order to motivate more domestic entrepreneurs practicing good governance.

C. Water is life

SCG Conserve Water for Future is the project to support the main concept of "Sustainable Development", especially on the environment in which the company had designated as the flagship project to communicate CSR as to raise awareness in water conservation. The beginning of the project "SCG conserve water for future" derived from the word "Water is life" based on His Majesty the King Royal Idea who is constantly reminded his subjects that water is essential for the existence of man and living organisms as well as being the element for forest survival. According to the Corporate Communication Officer, *"It is to apply the His Majesty's concepts on water shortages, water excess or waste water, where the focus is on the check dam, and water conservation. Nonetheless, the check dam is helping in 2 areas: Besides, the check dam helps fixing problems on water shortages and water excess, drought and flood."*

Furthermore, the Siam Cement Public Company Limited (Lampang) arranged the forum on "Water is Life" for the community to identify problems and find own solutions, as well as raising conscious among the participants to realize the benefits from the check dam based on the Royal Initiatives by open for the interested parties to participate in the construction of the check dam at Lampang with the community. The Learning Center successively transferred the body of knowledge and concept of water conservation from building the check dam for stronger communities in the head water source according to the Royal Initiatives by focus either on building "Check dams in people's minds" or raising consciousness on water and environmental conservation (SCG Headquarter, 2010: 64-65).

Later, the organization aimed to build the public awareness on the sustainable water conservation through various communication plans such as, revival, wonder, and first drop of water, upstream to downstream, thanks to water, relatives. In addition, the media, visionary leader and Non-government organization (NGO) were invite to participate in learning the community lifestyle, patterns and benefit from building the check dam, including building the check dam which had led to extensive experienced learning.

Therefore, the Corporate Communication office of Siam Cement Public Company Limited has involved 2 concepts in practicing CSR, first regarding SCG 4 ideology, second engaging sustainable development, and third involving Water is Life in the operation. These concepts which operated under SCG Good Governance were repeatedly emphasized by the Corporate Communication Officer, *"Good Governance is the major control factor in all types of business operations"*

4.1.1.2 Influential elements toward CSR communication concept

The 3 main concepts for CSR communication project, "SCG conserve water for the future" are SCG ideology, Sustainable development, and Water is life which influenced the following aspects:

A. Concern on global situations

CSR communication is the operation under the main concept of SCG "Sustainable Development or SD" which focused on various global concerns and problems that the organizations should share the responsibilities in finding

solution as being stated by the Corporate Communication Officers, "SCG *is the first organization to implement the sustainable development. When the company planned its operation, we based our judgment on the global trend."*

SCG believes that "Sustainable Development" could be achieved through CSR communication, especially the project "SCG conserve water for future" to raise consciousness in the sustainable environmental conservation, originating from global major concerns such as, intense global warming that led to the current global fever on environmental conservation. If the company neglected the environmental protection during its operation, that company would not be able to grow along with long-run improvement in the locals' quality of life.

SCG stated that CSR communication is to build conscious in the environmental preservation through water conservation based on the principles of "Sustainable Development". This is to co-exist between the industry and community so they could grow together. Besides, certain issue that the company focus is the global concern, particularly the sustainable water conservation could be the model for other organization to raise conscious and believe in balancing the life quality and environment at the same time.

B. Role of organization in society (people, planet, profit)

According to the Community Relations Manager of   The Siam Cement Public Company Limited (Lampang), *"We think of ourselves as a part of the community, and society, then, it is our responsibility to see our business growing along with community through sustainable environmental preservation and balancing between economy, social and environment."*   This is to prove that the company practiced the social responsibility in all 3 aspects. Apparently, SCG involvement in environmental issues is the most distinctive role when the company closely monitored and conserved environment and natural resources, aiming for the sustainable and appropriate ecosystem through the setting up "SCG conserve water for future"

Moreover, over 30,000 participants were informing about the check dam as well as inviting the Non-government organization (NGO), on community and regional levels to participate in the project. The company pointed out that all participants would learn the correct way of building the check dam and perceive its benefits so they could spread their knowledge to other people in their own

community and nearby. The check dam in the preserve forest area of the company at Lim Muang Forest, Lumpang Cement Factory and the natural forest area outside the factory area was built to return the soil moisture, and increase the plant diversity in the ecosystem (SCG Headquarter, 2010: 64).

C. Relations with stakeholders

The relationships between SCG and stakeholders resulted from the stakeholder engagement of those who had affected the company. The company realized that in the age of globalization, not only the stakeholders had been impacted by the company direct activities or the community surrounding the company, but also the extended to those living further away and paid more attention to the business operation. The stakeholders may be the customers, employees, stockholders, government, society, and community (SCG Headquarter, 2009: 17).

SCG had pointed out that the company forming trust and maintain good relationships between the stakeholders and the company through various types of media to listen to ideas and open for participants in "SCG conserve water for future" in order to raise conscious in water conservation and participation among stakeholders, namely, SCG employees, locals, including friends' network such as bureaucrat, organization and public and private agencies , students, media and Non-government organization (NGO), distributor, and business partner (SCG Headquarter, 2010: 55).

During the campaign to conserve water, besides gaining cooperation in building the check dam and maintaining the check dam in the area which had been topped academically by the experts in many fields. This campaign received wide attention and extended to other communities so finally it was disseminated to form the body of knowledge and raise awareness further through the media.

D. CSR ambition level of organization

SCG stated that the organization have vision itself to be the market leader in the region, aiming for business operation along with sustainable growth among ASEAN nations and the communities in which it operates. The highest aim of the organization is not only maximize profit, but also benefit from the operation as being the passage to achieve happiness (SCG Headquarter, 2009: 3) with the

concern parties, based on the operational guidelines of "Sustainable Development" particularly on the environment and water conservation. The practice of CSR by SCG through "Sustainable Development" had led to the campaign "SCG conserve water for future" and also aimed for raising consciousness in sustainable water conservation through communication with stakeholders to build the check dam. The pilot project began at Lumpang Cement Factory. The check dam had been built in many sites surrounding the factory areas in order to prevent the forest fire surrounding the factory area. The project began in the year 2006 with the company goal to build 1,200 check dams. To date, about 34,000 check dams were completed, and the next target aimed for 50,000 check dams within the year 2013 (Siam Cement, 2013: Online).

Besides the success in communication for water conservation through building the check dams based on the numbers of completed the check dams within the targeted date each year. The important thing in the corporate communication goal is to raise awareness on water conservation or building the "Check dams in people's minds" until the results could be extended to building the water conservation network community to raise consciousness in the environmental issues and understand the water management in each community. The Community Relations Manager stated that, *"Communication department claims that we need to build 50,000 check dams, only the numbers for concrete evidence. In reality, , the true success came from ability to prevent flood, restore forests so we could have clean and rich water supplies as it used to be. From the water with no running water for the agriculture during the dry season and when the power plant was built, we based on the need of villagers"*

Furthermore, the communication leading to cooperation in building the check dam is another way to build the impressive check dam because the process could create the forum, village meeting, dialogue to consult each other as the basis for developing relationships between the public and the locals so they could unite and collaborate for better and sustainable society as well as originate the body of knowledge that could be transferred from one community to another.

4.1.2 CSR communication with inside-out approach and CSR communication mechanism

SCG applied the concept in sustainable development as the key business strategy and defined the company vision to identify the business direction and goal. In the upcoming year 2018, the company aims for becoming the ASEAN Sustainable Business Leader, a role model that focus on building the sustainable progress in the country where the company operated (SCG Headquarter, 2011: 7). In order to lead the operation of all concerned agencies in the same direction, the supervisors must communicate with the subordinates so they could clearly understand the overall aspects of "Sustainable Development", enabled them to link the issues and practice effectively . SCG beliefs that the success of sustainable development must begin first with the available 30,000 workers, and further extending to the surrounding families and communities, leading to powerful social change.

Meantime, the environmental problem is the key issue in global sustainable development which considered the main focus for international organizations. Therefore, CSR communication is an inside out approach to "Sustainable Development". Under this concept, external CSR communication involved with the "Developing own ideas" in different communities through projects that could solve the environmental problems, particularly on the water resources which essential to human. The implementation of flagship "SCG conserve water for future" identifies the organization purposes as not only campaigning for building the Check Dam, but also building the "Check dams in people's minds" as another approach to water conservation. The company believes that building the check dam also improve one's intelligence to truly solve problems at the foundation with lesson learned within the community, enabled to transmit knowledge to other communities for extending results further to sustainable development network.

4.1.2.1 Internal CSR communication

Because the senior executives of SCG realized crucial function of the Company morale, the communication had been done on regular basis by following the direction on sustainable development, which considered as the main mission to manage internal CSR communication until the employees developed DNA of "Sustainable Development" in their vein. SCG had arranged various tools to

communicate CSR in various patterns in order to raise awareness in practicing Sustainable Development.

A. Needs for internal CSR communication

In internal CSR communication of SCG, the company aiming for the employees to develop DNA of "Sustainable Development" in their heart is the utmost importance, starting with raising conscious among all levels of employees to focus on social and environmental impacts from the operation as well as forming the understanding in the principles of 3R comprised of Reduce, Reuse/Recycle and Replenish (SCG Headquarter, 2010: 23). The Corporate Communication Officer stated that *"In business sense, we used water in the factory about 5% from the local water source so water supplies could be available for villagers using the same water source. We could operate from Recycle water and Reuse Replenish. Therefore, water conditions were revived from waste water to useable water or how to bring back the evaporated water to fill the water area. This is our intention to avoid conflict between business and community from competing for water supplies. Therefore, we are aiming for using water not exceeding 5% of water source."*

This is the way to reduce the environmental impacts or no environmental impacts at all which considered as sustainable business operation. Later, the employee expanded their environmental ideas to own families and external communities. Communication was arranged to embody the company employees DNA of "Sustainable Development" with the need for communication method and system for all levels of employees as to acknowledge the company policies, operational plan, including the crucial data on the sustainable development so all employees could operate in the same direction. All concerned employees could see the overall picture of sustainable development and follow the guideline to achieve the set objectives.

B. Internal CSR communication tools

The Internal CSR communication tools of SCG are the areas as follows:

1) Organization structure
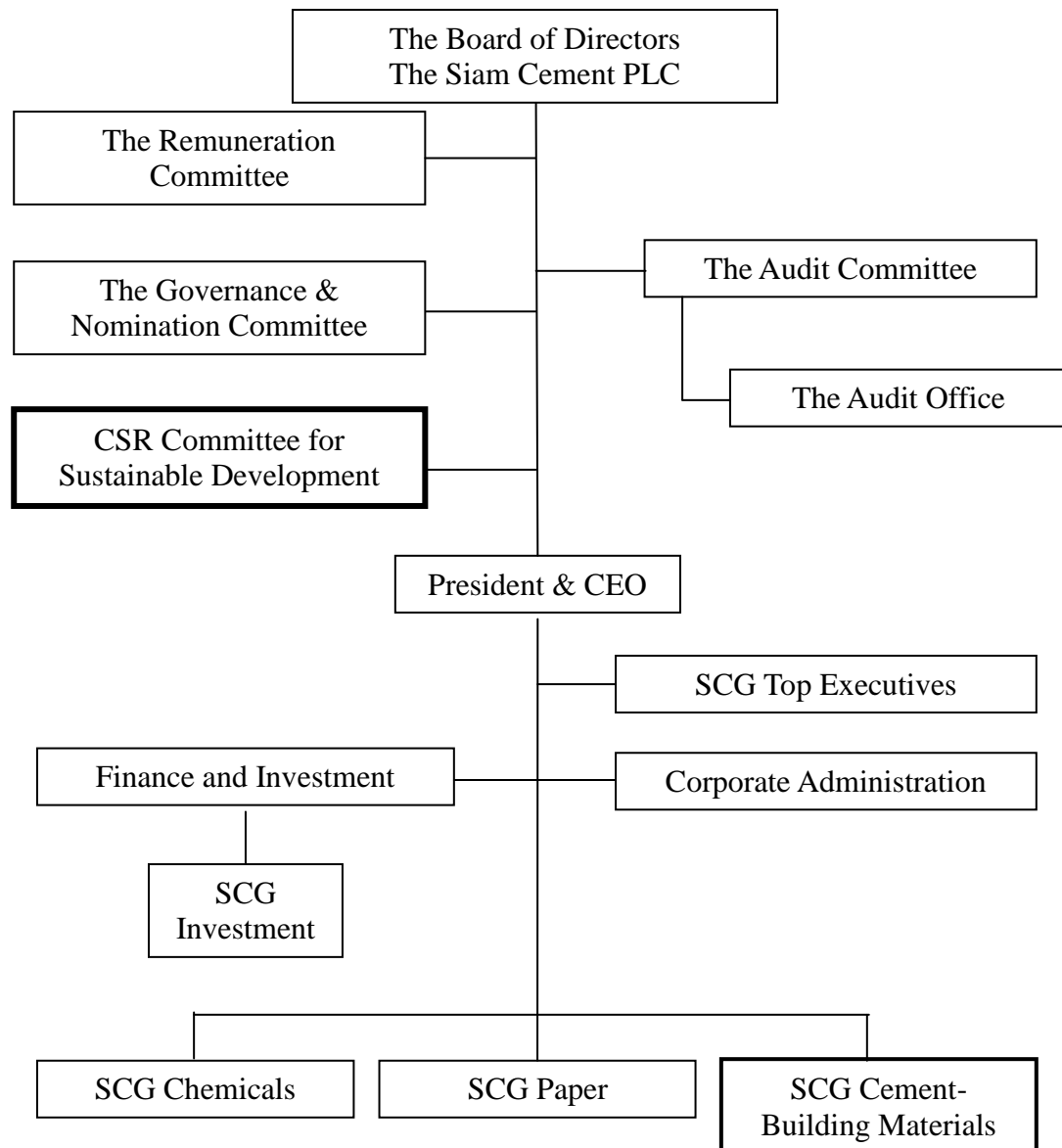
Figure 4.1 Organization structure of Siam Cement Group (Siam Cement Group, 2013: Online)

SCG website: www.scg.co.th has been set up to introduce SCG company structure through the display of the organization chart of The Siam Cement Public Co., Ltd. as follows (2012: 95-106): First, the Board of Directors comprised of individuals who have been accepted nationwide as knowledgeable bodies and played important roles in setting up the company policies for long-term and short-term planning together with the company senior executives. Second, the Remuneration

Committee monitors changes and trends to compensate the company board of directors, and SCG senior executives. Third, the Audit Committee verifies the implementation of company policies and regulations, including legal, financial and accounting systems in accordance with the international standards. Fourth, the Governance and Nomination Committee defines SCG governance scopes and policies to be presented to the Company Committee as well as follow-up on company performance to see if all SCG governance policies have been fully observed. Finally, CSR Committee for Sustainable Development is responsible for forming policies and operational guidelines for sustainable development, including recommendations for annual budget allocation for social activities and follow-up on the performance to report to the company board of directors.

The social activities arranged by the Social Activities Manager for sustainable development of SCG. The Corporate Communication Officers of Headquarter pointed out that the Social Activities Manger for sustainable development responsible mainly for social well-beings and communicate their social responsibilities inside and outside the company. The communication between the committee and employees was done through the two-way communication. The Corporate Communication Officer stated that, "*The committee work schedule is fixed rotation with the formal discussion on sustainable development every 3 months and mostly on the policies.*" Furthermore, CSR communication through "SCG conserve water for future" is the pilot project of SCG in manufacturing cement and construction materials that required the awareness in water conservation with the building of "Check dams in people's minds" particularly the community surrounding the factory.

2) Orientation

Each year, estimated 800 new SCG employees must go through the orientation or Ready Together, a compulsory program that last about a month. The Corporate Communication Officer stated, "*New employees numbered 800 received the orientation, so called, Ready together project to learn the theory. We recommend the try-out with Siam Cement Foundation*". The first subject on training is about 4 SCG ideologies consisted of: Adhere to fairness, Commitment to excellent, Believe in self-values, and firm on social responsibility together "Sustainable Development" and understanding in the company vision that within the 2015, SCG

would become a model for ASEAN Sustainable Business Leader as the company guidelines for the employees to follow. Furthermore, the new employees were required to work together with the Siam Cement Foundation to learn from the direct experience and group together to plan CSR campaign that could be presented and truly implemented. These are part of the training.

3) Mentor system

The company built the immunity for the new employees with the "Mentor" system that focused on closely caring for the staff closely. The company arranged for the nanny to care for all new employees, mostly employees in the same unit who had more work experiences to assist and give advice. The new employees can consult and ask for the advice to adjust to the company culture under the concept of sustainable development (SCG Headquarter, 2009: 50).

4) Information technology

SCG gathered the data or the body of knowledge on CSR, especially on "Sustainable development" in the Intranet by classified data in the separate categories so information could be searched quickly as follows (SCG Headquarter, 2009: 63-65): First, webboard is being used for sharing knowledge or exchanging ideas between co-workers or responding to the questions in sustainable development, including various relevant issues to work. Second, case study or best practice based on the sustainable development concept practicing by SCG and the subsidiaries as the study and practice guidelines. Third, News and activities related to CSR by gathering from the newspaper, magazine, public relations news within the company, and SCG public relations on campaign and activities, including journal, publications, and documents including promotional materials. Fourth, Show & share is to support the employees sharing knowledge, exchanging ideas and attitudes towards Sustainable Development with CSR experiences and other subject matters related to work or interested social issues through recording pictures and sounds and disseminating. Finally, Banner on the intranet of headquarter, enabled people to observe progress on the Sustainable Development by accessing the system.

Besides Intranet, the company employees could learn Sustainable Development themselves through accessing various IT channels, namely, Internet, teaching online, Social media, and Facebook. According to the Corporate

Communication Officer, *"At present, various social media such as Facebook and Line are being set up by SCG employees to collaborate with each other, as the main media"*

5) Internal public relation medias in organization

SCG campaign on the concept of "Sustainable Development" informed all levels of company employees on CSR, including the related matters through different publicity channels available within the organization such as the company journal, annual report, public relations, and corporate webboard, exhibition, LED, speaker announcement, meeting, and seminar just to motivate employees to practice according to the corporate sustainable development principles as well as published SCG Sustainable Guidelines for the management and staff to follow and practice (SCG Headquarter, 2010: 75).

6) Report emergencies via cell phones

According to the Corporate Communication Officer, *"In emergencies situation such as the big flood recently, the personnel department from headquarter were acting as the intermediary to provide each employee phone number."* This way, in emergencies when society needs help or collaboration, the urgent messages would be sent to all employees to learn about the situation and what to do to cope with the situation, particularly when asking for social assistance.

7) CSR project contest

SCG gave priority to the employees' participation with the company entering CSR in the contest so the employees could plan, present and implement the ideas which led to CSR communication within the company through the presentation to the corporation's committee. The project approval opened for the employees to communicate with the locals in the targeted community to seek their support on the project which considered as learning from the direct experience.

The Corporate Communication Officers explained further that, *"The contest project involved a group of 3 employees working together on the public welfare. The company set up the budget not exceeding 100,000 baht per project and the contestants were not allowed to hire extra helps. So the contestants must do their own work, but they ask the surrounding communities to help with the project,"* particularly on the project related to the water conservation. Most projects deal with

the improvement of water source, clean drinkable water, filtered water, bottle packing water, Sprinkler for agriculture. This annual contest is quite popular. Each year, the employees sent nearly 1,000 projects, but the company only allocate budget for 200 projects per year, so the committee must choose from all the projects entering the contest and give the priority to the employees who had never received the prize money before.

8) Monitor system and report unusual activities

The implement of "Sustainable Development" by SCG is to display the corporate transparency and fair practice of all level employees which considered as the important mechanism for business operation. Therefore, the system had been set up for the employees to monitor and report the unusual activities, damaging the organization or so-called the Whistleblower policy that clearly identified the channel for blowing whistle and protection measures to increase assurance for the key informants. The Corporate Communication Officers stated that, *"Regarding the ethic or wrongdoing, there is a website named "Whistleblower" for the staffs to report. For example, when we saw our supervisor broke the rules and we were unable to inform anyone, we could access this website and report the incident. There are the assigned officers to check the complaints. In addition, the Inquiry Committee would be set up; however, we need to verify if the story is true or not true."*

Furthermore, a whistle blowing system was set up to receive complaint and create transparency for human resources management. When an employee doubted if he received fair treatment, he could bring that issue to his direct superior and wait for the reply. If the superior failed to respond within the specific time or he was dissatisfied with the answer, he could petition to the higher supervisors or SCG authorities   (SCG Headquarter, 2009: 81).

C. Success starting with internal CSR communication

The corporation secretly aims for embodied employees with DNA of "Sustainable Development" by raising consciousness in water conservation through various CSR communications available inside the organization, particularly, employees orientation nearly one month as well as focusing on the corporate employees participated in CSR communication by giving opportunity to initiate, set up the CSR project and sent to contest. For those who had not won the contest, they could

participate in SCG various projects which could be viewed and shared in the company intranet. The Corporate Communication Officer mentioned that,*" The company tried to make CSR communication sticks in DNA in the vein through trainings with content of CSR such as during the Orientation for 800 new employees annually, the company arranged a training program called, "Ready together" for 21 days. The newcomers could attend without work and still received full wages for 21 days. Regarding SD, CSR, we have explained to them the Theory on SD and CSR and urged them to join the foundation practicing these theories through own invent CSR project and them resent the project to own group. This is another approach to training*" Furthermore, SCG also believed that CSR communication must be practiced by 30,000 employees inside the company first before extending to the family and the surrounding communities. Then, embodied employees with DNA of sustainable development are very crucial to the company operation.

4.1.2.2 External CSR communication

The external CSR communication indicated that SCG intend to show the stakeholders the company determination to become a model for "Sustainable Development" with the focus on the environment. Therefore, communication is to raise conscious in water conservation which considered as the important element in the CSR communication outside the company, leading to the communication transparency. Then, the data collection system must be reliable, including the use of standard communication tools to raise conscious in sustainable water conservation.

A. Needs for external CSR communication

To confirm the efforts in raising consciousness on sustainable water conservation the company through external CSR communication, the company needs to set up the system to collect accurate, reliable and accountable CSR data, including various communications tools to further expand the concept.

B. External CSR communication tools

The major tools to communicate CSR outside the company are as follows:

1) CSR reports

Since SCG focused on disclose, and accountable activities for social and environmental benefits, the corporation has prepared CSR Reporting as part

of Annual Sustainability Report based on the Global Reporting Initiative (GRI) as the corporation guidelines to prepare standard report with complete details for all concerned parties.

The main objective of reporting CSR is to inform the stakeholders the intention and operational guidelines for SCG sustainable development by identifying the content that gather from the meeting with the stakeholders of SCG in 3 aspects: economy, environment, society, and CSR that coincided with the Global Reporting Initiatives Guidelines (GRI) (SCG Headquarter, 2010: 127).

2) CSR media dissemination of SCG

SCG had focused on media to disseminate important news and social and environmental activities as well as provide knowledge and create understanding among the stakeholders and interested parties, namely, the Sustainability Report, Sustainable Development Guidelines, Green Procurement, handbooks and VCD for building the check dam, handbooks for building grease trap, musical documents on "Water is life", SCG ethical handbook, SCG Governance handbook, SCG and sufficiency economy (SCG Headquarter, 2010: 128-129).

In addition, the disclosure on CSR and relevant information allowed the stakeholders to verify data at all times. SCG had developed additional CSR communication channels through various media such as publications, newspaper, radio, television, press conference, and electronic media.

3) Open house

SCG arranged activities to inform the stakeholders on company social and environmental concern through open house so that the community, government agencies and media could observe SCG social and environmental concern. Therefore, SCG headquarter and the subsidiaries, including SCG factories all over the country arranged open house for the third parties such as the students, visionary leaders, government employees, including officers in the public and private sectors to visit and share experiences, knowledge and attitudes. In addition, the media were invited to observed SCG operation in many areas, including distributed news among the general public through various media on the regular (SCG Headquarter, 2010: 129)

4) Senior executives' roles

The senior executive had focused their attention on the sustainable development. The Corporate Communication Officer stated that, *"Since 1980, CEO assigned the framework to balance between economy, social, and environment. Regarding the vision of the company CEO, he set up his goal for SCG to become a leading company in ASEAN Sustainable Development and we would bring up the issue of sustainable development practice in every business we conducted."* Then, the company is gladly welcome the opportunity to lecture under the topic of sustainable development based on the good governance principles or sufficient economy for both private and public sector, including the interview by the television, radio, and newspaper provided that the article must be used as the model for other organizations and agencies to follow (SCG Headquarter, 1999: 69).

5) Community relations activities

SCG had arranged the public relations activities, starting with the setup of different projects, look after the communities located nearby the company for better life quality and happiness, such as educational promotion, restore religious monument, maintain public facilities and environment, having mobile medical unit to service the locals, followed-up and monitor the pollution, including recommendations and provide knowledge for supplement career by focus on participation of the corporation, employees, and community (SCG Headquarter, 1980: 104).

6) Media in the flagship campaign "SCG conserve water for future"

Since SCG had focused on the sustainable environmental conservation, particularly on water resource, the company arranged for the campaign "SCG conserve water for future" as the pilot project to raise conscious on the water conservation through the campaign production and televised through television, spot on the radio, articles and advertise through the publication. In addition, the cartoon handbooks on building the check dam with easy to understand content were published and adapted to the real incident as well as creating the musical documents on ,"Water is life" to honor His Majesty remarkable talent according to the Royal Initiatives for solving all water problems, namely, water shortages, water excess and waste water through musical documents pre pared by SCG as the VCD to be given to the educational institution and interested parties (SCG Headquarter, 2010: 65-66).

C. Success CSR communication with inside-out approach

The internal CSR communication aimed for the organization to develop DNA of "Sustainable Development" to employees before extending further to the surrounding communities as to raise conscious in water conservation. It considered as the important external CSR communication tool through the pilot CSR project "SCG conserve water for future" with the intention not only building the check dam for land fertility, but also building the "Check dams in people's minds" and raise the conscious in water conservation. According to the Community Relations Manager, *"Even though the media reported that we have built 50,000 check dams, it is only the number. The check dam is not important matter; only the number for concrete communication, the real success is the number of villages participating in building the check dam".*

4.1.2.3 CSR communication mechanism

The purpose of an inside-out approach to CSR communication is to raise consciousness in sustainable development through the environmental conservation, particularly, the water resources which considered as the insights that required all levels of company employees to participate in the CSR communication, starting from the Managing Director who must be proactive in the Sustainable Development by announcing the company vision that within the year 2015, SCG aims to become the ASEAN Sustainable Business Leader. Therefore, the Chief Executive should communicate and guide the subordinate to achieve the organization goals.

The guidelines for seriously participating in CSR communication were given to the manager under the concept One Manager One Community. According to the Corporate Communication Officer, *"Even though the executive is the set up the guidelines, he must show his commitment to this campaign such as, the Chemical business at Rayong had set up One manager One Community campaign, the responsible manager must attend the event as the representative of his own village. He could not send just his subordinates. Later, the managers in other businesses followed the same pattern even though they selected the event or appeared briefly for the host to be aware of his presence. Most of times, the executive preferred to visit the site himself because we emphasized on participation."*

Furthermore, the general staff must be allowed to participate in the CSR activities as well. As being stated by the Corporate Communication Officer, *"Whenever we do any activities inside and outside, we allow all employees to participate. For example, at Rayong, we have Rayong as the host, but allowed employees in other areas to participate in the program. Doing activities in a small group made us getting close to each other such as, training as well as easy accessing the community to inquire, recommend or build opportunity, exchange, sharing, and open up for suggestions."*

As being seen, the participatory CSR communication of all level employees, starting from the chief executive, manager, and general staff has created trust among the community stakeholders and eventually led them to participate in CSR communication, particularly, staff who were the locals 'offspring and clearly understand the situation and community needs. As being stated by the Corporate Communication Officer, *"It is to build confidence because majority of staff in each area lived in the community. This is just like a team of descendants went out to converse with their relatives. Some project must be done outside the area or some villagers may say that their villages are still lacking certain facility and asking for help. Most of times, conversation took place at designate person's house and rotate afterwards which is another approach to build participation"*.

To conclude, the basic concept in CSR communication which comprised of the   Sustainable Development and SCG ideologies, particularly, the last item stated that we must be firm on social responsibilities, particularly on the environment based on the practical guidelines of SCG sustainable development and the concept on Water is Life according to the Royal Initiatives. Then, the success in CSR communication under these concepts must begin with the company employees having DNA "Sustainable Development" and extending to the nearby communities. This activity was arranged to create awareness in water conservation which considered one of the important natural resources. The key mechanism in CSR communication is when all level employees, from the chief executive, manager, general staff, and local staff participated in CSR communication, thus creating the trust and eventually involvement of the community stakeholders.

4.1.3 Strategy of CSR communication

CSR communication of SCG under the concept "Sustainable Development" focused on the involvement of stakeholders. SCG perceived, commented and involved in the operation decision-making. Data were engaged in planning and improving various projects to respond to the expectation of each sector. The corporation claimed that such operation aimed not only responding to the expectation of stakeholders, but also on important target of understanding and joint-development to provide a better life quality and sustainable development.

4.1.3.1 Participation of stakeholders strategy

CSR of SCG originated the same way as other organizations through the donation occasionally given. Later, the company gave on the regular basis with the systematic arrangement. CSR communication was done in the systematic arrangement and by surveying the public opinion to see what the public wanted from SCG. Survey results were matching with the company product and services and the employees' aptitude. When the situation changes the need in some areas became less significant. CSR communication made the community grow stronger, enabled them to become independent in the long term.

CSR contemplated on developing stronger company and standing on their own in the long run through the participatory CSR communication to truly benefit and respond to the need of community. Instead of the Center defining the practice of CSR, the companies focused on sending the employees closer to the nearby community to discuss and share ideas on designing appropriate projects concentrating on the recipients' needs on occupation, health, social, culture, and environment (SCG Headquarter, 2010: 28-29).

The Corporate Communication Officer emphasized that, *"CSR communication of SCG focused on the involvement of stakeholders in the macro level, but in the micro level such as if the factory concern on Stakeholder engagement, the activity arranged as Stakeholder Dialogue by inviting the nearby residents to participate in such activity. This is the annual activity, rotating in different areas, so we could ask the participants' opinion on how to function properly and areas that need improvement."*

Obviously, CSR communication that reflecting SCG sustainable development based mainly on "the Strategies for stakeholders participation" with stakeholders participating in the perception, expression of ideas, display needs, and making appropriate decisions in CSR. Then, the company should build standard and perceived system with the focus mainly on stakeholders as follows (SCG Headquarter, 2010: 17-18):

1) Clearly identified personnel or agencies in charge for stakeholders' participation to coordinate and communicate directly with stakeholders

2) Identify and arrange a group of stakeholders based on the degree of importance and relevant matters

3) Develop guidelines and approaches to perceive the need of stakeholders

4) Having set up the process to consider and respond to the need of stakeholders

5) Communicate and disclose data to the stakeholders

The Corporate Communication Officer explained further on CSR communication, "*We have invited the concerned stakeholders to discuss the sustainable development issue, including analyze and recommend what need to be done based on the principles of sustainable development.*"

CSR Communication with participatory strategy is the important factor for working. Raising individual's conscious on water conservation through the project "SCG conserve water for future" aimed to build the learning process for developing intellectual capacity among the locals through the construction of the check dam together with Jang Basin Network and Thailand Research Fund for the community to collaborate together in building the check dam which indicated CSR communication through participated strategies through the water conservation project.

The Community Relations Officer explained the steps on building the check dam as follows: Starting with SCG community relations officer arranged the meeting with the community core leader to inform about the check dam project. The community relations officer would pay the visit to the community core leader to discuss and understand the sustainable development concept. After the core leader had learned about the activities, more meeting were arranged in the community

to spread the ideas, having both SCG officers and core leader to inform audiences so they could learn more and participate in building the check dam. Then the community core leader and SCG officers surveyed the area and planned the work scope to determine the construction site and how to go about doing it as well as clearly stating the agreement. SCG officers and core leader informed the community on the condition of surveyed site and location because some people in the community had not known about the conditions of community creek or forest before. Arrange negotiation to divide duties and responsibilities among community villages. First try-out on building the check dam.

Later, invite the core leader to discuss outcomes from the first try-out whether the construction of a check dam works well or anything should be improved. After that, the concluded data from building the check dam were delivered to the community through the meeting. In the meeting, the overall pictures were shown and the locals were asked to share their ideas and feeling regarding the construction of check dam. The second try-out on building the check dam, having example from the first try-out as the guidelines to better construction. Then the community core leader and SCG officer summarized results on the second try-out to inform the locals and discuss with them on the next construction. Third try-out on building the check dam

Therefore, the procedures aim not only building the check dam, but also developing the idea through the participatory CSR communication to build the "Check dams in people's minds" so the community could share the building experiences and agricultural issues, including sharing problems in life, providing knowledge and creating unity.

4.1.4 Process of CSR communication

The Participatory CSR communication process of SCG comprised of CSR data source, CSR message, CSR communication channel, and CSR message receiver as follows:

4.1.4.1 CSR data source

In the Participatory CSR communication process of SCG, data derived from 3 sources, namely internal CSR data source, external CSR data source, and CSR data source in the community with the following details:

A. Internal CSR data source

During the CSR communication under the concept of "Sustainable Development" the stakeholders should get involved in determining CSR direction. Therefore, SCG became the important data source for the participatory communication as the crucial elements to identify the practical guidelines with constant revision of on sustainable report with the stakeholders. In addition, more ideas were gathered from stakeholders outside the company. Then, the company is the main data source for the participatory CSR communication. Furthermore, SCG had developed "Learning Center" as the community data source for transmitting awareness in sustainable water conservation. The learning center operated through sharing and conveying ideas to the locals and spread ideas to other communities.

The learning center is also the data source for the participatory communication to convey ideas on sustainable development in 2 places: 1) Jang Basin Learning Center Network, Ban Samkha, Amphur Mata, Lampang Province and 2) Ban Sasabhok Learning Center, Amphur Jaehom, Lumpang Province

The findings from the Learning Center in Lumpang led to the belief that it could become a model to convey ideas and create community network over 35 villages to preserve water in various provinces such as Lumpang, Chiangmai, Phrae, Nan, Rayong, Saraburi, Kanchanaburi, Ratchburi, Nakhonsithammarat, and Khonkaen (Siam Cement Group, 2013: Online).

B. External CSR data source

In the participatory CSR communication to raise consciousness in water conservation through building of the check dam, SCG received data from various outside organization such as, Huay Kong Kai Development Center according to the Royal Initiatives, Department of National Park Wildlife and Plant Conservation, Ministry of Natural Resources and Environment and Water Resource and Agricultural Information Institute, Thai Environmental Institute (SCG Headquarter, 2010: 47) until

the Learning Center could create the body of knowledge related to building the check dam through knowledge sharing with the community.

    The company pointed out that the participatory communication in building the check dam had created the community needs to learn and understand other issues related to the environmental conservation such as, sustainable agricultural project from the collaboration between Sasabhok Community and the Research Institutes, Rajamangala University of Technology Maewang, Lumpang province to arrange learning on organic agriculture, the use of organic fertilizer, pesticides. It was done as the participatory study among the community agricultures that had practiced the organic agriculture as the pilot project in the operation to see how well they can grow plants in the environmental friendly atmosphere and safety for consumers (SCG Headquarter, 2010: 60).

    SCG mentioned that the success in communication to raise consciousness in water conservation involved with the fertility of environmental resources for the community to acknowledge the achievement in building the check dam. Therefore, SCG had requested the cooperation to collect data on Biodiversity and received the support on research data of plants and birds species from Chiang Mai University. In addition, Rajamangala University of Technology Lanna had provided research data on Biodiversity of butterflies and insects, regarding the study on species, genus and numbers found through the research in the Rim Muang forest conservation areas in the middle of the Siam Cement Factory (Lumpang) and the natural forest areas outside the factory so the surrounding communities could see the improvement in nature (SCG Headquarter, 2010: 61).

    C. CSR data source in community

    The community core leaders for building the check dam such as those involved with the project since the beginning and settled in the headwater areas were succeeded in building the check dam since they learned and understood true benefits from such activity as well as extending knowledge on the sustainable development from building the check dam to the locals in other communities such as , during the big flood, none of the villages with the check dam had not been damaged whereas the nearby villages without the check dam suffered from the severe damage.

This incident has motivated the nearby communities to learn and sharing ideas on building the check dam.

The Community Relations Manager mentioned the characteristic of data source or the local community as follows, *"The villagers knew who can give advice and make things happened. This person is a hard-working person whom the villagers look-up to,   in this person villagers look up to, non-detachment or hidden agenda for 4 years, and absence of political motives, importantly, he must act appropriate with his title for he is one of the people, locals, no one could reduce his wages or remove him from his position or expel him from the area."*

Furthermore, raising consciousness on water conservation was done through the participatory communication to build "Check dams in people's minds" with knowledge enhancement and accessing the body of knowledge outside the company so the findings could help solving problems within the community as well as extending results to other communities with the consistent developing body of knowledge until becoming the community learning network.

4.1.4.2 CSR message

The participatory CSR communication of SCG contents were compiled into "Significance Sustainable Development" as a result from the community opinion survey in the surrounding area to open for comment as well as inviting the scholars, visionary leaders from various sectors such as, government, NGO, public organization, educational sector, and media to participate in the dialogue with the Chief Officer in the significant sustainable development, prioritize issues as materiality matrix (SCG Headquarter, 2011: 17) as follows:

1) Important issues for the stakeholders and SCG , namely, employees welfare, biodiversity and ecology

2) Important issues for the stakeholders and most important for SCG, namely, management, risk, best practice and utilized resources

3) Most important issues for the stakeholders and important for SCG, namely, disclosures and report, responsibilities for merchandises and services, community participation, air quality control, and climate change

4) Most important issues for the stakeholders and important for SCG, namely, products, environment-friendly services, water management, wastes and recycling materials management, employees management, health and safety.

5) As for learning, the content in participatory CSR communication to raise awareness in water conservation among locals so they could share ideas through lesson learned on success and failure in the process to build the check dam (SCG Headquarter, 2010: 63).

Success such as the prevention of sediment into the reservoir, increasing moisture to revive the forest with fertility until becoming the food sources and available head water for better agricultural products which in turn reducing cost, thus increasing incomes which considered as self-dependency and stronger community.

Failure such as the check dam collapsed after building, type of the check dam was unmatched with the geographic location, inappropriate site, and unsuitable materials with geo-social, create wastes and discomfort for the water users.

The successes and failures made the officer at the Learning Center and villagers exchanging ideas and experiences with the constant expanding the body of knowledge as the origin for Constant Learning Organization and Community.

Communication design: The company plan on annual communication is to identify the guidelines for designing SCG plan that must be coincided with the social issues, company expertise and needs of stakeholders. Then, the experts in various fields were invited to share ideas for improving such communication plan, as being explained by the Corporate Communication Officer that, *"We have already set up the guidelines for planning which evolved from the annual communication plan and we carefully inspected our current planning. We have picked the issues that agreed with the plan and presentable. Such plan must be coincided with the social issues, company expertise and the needs of stakeholders. We have observed all 3 plans and invited the experts in different areas to voice their opinions in the plan issues because we could judge if we operate in the right direction and most visionary leaders agreed with this plan or the company attributes. "*

The designing of SCG CSR communication developed from the concept of water is life according to the Royal Initiatives based on the sustainable development to make the company communication more transparent. Since this concept remains as a concept in the mind of Thai people for sometimes so it is not difficult for them to accept this ideas and enabled them to see the importance of irrigation project and other environmental projects, news on SCG website and movement under the advertise media, article on SCG advertisement "Conserve water for future" cited the Royal Speech on 27 March, 1986 that stated, *"The main thing, we must have water for consumption, agriculture because life depends on water. Mankind exists as long as water remains with us, without it mankind will perish."* (Siam Cement Group, 2008: Online)

From the concept "Life is water", SCG had pointed out that water conservation is everyone responsibilities and started projects related to water. Because SCG urges everyone to conserve water for future use, the corporation had designed the communication message for the project "SCG conserve water for the future", which focused on the water conservation. Therefore, the check dam is originated from the desire to conserve environment and subsequently the community strength.

As being stated by the Corporate Communication Officer, *"The subject of water also related to the construction of check dam, In the former phase, it was the revival of the environment, and the latter phase the check dam intended to send the message that it made a person became stronger, so communication moved from concrete to abstract. At first, we saw the check dam as the supporter of environment, but once we have got involve further, we realized that it went beyond our normal perception. There are many important elements involved in making stronger community and we don't need to depend on outside assistance. We can survival on our own."*

To date, SCG had given the definition for the project goal as building the "Check dams in people's minds" which clearly shown that the construction of check dam is the process to build community strength through the community participation. The Corporate Communication Officer pointed out, *"In the case of check dam, it is not only building it. The check dam is only an instrument to*

create learning in the community. When the locals get together, they would discuss the problem and find solutions to make their communities stronger based on the community life-styles. We have tried to be the facilitator, bring out the issues without outing our own ideas."

Therefore, from the beginning when SCG brought the concept of water is life according to the Royal Initiatives into the water conservation, it had led to the communication design for the project "SCG conserve water for future" to motivate people's involvement in building the check dam, which eventually the corporation designed the definition for the project goal as the "Check dams in people's minds", which eventually produced project results in the abstract form.

4.1.4.3 CSR communication channels

SCG has opened different communication channels for CSR to listen to the stakeholders' opinions and arrange the priority depended on the problems severity or the stakeholders' expectation as well as set up the policies to respond to the need or solve such problem, including set up the guidelines for transparent CSR. SCG had arranged the following CSR communication channels for the stakeholders to take part in CSR as follows:

A. Stakeholders attitude survey

SCG arranged for the stakeholders attitude survey to learn about their perceptions by conducting the Corporate Image Survey annually and Community Attitude Survey every 2 years, including the Customer Satisfaction Survey on the yearly basis to improve the operation, aiming to maximize benefit for both the company and stakeholders. (SCG Headquarter, 2009: 40).

B. Recommendation listening

SCG had invited the representative of communities surrounding the factory, employees, trade partners, official representatives, NGO, and technocrats to listen to the company direction on the sustainable development and open for the stakeholders from all sectors to speak freely about the past corporation performance, as well as expressing opinion or making recommendations to meet the needs of all concerned parties, SCG implemented the acquired data with the plan and the project improvement to respond to the expectation of all sectors. (SCG Headquarter, 2010: 108)

C. Formal dialogue

SCG is the pilot company to arrange the systematic dialogue. In its operation, the company would select the targeted stakeholders to join the focus group and dialogue, having the lecturer to participate and listen to the comments on various issues and make the conclusion with recommendations for the operation plan in each area. The recommendations from the dialogue both positive and negative were adapted for the corporation management plan which also served as the development guidelines with constant improvement (SCG Headquarter, 2010: 110). Furthermore, in the participatory communication to raise consciousness in water conservation, SCG had arranged the dialogue on "Water is life" for the community to search for problems and solutions by themselves, including raising consciousness on the benefits of the check dam according to the Royal Initiatives.

D. Informal dialogue

Learning Center employed the dialogues to communicate with community and water and to motivate community involvement so the community could share their ideas openly. The communication through the Learning Center is the main channel for communication on the subject of community and water. In order to get the community involvement so they were willing to express their opinion openly, the company arranged the communication through "informal dialogue" mainly by concentrating on time and location appropriate with the surrounding commodities. Therefore, the time spent in the dialogue usually the time after work where the participants could have supper together and relax in the familiar atmosphere such as the village headman's home, Gazebo at the temple or the garden. As being stated by the Corporate Communication Officer, *"We must make the informal invitation and importantly we should select proper hour to talk to them, about 19:00-20:00 P.M. when they are all finished works, relax, and already eaten dinner. This is convenient time for them, not convenient time for us and arranged the meeting in the place they could relax."* The dialogue should rely on the community core leader to lead them, both natural and formal leader who could work with the Siam Cement staff, mostly the locals and community offspring who must be informed about water conservation. The dialogue should start as a small group at first and expand into a larger group, once succeed until reaching the village level.

Therefore, the CSR communication channel quite crucial to SCG is to survey the opinion and listen to the opinion of the stakeholders through the use of informal to formal dialogue. These channel allowed the stakeholders to participate in CSR operation.

4.1.4.4 CSR message receiver

SCG stakeholders are employees, customers, trade partners, business partners, shareholders, investors, and government agencies. In the participative communication, the main message receivers could extend their ideas to various groups of stakeholders.

The Corporate Communication Officer explained further, *"The main message receiver in the participatory communication usually is the community core leader, either official such as the District Administrative Officer, Provincial Administrative Officer, village chief, headman or in-official who is the natural born leader and the villagers look up to him. He already has the public mind; set concrete example such as the organic agriculture. Everyone in the village knew that he could give a good advice. Importantly, he is an ordinary citizen, one of the villagers who has not been told what to do by any agencies and he is a local with the right to live in this land permanently."* Obviously, these people definitely could produce results, but it came slowly because they were only a small group. Then, they were acting as the mechanism to access majority of locals as the end message receivers.

To conclude, CSR Communication of SCG employed the participative strategies, reflecting SCG intention to engage stakeholders in social responsibility. As being seen from the learning center operation that revealed steps on building the check dam, which involved community participation from surveying, planning, working, evaluating and improving. The strategies on participative CSR communication create unique communication process within own community and society.

4.1.5 CSR communication efficiency towards stakeholders

The participatory CSR communication of SCG employed the participatory to raise consciousness in water conservation which yielded benefits for both business organizations and the stakeholders, specifically the efficient results towards the

stakeholders in 3 dimensions namely; outputs from communicating through CSR campaigns, outcomes from changing in individual stakeholder, and impacts from social change as follows:

4.1.5.1 Outputs from communicating through CSR campaigns

Particularly from the project "SCG conserve water for the future" appeared to the stakeholders both concrete and abstract forms. Through building the Check Dam, consciousness in water conservation became more apparent due to direct benefit from building check dam as follows (SCG Headquarter, 2010: 58-59):

The fury of water in the stream has been reduced whereas soil erosion occurred, including the increase in the flow of water and soil moisture. The soil moisture spread out over a wide area on both sides of the creek.

The forest fire was prevented as being seen from the reduction of forest fire about 200-250 times a year in the forest surrounding the cement factory at Lumpang since building the check dam in 1998. The building of the check dam proved to be successful until the network was formed in 2009 with the forest fires occurred only 2-5 times a year.

When soil moisture was retained, the plant biodiversity started to increase. for example, changing plant species in the conservation forest surrounding the Siam Cement Factory (Lumpang) from the Evergreen Forest, Deciduous Dipterocarp Forest to the Mixed Deciduous Forest with increasing number and density of bushes as well as finding the biodiversity of wildlife species, birds, butterflies and insects (SCG Headquarter, 2010: 61-62).

The findings from water conservation through abstract building of check dam helped bonding the relationships between locals because it allowed the villagers to meet, converse and discuss the matter. The building of the check dam started from area surveying, planning, collaborating, evaluating and making improvement. For example, the construction materials were selected from the natural source in the community without cost; mainly they are stronger materials and resisted erosion found by the locals such as stones, wooden sleepers, timbers, logs, and branches. Construction of the check dam was done in the upper mountain area of the head water which had been surveyed and discussed earlier to identify such process, leading to strong and firm relationships with the community.

In addition, another concrete finding in the water conservation derived from the building of check dam was the community constantly developing ideas until they turned into the procedures for community to solve problems on their own as the complete approach to problems-solving from beginning to the ending It became the community body of knowledge such as, organic agriculture, producing organic fertilizer, and seedlings which could be the pilot model for other communities. The body of knowledge transmitted from one community to another had created unity and reinforced community network strength and became a model for other communities to follow, study and extended knowledge besides being the important model for learning between communities.

The Community Relations Manager described how knowledge could be transferred from one community to another through building the check dam as follows, *"Effective performance could be the return of water, forest food sources and flood-free areas. Such incident benefits the locals because it is the best and sustainable communication method and communication best spread through word of mouth. The program started with 2 villages first and to date 8 villages collaborated together. It took a while for 2-3-4 villages to group together, but things speeded up for 5-6-7 villages from observing earlier village models together with watching SCG if 1) the company is seriously backing up the program 2) the company is willing to continue with the program and 3) the program really benefit the public. However, the first item is the most important issue."*

4.1.5.2 Outcomes from changing in individual stakeholder.

The participatory communication had changed the locals' behavior, starting from the core leader visiting Huay Kong Kai Development Center to observe the construction and see how the check dam solves the drought problems. He found that the knowledge from building the check dam could not be implemented directly because of different geographical features and contexts that required building the Check Dam differently. Then, the core leader and the locals started to consult each other to build the Check Dam appropriate for own area with the application of knowledge from Huay Kong Kai to solve the problems. This had led to changing in the locals' behaviors, instead of alienating to collaborating with each other to solve

problems, survey the forest areas, spring and waterway to find the joint conclusion with the support from the Learning Center.

Such process made the villager getting acquaintance with each other besides creating unity and collaboration within the community. Next is a statement made by a villager acting as a core leader in building a check dam, *"We have the opportunity to converse with each other when building a check dam. There we have made acquaintance with each other, creating unity among us when building a check dam for the returning of water."*

After the success from building the check dam, the community moved to other issues. For example, Ban Sabsahok Community, Lumpang explained how they changed their agricultural methods from single growers to group growers. Earlier, each grower produced and sold own products without consulting each other about the market demand, which made it rather difficult to sell the products. With their learning experiences from building the check dam, the villagers could consult, and sharing the ideas. The villagers stated, *"At this time the villagers are collaborating with each other to sale their products through the village middleman. This way, the villagers had learnt what the market need and saleable products. The community people would find the seeds for planting and selling in the urban market for better price."*

The interview with the locals who participated in building the check dam revealed that the majority of villagers farming with the chemical fertilizers which burden them with huge production cost yearly and chemical residue. The success in building the check dam and the group agriculture led the villagers to the use of their homemade organic fertilizer which had been produced by a cluster of villagers. When problems occurred from using the fertilizer, they could get together to discuss the matter and sharing knowledge. Nonetheless, changing the villagers' behavior from using the chemical fertilizer to organic farming took a while. In the first year, the results or production amount were unclear because cultivation could not be done in the large area that required close supervision even it may produce long-term benefits, including safe products for consumption and clean environment. At present, over 20 village households have changed to organic farming in which the produce are sent to Jaehom Hospital, schools or the buyers coming to buy the produce at home.

Furthermore, the villagers became more protective of their forests. Earlier, they regarded the forests as the public property, not their own properties. Whoever has good backing or money power could exploit the forest, so precious commodity such as teak was frequently cut down illegally. After the building of the check dam, the villagers gained better understanding in the importance of rivers and streams flowing from the watershed on the mountain to the villages, knowing that the owner must look after the forest for the forest to regain its usefulness, not on the value sense or the money derived from cutting down trees, rather the public benefits through the use of head water, food sources and natural resources. SCG Community Relations Manager pointed out, *"To date the government employed GPS to take satellite pictures so all forests areas adjacent to the village could be calculated and the findings must be informed the community.* "At this point, the villagers change their attitudes to protect the forest even more. They have learned about the forest areas and locations. In addition, they put up the area surveillance, put off fire, including the flood from the river basin.

Therefore, the participatory communication through the process of building a check dam led to changes in behavior among the villagers. They became united and collaborated with the public interests in mind, such as, from single farming to group farming, from using chemical fertilizers to organic fertilizers, from cutting down teak in the forest to conserve forest water and head water.

4.1.5.3 Impacts from social change

The result from communication to conserve water so the villagers could be experienced in the participatory communication through the process of building a check dam. Changes occurred not only among the locals, but also the communities surrounding the learning center, including the faith, community well-beings and extended to the other conservations which truly benefit the general public and community as follows:

As for faith, changes bring improvement to the community as being seen from the interview with villagers in Ban Sasobhok, Tumbol Bansa, Amphur Jaehom, Lampang province. Because the villagers revered the head water in the forest, they proposed building pagoda and given the name as "Phra That Mon Kong Kao Taw Dum" on the top of the mountain "Mon Kong Kao" referring to the

ancestors' struggles to build community or the grandparents' spirit that protect the community. Phra That Mon Kong Kao Taw Dum represents the mental anchor and a place to raise consciousness for managing better community resources. Therefore, the area surrounding Doi Mon Kong Kao is considered as the sanctuary to prohibit the deforestation and preserve clean and rich water source as being seen from the village headman statement, *"The villagers' belief in the ancestors' spirits. At this time, we are preserving the relics on Phra That Doi Mon Kong Kao from our faiths and beliefs in the sanctuary so we refused to commit deforestation and determine to keep the clean and rich water source for our children."*

The community living conditions is better after the villagers helping to build the public utilities in the community and used it to trap sediments and retain water underground, giving the forest fertility and increasing reservoirs until many villages in Lumpang province could build "Mountain water supply". The villagers explained, "The use of water diversion from the check dam to the creek and extending water supplies to the village water pipe". Therefore, the mountain water supply is the utility to indicate the water source abundance and good water management so the community could have ample of water for cultivation, paddy fields, growing garlics and onions and household consumptions, including savings on household expenses. The villager core leader stated, *"The mountain water supply sending through the manmade pipe into the village is done without cost for growing vegetables."*

Knowledge and understanding brought changes to continue raising consciousness in water resources conservation to other natural resources conservations, the obvious case is the campaign to prevent the forest fire that required the collaboration between the government sector and Siam Cement Factory and Lumpang in order to raise conscious ready to protect the forestry resources, conserve natural resources and environment. This brought out the critical danger of forest fire that caused the environmental pollution, damaged the economy and created the heath hazardous so the campaign was arranged for the public to build the firebreaks surrounding the reserved and preserved forests. The village headman stated, *" At this point, the villagers treasure own community forest and help put out fire and build Firebreaks".*

Changes in the Thai society are spreading as to warn the people to pay more attention to the environment and reinforce social attitude in the environmental conservation through the company campaign for raising consciousness. Many experts opened for comments that could benefit the environmental preservation which put more weight on this issue, particularly, after the commercials were on air until there were extensive comments from many website viewers that could help improving the campaign besides outside discussion regarding the matter which contributed to the current fever of conservation environment on the internet. Therefore, the recommendations or complaints for the technocrats or experts, including comments or criticizes form the media and the general public help to maintain the environmental conservation fever.

To conclude, the implementation of participatory strategy aimed to raise awareness in water conservation through building the Check Dam, having impacts on the stakeholders in 3 dimensions. The first dimension involved with concrete results, namely, the land fertility that the community received directly from having the check dam. As for abstract results, it promotes good relationships within the community, making community stronger with intellectual development. As for the second dimension, changes happened to individuals, from isolation to sharing with more harmony and collaboration such as, collaborating agriculture that used the organic fertilizer to maintain the forest. For the third dimension, the results came from social change for the good of the pubic, the beliefs in Phra that Mon Kong Kao Taw Kum led to the temple construction at the head water. Regarding the living conditions, the building of Mountain Water Supply for the community public utility extended to other environmental projects, from water to forest. Furthermore, the overall environmental pictures in Thailand created stronger environmental fever.

4.1.6 CSR communication efficiency towards business corporation

The participatory CSR communication through the participated strategies for long-term reward for sustainability in 3 areas, namely, bond between corporation and stakeholders, social license to operate business, stakeholders trust in the corporation as being stated in the following details:

4.1.6.1 Bond between corporation and stakeholders

It employed the participatory CSR communication of SCG as the strategy to raise consciousness through Learning Center Water Conservation campaign by focusing on the involvement of locals and communities in ever steps of construction, starting from consulting for planning, surveying areas to inform the community, try-out on building the check dam and making appropriate check dam for the area. Because the construction process focused on sharing knowledge, community felt they are the real owners and bond with the check dam. Then, SCG water conservation with community participation aimed to bond the company and stakeholders together. In addition, SCG supported transmitting knowledge in building the check dam to other communities as the network of water conservation community and expanding bond between the company and stakeholders.

To summarize results from interviewing the stakeholders, SCG focused on the water conservation project to benefit the villagers living in the upstream and downstream as well as creating the bond between the company and stakeholders. Moreover, SCG represented the Communication Center to build the check dam as to volunteer work for own community, reinforcing the bonds between SCG officers, the government officers, villagers, third parties. This process created firm relationships between the company and those mentioned earlier, including the stakeholders.

4.1.6.2 Social license to operate business

Apart from getting official permission to operate, the social permission to operate is also necessary, particularly when the factory needed to manufacture. Furthermore, the company must receive approval from the surrounding company, SCG is then communicate CSR to the stakeholders to understand the corporation ideologies and visions that focused on the "Sustainable Development" with the environmental concern in the business operation. The corporation expanded its concepts to outside organization through the communication to raise consciousness in water conservation.

In SCG Factory operation, the motto, "Where there is the factory, the forest stays green" aims for the industry to remain flourishing with the nature and environment and promoted the sustainable nature and environment. From the

deteriorated forest surrounding the Siam Cement Factory (Lampang), the company specified that it had revived the forest conditions with growing 900 rais of trees and continued to maintain the new forests. Moreover, the company had built the check dam in the conservation forests surrounding the factories Amphur Jaehom and Amphur Maeta, Lumpang province, including encouraged the villagers living in the communities surrounding the factory to build the check dam (SCG Headquarter, 2010: 53).

In the interview among the stakeholders, the findings indicated that CSR communication of SCG has made the stakeholders accepting the way that SCG is the business with the environmental concerned. They accepted that SCG operation is the crucial element for economic growth in Thailand because housing, public utilities, roads, and overpasses that people came in contact with while conducting their daily activities deal with the construction of life necessities, leading to exporting to the foreign countries. One of the stakeholders mentioned, *"It is known that the factory used the resource for manufacturing cement from the bald mountain with no forests growing"*. The stakeholders had learned that SCG utilized resources carefully and brought progress to the country so they accepted the way SCG operating its business. The experienced stakeholders in building the check dam mentioned, "*SCG informed the volunteers on the area conditions by showing pictures of the Cement Factory at Lumpang before the construction at the empty lot and after the construction with the forests surrounding the factory.*" It seems that even with the use of resources in the production process; in return SCG has maintained the environment, so that the business could continue the business as usual.

4.1.6.3 Stakeholders trust in the corporation

The corporation attempt to show the sincerity without exploiting the local resources. The participatory CSR communication allowed the stakeholders to get involved in CSR campaign, including preparation for CSR Reporting to present the fact and reassure the stakeholders the operational transparency and clarity of CSR as well as showing sincerity in operating with the "Sustainable Development" that balancing growth for the company and community.

SCG tried to build trust with the community through friendly gestures, and provide various advice to the community in many fields such as, building the check dam, doing organic agriculture, seedlings, rice products, including

the research knowledge for the locals by searching for knowledge from inside sources and outside sources from the field experts. The topic depends on the community needs based on the area community knew well and the corporation filled in the empty part. The village chief stated that, *"The company acts a good friend that willing to lend the helping hands by becoming the community consultant in various fields."*

The interview through consultation with a group of stakeholders led to the conclusion that SCG operation for 100 years was not only for the company benefit, instead good results from CSR communication occurred regularly within the community. They believed that the organization returned profit to the society so the stakeholders knew they could trust SCG.

In conclusion, CSR communication through the participatory strategy yielded the sustainable results in 3 areas: First, the stakeholders participated in CSR so they felt bonding with the corporation. Second, CSR communication received permission from the community to operate business in this area. Third, the company showed its good intention towards community with the business transparency and responsibility which created trust between the stakeholders.

4.1.7 Within-case analysis summary

CSR communication of SCG originated from 2 concepts used mainly in all business operational aspects. First concept involved 4 SCG ideologies, particularly the last idea firmly committed to CSR until the company relied on the best practice with every community in contact. This also led to the corporation communicate their CSR with stakeholders in the community. The second concept is the Sustainable Development aiming for business operation between Society, Environment, and Economy, concerning not only the direct impact from the business operation, but also the support role on Environmental and Social Sustainability. In order to display this significant concept, the chief executive instructed the company to prepare "SCG Sustainable Development Guidelines" for all levels of supervisors to learn, understand and communicate with own subordinates so they could practice sustainable development.

The elements placed more influence on CSR communication regarding the global situation because SCG had expanded its operation to other countries,

particularly among ASEAN countries and the company selected the environmental issues to communicate the concept on Sustainable Development which received wide attention from the international organizations or institutions until receiving the global award on the No. 1 sustainable development among the Construction Materials Industry from Dow Jones Sustainability Indexes. This success had led to the next important element which referred CSR goals and later the company should expand into the sustainable development in ASEAN. Therefore, CSR must be practice diligently to achieve the set objectives. The final element is the relationship with the stakeholders, reflecting the participatory CSR communication because the company focused on the participatory relations together with opening various communications for the stakeholders to be informed, express needs and opinions, and making appropriate decisions in CSR. In order to comply with the global standard, the company had published the official practical guidelines for the stakeholders. The success in communication for sustainable development must start from raising consciousness for the employees to embody with DNA of sustainable development in their vein by paying attention to the social and environmental impacts from the company operation. Then, the internal CSR communication tools that brought SCG success are as follows: The orientation for all levels of new employees for profound understanding in all 4 SCG based on the sustainable development and the company vision, followed by the information technology to manage CSR data. This way the employees could share ideas through the webboard , study success cases, access news, sharing video clip on experiencing CSR or search CSR data on their own time, and share the findings with the co-workers in the company.

CSR communication is an inside-out approach to successfully raising consciousness for monitoring social and environmental conditions with sustainable development, from the employees to their families, communities and social surroundings through the application of "SCG conserve water for future" as the company flagship campaign that combine the concept of Sustainable Development with the Royal Initiatives "Water is life" which most people already knew and accepted with faith. This is done in order to raise consciousness in the environmental conservation, particularly on water resource through the participatory communication during the construction process, not only building the check dam, but also developing

intellectual from sharing, learning, and involvement in the process. Because SCG uphold "Constructivism" in the human resources development through learning from experiences, discovery and knowledge innovation.

In order to communicate CSR with the stakeholders, the company used the participatory strategy to enhance the community involvement, starting from giving opinions to start the project, consult for planning operation, collaboration and evaluation, including learning from earlier performance. As for the implementation of the participatory CSR communication, SCG succeeded in the application of two-way communication mainly through the dialogue, both formal and informal. The informal dialogue involved working in the community with the locals by forming a small dialogue group comprised of the community core leader as the formal and natural leader to provide advice in the goal of developing community so the community needs could be revealed and the company would be able to support the community. After proceeding in the right direction, the company expanded the dialogue group to consult with the villagers until becoming the formal dialogue stage as to communicate in the broader scope between the corporation, various agencies and communities.

Informal dialogue received full cooperation from the community stakeholders, particularly, those who have been working in Siam Cement Factory. Because majority of workers in each factory are locals, it is appropriate to ask those workers to bond between the organization and community. As for the formal dialogue, it is the reflection of broader view. When dialogue became larger and more formal, the locals may participate less as being seen from the number of participants refused to sit in the front row or expressed their ideas on stage or only raised their hands. Therefore, the dialogue issues must be identified to see if the participants truly accepted those issues, otherwise the dialogue issues should be revised.

When implementing the participatory CSR communication in each community, various elements, namely, knowledge, idea, capital, lifestyle, and ecological landscape which made up for differences among locals in each village must be taken into consideration. Therefore, the questions and purposes of each community must be discovered to fully respond to the need of such community. The main purpose of the participatory communication is then focused on the community such as some villages need to prevent flood while other villages want abundant water supplies or

few need water for agriculture in the dry season. Generally, works must be done differently, in building the check dam, each village with different environment and need required different ways to build the check dam.

The success of participatory CSR communication came slowly, but produced long-term results as being seen from the check dam Project of the Learning Center. After the officers visiting the area and communicating with the community, In the beginning, only 2-3 villages in one district cooperated in building the check dam. For quite sometimes, about 1-2 years, they started to see the benefit of the check dam when the water and food sources started to revive and flooding subsided. When the other surrounding villages saw how the check dam could slow down the flood current. The villagers could divert water into the field, so flooding was not quite serious. At present, many villagers are participating in the project so the overall results of the project should take about 4-5 years before they are fully surface.

In the community where building of the check dam proved to be quite successful, judging from each villager who participated in the process started to change their ideas. When engaging in the conversation, their attitudes reflected changing in personalities, ideas, and thinking process. In the past, the villagers claims that their village had not encountered problems before, partly because they are accustomed to those problems so they don't see problems as the big issues. This made problems difficult to solve. After the check dam was built with the villager collaboration, the villagers got together to consult each other on the problems that had been overlooked before. They paid more attention to the village meeting and involvement in public welfare which brought better improvement to the community. Therefore, participatory CSR communication of SCG originally developed from the stakeholders gaining benefits from CSR, which made them aware of the corporation active involvement in CSR. They were bonded with good relationships, advice and community acceptance that eventually led to trust.

**Concept in
CSR communication**
- Sustainable Development: as the key factor in business operation
- SCG ideology: which concerns for social responsibility.
- Water is life: which is essential for the existence of man and living organisms.

**Influential elements
toward concept**
- Concern on global warming situations   - Corporate governance covers economic, social and environmental aspects.
- The relationships between SCG and stakeholders that resulted from the stakeholder engagement.
- CSR communication goal is to build "Check dams in people's minds".

**CSR communication with
inside-out approach**
Internal
CSR communication
- Employees have DNA of sustainable development.
- Significant communication tools: Ready Together orientation, Information System Technology for data management.
External
CSR communication
- Raising consciousness in sustainable water conservation among stakeholders.
- Significant communication tools: "SCG conserve water for future" campaign

**CSR communication
mechanism**
- The participatory CSR communication of all level employees, starting from the chief executive, manager, and general staff

**Strategy of
CSR communication**
- CSR communication of SCG based mainly on the strategies for stakeholders participation with perception, expression ideas, display needs, and making appropriate decisions in CSR.
- SCG provided the practical guidelines for stakeholders' participation.

**Process of
CSR communication**
CSR data source:
SCG corporation, Learning Center, and community core leaders
CSR message: prioritizing sustainable development issues as materiality matrix
CSR communication channel : informal dialogue, and formal dialogue
CSR message receiver: the main message receivers could extend sustainable development idea to various groups of stakeholders.

**CSR communication efficiency
towards stakeholders**
Outputs from communicating through CSR campaigns :
benefits from 30,000 check dams
Outcomes from changing in individual stakeholder : the villagers became united and collaborated with the public interests in mind.
Impacts from social change : building the public utilities, e.g., pagoda, mountain water supply, and natural resources conservations

**CSR communication efficiency
towards business corporation**
- The check dam construction process created the bond between corporation and stakeholders.
- The natural resources conservation campaign led to social license for business operation.   -
SCG built trust through friendly consulting, and provided various advice to the community.

Figure 4.2 CSR communication pattern of Siam Cement Public Company Limited

4.2 Second case study: Uniliver Thai Holding Company Limited.

Uniliver Thai Holding Company Limited represented the Western Multinational Corporation since the company is one of the largest and oldest manufacturers of consumption goods in England. To date Uniliver headquarter received International Corporate Achievement in Sustainable Development from the World Environment Center (Unilever Global, 2012: online). In the course of CSR Communication, Uniliver Thai Holding Company assumes the Role of Corporate Brand by linking product brand with Corporate Brand when practicing sustainable communication. When brand merchandise could convey social and environmental messages effectively with accountability, Uniliver global support such brand with strategies to maintain the brand sustainability. Uniliver (Thailand) used "Breeze" as the main product brand in CSR with the success campaign " Dirt is good" which involved the Sustainable Living Plan of Uniliver Headquarter (Unilever Thailand, 2010: Online).

The research findings on "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" from a Case Study Uniliver Thai Holding Company Limited involved the study in the following areas:

4.2.1 Concept in CSR communication and elements affecting such concept

4.2.2 CSR communication with inside-out approach and CSR communication mechanism

4.2.3 Strategy of CSR communication

4.2.4 Process of CSR communication

4.2.5 CSR communication efficiency towards stakeholders

4.2.6 CSR communication efficiency towards business corporation

4.2.1 Concept in CSR communication and element affecting such concept

The findings of this section divided to two issues: concept in CSR communication, and influential elements toward CSR communication concept.

4.2.1.1 Concept in CSR communication

Uniliver has a long unique background and the company focused the production process and raw materials acquisition on the social and environmental sustainability as the significant basis in its operation. CSR communication has been developed to learn and respond to the increasing social and environmental demands, aiming for the company growth along with decreasing the environmental impacts.

The website of Unilever Global (www.unilever.com) that features the story "About us" and article on "Our history" mentioned that in the 1990, the company expanded its business to the Eastern and Middle Europe. To date, the company has established its subsidiaries over 190 countries in Asia, Africa, Eastern Europe and Western Europe, including the United States of America. However, the financial crisis in 2008 caused the drastic reduction in profit, which made Uniliver starting to develop CSR communication strategy with announcement of the Sustainable Living Plan in 2010. This is communication plan with the public that presents how the company applied the sustainable development in different business perspectives, starting from the raw material sources to the product development and production, consumption methods and product disposal. After announcing the sustainable livelihood, the company turnover increase as much as 11.5% in 2010 and 2011. The rapid growth came from the products that the organization sending the sustainable messages to the public through various projects, for example, washing hands with Life boy soap, Lipton tea sustainable used of raw materials, and clothes detergents (Unilever Global, 2012: online).

The success of CSR communication under the sustainable development concept was apprehended. *" There are two branded that seriously focused on social responsibilities. For example, Breeze which is the global brand, in other counties, Breeze may be known as Surf with brand strength and way to convey the company philosophy or message of Dirt is good. Hence, the company encourages the students learning beyond classroom. As for Dove, it is to boost females' self-esteem so that they would feel beautiful and increase own confidence"* Uniliver Corporate Relations and Communication Officer explained.

Uniliver CSR communication in Thailand is under the supervision of Uniliver Thai Trading Co., Ltd. Public Relations and Communication Department as the operation with basis from 2 main concepts: the sustainable development concept, Small actions Big difference concept, and Five levers for change concept.

A. Sustainable Development

Unilever stated that corporate value and mission responds to social issues through the sustainable development and responsible business operation as if increasing the vitality to life and becoming the company goal. Uniliver (Thailand) Website gave the definition for the sustainable development as the response to the social needs without depriving next generation their rights to live and prosper. This seems to be the major goal for the responsible government and business organizations all over the world. As for Uniliver, the sustainable development refers to understanding the impacts on society, including the effects on the operation and product life cycle.

Uniliver Thailand website, so-called, www.unilever.co.th has offered the explanation on sustainable development as the approach to form the foundation for Sustainable Development, including the works in the company sustainable business- related that must be able to answer if Uniliver businesses created the environmental and social impacts in the following issues. For example, if the Uniliver brand caused difference in consumers' health and hygiene, and how can the company respond to the challenges in sustainability as related to the agricultural raw materials, climate change, water usage and packaging. In addition, can Uniliver's operation lead to prosperity and how? Is it benefiting the stakeholders such as employees, suppliers of raw materials and local society? How can the company manage the sustainability and responsibility for the stakeholders, namely, consumers, customers, employees, suppliers, local society and the government agencies (Unilever Thailand, 2010: Online).

In the CSR communication, Uniliver stands firm on the Sustainable Development concepts or the Unilever Sustainable Living Plan. The Corporate Relations and Communication Officer said, "In *2010, Uniliver had announced the Sustainable Living Plan that would yield business growth 2 folds. On*

the other hands, it should reduce the environmental impacts in half, covering the health, environment and livelihood issues. This meant for the company looking after the well-being of farmers, and growers who supply the raw materials for the company. Uniliver employed this tactic in its operation to assist society. Therefore, the social activities conducting up to now have been answered all questions. "

The mission on sustainable development aims for 3 parts that must be accomplished in the 2020 as follows (Unilever PLC Registered Office, 2011: 6-7)

Part1:   Improve individuals' health and well-being, aiming for better health and welfare over billion people.

Part 2: Reduce the environmental impacts, aiming for decreasing half of natural resources consumption in the production process.

Part 3: Promote good livelihood among hundreds of thousands while the company business continues to grow.

From the strong determination in 3 main missions on sustainable development, Uniliver believes in healthy workforce and appropriate workplace in order to accomplish the goal of such missions.

B. Small Actions, Big Difference

Uniliver beliefs in Brand Power as the right approach to improve life quality. Nonetheless, our planet is now facing numerous challenges, leading to the misconception that each individual's actions are too small to make a difference. Based on the diversified Uniliver products, the approach to the world population and the company goodwill help boosting the confidence of people so they are inclined to believe that every small actions combined with actions of million Uniliver consumers could make up for big differences.

The website of Uniliver (Thailand) www.unilever.co.th features the article about our new vision has mentioned our working process to make the difference, *"through the use of Uniliver Brand, CSR communication led to collaboration among billion Uniliver consumers all over the world to big difference from small individuals actions"* (Unilever Thailand , 2010: Online).

C. Unilever's five levers for change

Because CSR communication of Uniliver focused on altering the stakeholders' behavior, the company has developed the principles to change behavior from the internal and external experts, such as, the psychologist, academics from the Nation Leading Universities, Research Laboratory employees, Marketing Department arranged the meeting with stakeholders. Uniliver employed 5 levers for change to achieve the sustainable plan as follows (Unilever House, 2012: 8-9):

The first lever: Make it understand. People learned how to behave properly and whether they should act accordingly. This mechanism is to build awareness, and gain acceptance, such as, people tend to judge on outside appearance, if the hands look clean, it is cleaned or only washing hands with water. In reality, when inspecting hands under the ultra-violet light, we can see lots of germs remained. Therefore, washing hands with antibacterial soap is necessary, particularly during the outbreak.

The second lever: Make it easy. People would know what they should do and feel comfortable doing it. They realized that it is appropriated for their livelihoods. This mechanism brought convenience and confidence through the illustration for best practice. For example, in some remote areas of this planet, people are still washing their clothes by hands and water shortages continued. The introduction of water-saving detergents into the market must rely on the product demonstration to show consumers how load could be clean with just one single wash which made the consumers pleasing with the new method of washing clothes that saved time and water in the same time.

The third lever: Make it desirable. Whether this new behavior matching with his real life, his desired image or unrelated to those surrounding him depending on individuals and society because human are social animals with the tendency to imitate lifestyles and habits of those we respect. Sometimes, the parents or prominent figures inclines to follow the standard norms, such as, infant death rate is the critical issue for some countries. Simple practical advice, such as, washing hands before touching the new infants helps to improve the rate of survival, or the communication with new mothers may lead them to changing behavior for best practice in motherhood, which those surrounding us approved such practice.

The fourth lever: Make it rewarding. People realize whether or not their actions acceptable and if they would have been rewarded from their actions through the mechanisms such as, proof and payoff. For example, in U.S.A, Uniliver had sent the campaign messages to women to turn off the water while applying shampoo on their hairs. In order to answer their questions on what can they gain from following such advice, the company informed them that they could save money over $150 a year from using hot water economically besides better environment.

The fifth lever: Make it a habit. After people change in the right direction, good behaviors could be maintained. Such mechanism is related to reinforcing, and reminding them to wash their hands correctly through the published cartoons, posters, games, questions and singings as a reminder of the delivered messages. To ensure such compliance, the scores were counted daily and displayed the results with the children favorite stickers, aiming to help parents and teachers monitoring children's behaviors.

Therefore, Uniliver CSR Communication is under 3 concepts, firstly the Unilever Sustainable Living Plan to reveal the effort to better society in the countries where the company operating its business, which made the stakeholders' health and living quality better through the change in their behavior. Secondly the concept of Small actions, Big difference aims to change behavior of stakeholders. Thirdly the Uniliver 5 levers for change as the key concepts for CSR communication.

4.2.1.2 Influential elements toward CSR communication concept

The main concept in CSR communication of Uniliver consisted of the first concept in sustainable development and the second concept in Small actions, big difference. which influenced the following aspects:

A. Concern on global Situations

Uniliver is the world large organization that distributed consumer goods in 190 countries. The Uniliver Global Website, so-called, www.unilever.com features topic, "About us" had mentioned *"Uniliver products used by consumers over 2 billion and 7 out of 10 homes have Uniliver products. The company itself employed about 171,000 workers"* (Unilever global, 2012: online). Moreover, many Uniliver subsidiaries located all over the world made the organization

perceived problems and cope with the reality of the world situation, such as, poor health and nutrition, water shortages, expensive fuel and climate change affecting agriculture. Judging the current world situation, Uniliver had arranged the standard for people to live on earth without carelessly wasting earth resources or The Unilever Sustainable Living Plan allowed the company to display the product innovation that enabled people to live comfortably on the planet with limited resources whereas the communication helped to support the behavior that favor sustainable lifestyle.

B. Role of organization in society (people, planet, profit)

Uniliver pointed out that living on the planet with limited natural resources made the company operating with social and environmental concerns. Thus, the company was able to reduce the social and environmental impacts in half through the preparation of Unilever Sustainable Living Plan (USLP) as the communication aiming for 60 targets that coincided with the sustainable business operation. Even though the company products, innovation and technology are the key to success, another important element is the company communication ability to alter human behavior. As being planned, the Unilever Sustainable Living Plan would yield outcomes in 3 areas as follows (Unilever PLC, 2011: 8-9):

Area 1: The corporation aims to improve health and living conditions of billion People as the company good gestures, such as, people have clean water for consumption which helps to reduce sickness.

Area 2: The corporation aims to reduce the environmental impacts in half among the company products, which considered as the concern for our Planet such as , reduce water consumption in half due to consumers used water carefully, and reduce waste disposal in half.

Area 3: The corporation tries to utilize all raw materials from the sustainable agricultural source as the organization operating with profit in mind, but maintaining green operation as well.

Overall, the Unilever Sustainable Living Plan is the corporation demonstrated Uniliver sustainability growth in 4 dimensions, namely, consistent, competitive, profitable, and meet major social and environmental needs (Unilever PLC, 2011: 9).

C. Relations with stakeholders

Uniliver's stakeholders are not limited to only consumers, but also included the employees, suppliers, government and regulators, local communities, and public organizations. The decision on sustainable development issues based on the outcomes of important lessons decided with stakeholders as the guidelines for setting up strategies and sustainable development, including the analysis to identify key content of social issues. Therefore, building good relationships with stakeholders to get them involve with the survey, meetings, discussions and consultation are the important mechanism for the company sustainable development as well as firmly commit to the agreement as stated in Uniliver Sustainable Living Plan.

D. CSR ambition level of organization

Uniliver stated that the future success of Uniliver depended on the company's ability to grow, meantime reduce the environmental impacts, which are the main targets of Uniliver's Sustainable Living Plan. This communication plan aims for 3 critical outcomes, first, to lead a billion people to better health and living conditions, whereas second to reduce the environmental impacts from production into half , and third, to support the sustainable use of agricultural raw materials. In order to achieve these goals, Uniliver focused on the importance of communication to support stakeholders' changing behavior for sustainable lifestyle. Moreover, Uniliver mentioned that success came from the organization growing along with social and environmental growth. In order to create the corporation sustainable development, Uniliver employed 5 mechanisms aiming to first alter stakeholders 'behavior and maintain such concept, targeting to embed within stakeholders' responsible conscious.

In conclusion, CSR communication of Uniliver operated under 3 concepts; Sustainable development, Small actions big difference, and Five levers for change. Those concepts had been affected by the concern on global situations, role of organization in society, relations with stakeholders, including CSR ambition level of organization that directed for changing the behaviors of stakeholders, leading to the sustainable lifestyle.

4.2.2 CSR communication with inside-out approach and CSR communication mechanism

Judging from the social and economic situations in the world, Uniliver believes that the corporation must operate with fairness for sustainability with no conflict. The Chief Executive stated, "*In reality, the past experiences often indicated the sustainable contribution to business*". The corporation then focused on internal communication for the employees to understand Uniliver's Sustainable Living Plan and firmly follow that principle. The corporation had encouraged its employees to implement sustainability concept in the product development, search for raw materials and production process source, which considered as open up for innovation and cost reduction. As soon as the employees learned and understood the Uniliver's Sustainable Living Plan, the corporation extended its plan with external communication and formally announce Uniliver's Sustainable Living Plan in 2010. It is the communication to stakeholders on sustainable livings as well as encouraging them to change their behavior and habit to accomplish that goal.

4.2.2.1 Internal CSR communication

Uniliver believes that operating business with CSR would create positive attitude among employees, and the internal communication on sustainable development helps to embed such concept, include the motivation and empowerment for successful sustainable development. The announcement of Uniliver Sustainable Living Plan in 2010 is to motivate employees' desire to be a part of sustainable development. Uniliver is fully conscious of making employees truly understand sustainable development. The communication aims to embed sustainable development as every employee's duties that required handling special mission inside-out. The Corporate Relations and Communication Officer stated, "*Before conducting the social activities outside the company, it is our policy that the employees must be informed first. Every quarter, the company calls for the meeting between the employees and management. Besides planning the company businesses, Uniliver had arranged other formal social events as small activities on regular basis.*"

A. Needs for internal CSR communication

Uniliver specified that the internal CSR communication development created the sustainable growth which made Uniliver succeeded in

operating businesses under rapidly changing environment. In 2011, during the communication through Unilever Sustainable Living Plan, Uniliver had changed 11 product groups to 4 product groups, namely, foods, fresheners , home care, and self-care products so that employees could understand and practice, particularly innovation and sustainable development. At the same time, the corporation could achieve its main objective in increasing the business and decreasing the environmental impacts. Therefore, internal communication is mainly directed at the company employees within various departments, from the Information Technology, Finance, Research and Development, Raw materials acquisition, and Product Distribution, International Human Resources for subsidiaries , so they could understand the sustainable development, and the Unilever Sustainable Living Plan that would be implemented in the real situation, including sharing the success with other employees worldwide (Unilever PLC, 2011: 7).

B. Internal CSR communication tools

In order to communicate internal CSR sustainability, Uniliver employed the important tools as follows:

1) Organization structure

Unilever Leadership Executive

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                    ┌──────────────────────────┐
                    │ Chief Executive Officer  │
                    └──────────────────────────┘
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| Chief Financial Officer | Chief HR Officer | Chief Science Officer | Chief Category R&D Officer | Chief Supply Chain Officer | Chief Operating Officer | Chief Legal Officer | Chief Marketing and Communication Officer |

Unilever Board of Directors

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        ┌──────────────┐
        │   Chairman   │
        └──────────────┘

   ┌──────────────────────────────┐
   │ Vice-Chairman &              │
   │ Senior Independent Director  │
   └──────────────────────────────┘

   ┌──────────────────────────┐
   │ Chief Executive Officer  │
   └──────────────────────────┘

   ┌──────────────────────────┐
   │ Chief Financial Officer  │
   └──────────────────────────┘
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| Non-Executive Director - Chairman of Unilever's Corporate Responsibility Committee | Non-Executive Director - Unilever's Corporate Responsibility Committee | Non-Executive Director - Corporate Governance Committee | Others Non-Executive Directors |

Figure 4.3 Organization structure of Unilever Global (the related department with CSR communication) (Unilever PLC, 2012: 2-5)

Uniliver Global Corporation is the head office that mainly responsible for CSR communication setting up its organizational chart comprised of the following key figures.

Uniliver Executives consisted mainly of Chief Executive Officer and Chief Officer from different departments such as the Finance, Human

Resources, Science, Research and Development, Operation, Supplies Chain, Legal, Marketing and Communication.

Uniliver Board of Director comprised of the Chairman, Vice Chairman, Chief Executive Officer, Chief Financial Officer, and Non-executives Directors as the representatives of different departments, particularly, those related to CSR communication, such as, the president of Uniliver CSR Committee, Uniliver CSR Committee, and Corporate Governance Committee. Uniliver CSR Committee and Chief Marketing and Communication Officer collaborated and meet regularly. They received the progress report from 2 sustainable groups, first from the Unilever Sustainable Development Group (USDG), which is the collaboration between external experts to give advice to the senior officers for developing the sustainable strategy. Second group is the Unilever Sustainable Living Plan Steering Team, comprised of the senior executives who had received the fiduciary for successful sustainable living plan (Unilever PLC, 2011: 48).

As for Unilever (Thailand), CSR communication has been carried out under the supervision Relations and Communication Department, Uniliver Thai Services, Co., Ltd., which is the subsidiary of Uniliver Thai Holdings Co., Ltd. The Relations and Communication Department works under Uniliver Brand with "U" symbol to support about 20 Uniliver (Thailand) products. Then, the CSR communication activities are divided into 2 parts, namely, communication through Uniliver Brand and other Product Brands. The Corporate Relations and Communication Officer stated *"The Corporate Communication Department used Uniliver with U symbol to support about 20 Uniliver (Thailand) products. Then, the CSR communication activities are divided into 2 parts, communication through Uniliver Brand and Product Brands"*

2) Announcement for employee to be the sustainable leader

It started within the company through the involvement of all levels employees in the business operation. Because all employees were assigned as the leaders, they must understand the significance of their actions through the internal communication. Every department when collaborated together could have profound changes in the company and environment, which also designated the sustainability as the center for business operation.

Uniliver announced that the development of successful sustainable living plan must begin within the company through raising worldwide employees' consciousness of own responsibility. This is the way to make all employees feel as if being the owner of sustainable life plan and could be accomplished only through them. Therefore, sustainability has become the key function of all company employees (Unilever Global, 2012: online).

3) Uniliver global information technology system

It named www.inniliver.com features the sustainable living for better livelihoods. The article on developing and engaging our people claims that the company has the network all over the world to communicate with the company employees for implementing sustainable living successfully through the Information Technology connecting with over 800 Uniliver websites worldwide. To date, Uniliver is continuously developing its Information Technology system. All Uniliver Website is under Advanced Electronic Office Systems (AEOS). Then, the employees could benefit from building sustainable network with this standard system, enabled the employees to report the progress in sustainable development. Uniliver set up single database for all Uniliver subsidiaries so that the authorized employee could conveniently access database from places welcoming the employees' visits as well as create unity among subsidiaries and proceed according to Uniliver's Sustainable Living Plan (Unilever Global, 2012: online).

4) Learning management

The learning management is being done through Uniliver Internet Training Network, so-called Learning Management System (LMS), which had been specified by the head office as the proposal of various learning projects in 20 languages for over 130,000 employees worldwide. The system provides internet learning nearly 7,600 courses, which allowed the company employees to use intranet system with "Learning passport" to develop own expertise. Meantime, the system helps to arrange the necessary training. For example, in 2011, Uniliver mangers over 95 % had passed the Business Ethical courses (Unilever Global, 2012: online).

5) Sustainable learning

The sustainable learning is being done to support the Sustainable Living Plan in order to increase number of training projects constantly.

Moreover, the company had introduced social media and media technology as the training tools to reduce unnecessary travelling times. The main purposes for internal communication are to create understanding and maintain sustainability among employees. Over 6,000 employees had completed Internet courses on Sustainable Living Plan (Unilever Global, 2012: online).

6) Corporate Responsibility Council's roles in communication

The roles of Corporate Responsibility Council (CRC) are the corporate responsibilities and reassure the business sustainable operation and corporate brand. Moreover, CRC is handling the relationships between Uniliver Brand and international organization alliances. CRC comprised of representatives from the group of foods products, homecare products, self-care products and leader of CSR, research and development, and Global supply chain, including the representatives from the Company Center of Environment and Safety (Unilever PLC, 2011: 8).

7) Internal communication support tools

Uniliver had arranged the communication tools to support the company Sustainable Living Plan through the company website on the sustainable development, provided orientation and presentation in order to report the movement of Uniliver business on social and environmental concerns, corporate governance, and innovative developments.

C. Success starting with internal CSR communication

Uniliver believes in raising consciousness in the sustainable development with the sustainable living by assigning each employee worldwide as the leader of sustainability to proceed as the mission plan of the company. Uniliver used Information Technology, Corporate Responsibility Council, Corporate Responsibility Council meetings, and internal support as the communication instruments. Uniliver specified that communication is to embed all employees that sustainability is every employee's responsibility and the success of Uniliver's Sustainable Living Plan is the main mission that must be done inside-out.

4.2.2.2 External CSR communication

Regarding Uniliver's CSR communication with external stakeholders, the company pointed out that the corporation was operating under the threats of foods security, poverty reduction, and climate changes, social and

environmental challenges.   Due to the unrest and instability in the world, the company announced the long-term solutions to manage all the environmental concerns and communicate sustainable development to the external stakeholders, nearly 2 billion people worldwide.

A. External CSR communication needs

In CSR communication for sustainable development, Uniliver explained that the sustainable development has focused on assisting people in the sustainable living from using Uniliver products by expanding the business together with the improvement in people health and well-being, reduction in the environmental impacts, including the betterment of good living. Uniliver pointed out that in order to grow sustainably, the company decided to encourage people to change their behaviors for living sustainably according to Uniliver's Sustainable Living Plan (Unilever PLC, 2011: 8-9).

B. External CSR communication tools

Uniliver main external communication tools for the sustainable development comprised are as follows:

1) Corporate brand "Uniliver"

The development of corporate brand "Uniliver" has made communication becoming the key factor leading to achievement in CSR. In the past Uniliver had mixed the concerns on social, economic and environmental impacts together with brand building process. Uniliver believes that the survival of earth resources depended on designing brand with the environmental concerns as well as being the brand to convince people to improve their consumption habits. Building corporate brand could not solve earth problems. Undoubtedly, corporate brand has more influence on people conversation and behavior.

Regarding Unilever's new vision, which stated *"Everyday our products have touched more than 160 million lives. Regardless of feeling good about having beautiful, shining hairs and cheerful smile, living in the cleaned house or happy with superb tea, to eating delicious foods and healthy snacks "* (Uniliver Thailand, 2013: Online). This new vision based on the beliefs that brand could result in positive influence for society through communication so people could see the benefit or access to social emotion.

Brand communication is important to Uniliver, first, corporate brand can present emotional bond between the company, family, and nature better than product brand. Second, product brand is unable to involve in every concern issues. In certain case, it involved social, economic, and environmental issues. This helps strengthening the brand position in consumer's mind while promoting overall brand equity. In some cases, these issues may confuse the consumers on the brand position of product. Generally, even with the green products, consumers may want good services, reasonable price and good quality products or convenience use of the products. Third, sometimes, the messages on packaging or through the products may be overwhelm. Therefore, it is better for the company to act as a messenger of certain issue that directly impacts the public. Uniliver product brand is then focused mainly on consumers, whereas, corporate brand would be responsible for the citizens' demand. For example, when people decided to buy Breeze, they knew that Breeze encouraging the children to make a mess as long as they learned lessons through their playing experiences. Meantime, the blue U symbol on the package helped the buyers to realize that they were buying the products form the company with good conscious (Gowland, 2010: 5-6).

Therefore, the Corporate Brand is an important basic element to properly communicate Product Brand with the public since people currently focused their concerns more on social and environment issues. They wanted to know about the company standing behind the products they bought. Brand that successfully communicate with the public usually introduced itself differently or with the unique trait or issues related to social, economic, and environmental aspects, including solutions to the social problems that required collaboration from various sectors, even the business competitors. Communication through Brand is not only excellent testimonial, but also cross over the tradition mold into the proactive approach blending with sustainability.

2) Brand Imprint

It was developed by Uniliver as a tool, so-called, Brand Imprint to reduce impact and help the responsible persons understand the environment and social risks, including the possibility that businesses are inevitably facing those problems. The process focused on communication to assess the advantages and

disadvantages of the Brand affecting society and environment by answering the questions, Does this product change people's livelihoods? What does humanity need? Can we help society more than this? Can we reduce the negative impact? Can we do more with utilizing only few resources?

The Brand Imprint process is seeking advice form the authorities in different departments related to the Product value chain, namely, research and development, marketing, procurement and manufacture. The process is being led by the Chief Executive of Brand, having the Sustainable Development team as the facilitator with the intention to identify, understand and respond to the social, environmental and economic issues as well as being the data for developing Brand in the future. The consultation between leaders on own brands that related to Sustainable consumption is the attempt to improve the manufacturing process until be able to respond to the needs of world population living on the planet with limited resources (Gowland, 2010: 2).

The Imprint process is the group mission with systematic survey on the direct and indirect environment, economic and social impacts whereas the outside influence came from consumers, driven marketing force and visionary leaders may impact Brand future growth. The process was structured for each Brand team to conduct 360 degree examination on the social, economic and environment impacts of Brand towards our planet. Uniliver sustainable specialist had presented evidence and proofs to point out the necessity of evaluating each section as well as introduce a framework for the section senior to use in the research and analysis of 6 areas, such as, outside influence from consumers, marketing driven forces, and visionary leaders, including social, economic, and environmental impacts. The sustainable team would work in the back office with 6 managers responsible for each assigned area to help gathering data and construct hypothesis for each section as well as draft the marketing research, consumer survey, benchmarking, including consultation with the stakeholders. Finally, the Brand Imprint group had set up Work shop for 2 days to discuss research results, analyzed and developed plan as if being the group consensus (Unilver Global: 2012, online).

3) Annual Report and Accounts

The message was sent out to demonstrate how Uniliver emphasized on sustainability as the critical component to fully operate business because it is one of the mechanisms contributing to the company growth, leading to the company successful operation. The annual report is divided into 4 parts. First part is the report from the director of each department, whereas second part involved with governance and third is the financial data and fourth comprised of data for stockholders (Unilever PLC, 2011: 1).

The most important part is the report of business operational performance in the past year, using 2 indicators. First, financial indicator in accordance to the International Financial Reporting Standards (IFRS), namely, total sale growth rate, sales volume growth rate, gross profit from business operation, and cash flow. Second, non-finance indicators is a part of Uniliver sustainable living plan to evaluate project, policies, or sustainable worldwide activities among Uniliver subsidiaries voluntarily involved in the project (Unilever PLC, 2011: 6).

4) Succeed CSR campaign in Thailand

"Breeze" Thailand successful campaign is the extended social activity under the concept "Breeze open the world of learning" through the well-known Breeze international project "Dirt is good" by starting with the concept of "Dirt equal learning" to encourage children playing freely without being afraid of getting dirty. The communication through the discussion on, "Good parenting needs play Q" to create understanding on, "Intelligent play Q" in solving tension among children besides arranging, "Breeze plays" for school children to play intelligently in school together with the activity "Play with Breeze, increase learning power" as well as building children playground for the school nationwide (Uniliver Thailand , 2010: Online).

The starting point came from the seminar Smart kids with play Q to communicate with the general public on playing is learning issue and being the foundation of reinforcing intellectual and emotional Quotient which had been overlooked by the majority. Next, arranging the "Breeze plays" or entertainment in the communities is to arm the locals with knowledge so that parents, teachers and children would be able to participate in this project. As for sending messages on

"Playing" to Thai society, Breeze collaborated with to arrange seminar for teachers by inviting teachers for 60 schools to participate with Breeze play yard campaign as to increase learning power through incorporating training, "Playing" into the school curriculum effectively, including the approach to change Breeze play yard into the Learning Center for children. Furthermore, Breeze had broadcast the trailer on outdoor classroom so Thai society could see the importance of play yard for children, including the production of Music video. This Music Video encourages the public to visit the site and offer to children in 3 Southern provinces through the messages about the necessity of play yard (Uniliver Thailand, 2010: Online).

C. Success CSR communication with inside-out approach

In order to grow sustainably, Uniliver had sent the messages to the stakeholders to raise consciousness on living sustainably through behavior. Uniliver communicated through major instruments, Corporate Brand "Uniliver", Brand Imprint or Brand Impacts, Annual Reports and different interpretations of annual report on living sustainably, a successful campaign in Thailand. These instruments are the significant elements to achieve goals in sustainable development

4.2.2.3 CSR communication mechanism

Uniliver beliefs that Brand Power influencing the issues people preferred to talk about and affected their behaviors. Therefore, Uniliver had focused on the Brand Power, particularly as the CSR strategy since 1999 by starting from the Brand Imprint process on social, economy and environmental concerns. Later Brand Imprint was incorporated with Brand Power of different products, aiming to respond to the needs of consumer and corporate Brand. Uniliver engaged the citizen perspectives in the consumer's decision-making. Therefore Brand Imprint process is to apply sustainable messages as the heart of Uniliver Product Brand and Corporate Brand.

To conclude, the success in CSR communication of Unilever was done by raising consciousness in sustainability through Sustainable Living Plan for each employee worldwide to accomplish the corporate mission before spreading outside to other stakeholders to build conscious, leading to sustainable living from changing in behavior.

4.2.3 Strategy of CSR communication

Uniliver beliefs that communication could assist the stakeholders in living sustainably and all sectors should collaborate with each other, not only waiting for the government assistance. Business sector must be involved in building sustainable society, then; CSR communication is a regular corporate function that required long-term management. Besides, Uniliver realized that it is a part of society that could not be separated from each other. Therefore, Uniliver is well aware and focused on the needs of stakeholders and communities as the demand of stakeholders.

4.2.3.1 Responding to stakeholders strategy

Uniliver's CSR communication used the mixed strategies as the provider and responder of CSR information to stakeholders as well as having employee engagement to reach consumers, provided that external stakeholders had no part in arranging CSR campaign. Therefore, the important strategy for CSR communication is responding to stakeholders through Brand Imprint or Brand Impacts as to create the new definition to Brand Value and understanding of Brand Impacts from the implementation in social and sustainable development. Brand Imprint is the new approach to consider how the product can imply with social and environmental issues just to enhance Brand Value and create business opportunity. Because Brand Imprint has been used as a corporate instrument to identify and understand the needs of stakeholders regarding social, environment and economic issue, then, it could respond appropriately and correctly to stakeholders demand. When Uniliver focused on Brand Imprint, it is the representation of CSR communication strategy, mainly focused on responding to the stakeholders.

Uniliver pointed out that the company consistently concerned on responding to the needs of stakeholders. The company opened up for stakeholders' opinions and informing them on regular basis through various communication channels in order to survey and understand the critical issues concerning the stakeholders.

By being the world leading organization that produced many products, such as, foods, homecare, and self-care, perhaps sending extended Brand Impacts to stakeholders in each community until the government agencies and international organizations. People all over the world contact Uniliver with different

issues that may deal locally or specific issues, such as, traffic problems in the corporate factory or complex world issues, for example, the sustainability of raw materials or the reduction of lab testing with animals. Furthermore, the Code of Business Principle is binding the company to conduct business with loyalty, ethical commitment and disclosure. Therefore, CSR communication is the survey to understand and discuss on the concerned issues that could be responded to those issues.

4.2.4 Process of CSR communication

Uniliver CSR communication process is responded to the stakeholders comprised of CSR data Source, CSR message, CSR communication channel, and CSR message receiver as follows:

4.2.4.1 CSR data source

In the CSR communication process to respond to the needs of stakeholders, Uniliver had mentioned the important roles of the sustainable development Team because they had launched the Brand Imprint process as the communication tool to study the Brand Impacts through the survey and research on the stakeholders' opinions to understand their needs on social and environmental issues, enabled the company to respond to stakeholders' needs appropriately. The sustainable development team was acting as the facilitators in the survey and research as well as responsible for Work shop arrangement to share research information, analysis results and various development plans until reaching the consensus which considered as the critical data for internal CSR communication. However, the sustainable development team is not the specialist, but rather the contributor to learn, and search for data as well as collaborate with other department to work smoothly.

Uniliver specified that CSR communication to respond to stakeholders' needs, aiming to achieve Uniliver Sustainable Living Plan that focused on the reduction of environmental impacts and changing conception behaviors through collaboration with external alliances on data, enabled the corporation to accomplish its mission.

Regarding the reduction of environmental impacts from agriculture, Uniliver had applied various principles from agricultural and environment

data sources that widely recognized worldwide. For example, engaging the Sustainable Agriculture Initiative (SAI), the World Economic Forum's New Vision for Agriculture, the Consumer Goods Forum, Fair trade from the International Labor, Environment and Social Standards and collaboration from the World Wide Fund for Nature (WWF), which is the International Environmental Conservation Organization, aiming to inhibit the environmental destruction , the Pubic Organization, Greenpeace to maintain the environment and peace, and Oxfam (Unilever PLC, 2011: 4).

The communication to enhance changing in behavior and habit, aiming for the public to be healthy with good hygiene, which required the collaboration with alliances providing health data, such as, Water and Sanitation for the Urban Poor (WSUP) or non-profit alliances with various private sectors and research institutions that focused on solution to water problems and poor sanitation in the communities with meager incomes. In addition, the company received cooperation from London School of Hygiene & Tropical Medicine as the world leading Health Center and Public learning Institution, including the Population Services International (PSI) as the Global Health Organization to improve people's health in the developing countries (Unilever PLC, 2011: 5).

4.2.4.2 CSR message

Overall, Uniliver explained that CSR communication is to respond to stakeholders' needs with the corporate goals to accomplish its mission in sustainable living. Then, Uniliver focused on CSR communication with society that covered 3 corporate missions, namely, helping people to maintain good health and well-beings, reduce the environmental impacts, and improve livelihoods.

Message design: The succeed campaign "Dirt is good" is the project involved with Uniliver detergents worldwide under different brands, such as, OMO, Persil, Skip, ALA, including Breeze that arrange this campaign in Thailand through www.breeze.co.th under the theme, dirt is good based on the scientific research by the specialist in Child health. Uniliver had learned that through experiences and outdoor play, children can learn and develop well. Therefore, "Dirt is good" was designed from the beliefs that good learning and complete child development originated from accumulating various experiences, both in theories and

practices so that the children could experience, thinking and doing by themselves without being afraid to get dirty.

The important concept in CSR communication came from the fundamental concept, "Small actions, big difference" Breeze realized that "Children is the Nation Future" then designing the message is the interpretation of social works to link with Brand. The formula was developed for classroom learning + outside classroom learning = creating good quality children under the campaign, "Dirt is Good", specifically in Thailand. Uniliver had focused on communication through this campaign, "Play Breeze, Increase Learning Power" in which the company presented 200 play yards to the remote schools where students were still lacking the opportunity. Uniliver employed the concept "Play with Breeze, Increase Learning Power", which Uniliver believed that it would develop children physical, intelligence and Emotional Quotient at the same time (Breeze, 2013: Online).

4.2.4.3 CSR communication channel

Uniliver arranged the main CSR communication channel so it could understand the stakeholders' demand so the company could respond to those needs correctly. The communication channels are differed depending on the relationships between the stakeholders and company, including the needs and expectations that may affect the business. These relationships and communication starting from the locals, regionals to the planet by making the company realized that they could respond correctly. Communication channels are differed, depending on the nature of relationships between the stakeholders and corporation, including the needs and expectations that could impact business. The relationships and communications began from the local, regional to international levels through the main communication channel so that the corporation could learn about the stakeholders' needs until being able to respond appropriately in the following areas:

A. Brand Imprint process

Brand Imprint is a communication channel leading to the consultation, survey of opinions, and sharing of ideas among internal and external stakeholders.

The communication channel for internal stakeholders from Brand Imprint had led to consultation between the authorities from different

departments and collaboration between the sustainable development team to work on Research and Development, Marketing, Procurement and Manufacture, including sharing data, analysis and developing plans to reach agreements from the workshops.

The communication channel for external stakeholders from Brand Imprint had led to the opinions survey among consumers on consumption patterns, consumption trends, sustainable consumption and consumers' opinions towards Brand, including the consultation with the visionary leaders such as media, and Non-Governmental Organizations: NGO's who had power to control many fields.

B. In-depth survey

The in-depth survey among consumers, clients, buyers was conducted to improve the corporate sustainable development strategies as well as linking the consumers' preferences with technology in order to create new innovation for products suitable with the sustainable living.

C. Consumer focus group

The consumer focus group in the beginning of the campaign is related to the sustainability. Uniliver used the in-depth interview among the consumer focus group to try-out the developed concepts by the corporate development team. Later, the concepts chosen by consumers were adapted for further research and development, including the product plan.

D. The opinion survey among consumers with me-us-the world model

In the course of developing sustainable development project for various products, Uniliver applied me-us-the world model which consisted of 3 elements, namely, first what they (people) think of me and how can the products improve our lives. Second, what they (people) think of us which referred to those surrounding them such as family, friends, and personal acquaintance. Third, what they (people) think of the world. Therefore, those contents enabled the sustainable communication to respond to the needs of consumers and stakeholders which required the work of communication team that constantly focused on this model (Dentoni and Veldhuizen, 2012: 98).

4.2.4.4 CSR message receiver

In Uniliver CSR communication process, the CSR message receivers are the targeted group that the company aiming for responding to their needs as to achieve the corporate mission for sustainability in the society. The targeted stakeholders are as follows:

The company consumers have continuing to increase numbers worldwide because the company operated with business ethics and good governance. The company engaged its business in the sustainable brand as demanding by consumers.

Many Uniliver retailers focused on own sustainability and supported from Uniliver to achieve its goals. This collaboration is to build profound relationships between Uniliver and the company customers.

Uniliver has embedded the visionary leaders the expertise on sustainability among employees through self-learning, particularly on sustainable learning through Internet Network, training on employees' sustainability through Uniliver visions on sustainability and company growth, which inspired the employees and attracted people to participate in Uniliver campaign.

The local governments and public organizations have involved in the administration of Uniliver subsidiaries. The company arranged the meeting on regular basis with invitation to the organizations' representatives to participate in the research, survey and seminar for supporting the public policies, including the focus on group discussion.

To conclude, Uniliver internal and external CSR communications are the importance parts for the company to achieve its mission in sustainable living. Because Uniliver realized that the company is a part of society, the company had focused on the needs of stakeholders and communities as being the demand of the stockholders. CSR communication employed the strategy responding to the stakeholders, having the chief executive focused on developing Brand Imprint, as the instrument to understand the stakeholders, needs in social and environmental concerns, so the stakeholders' needs could be responded appropriately.

4.2.5 CSR communication efficiency towards stakeholders

Uniliver's CSR communication engaged mainly on strategy to respond to the needs of stakeholders and effective for the business operation and stakeholders, particularly on 3 dimensions namely; outputs from communicating through CSR campaigns, outcomes from changing in individual stakeholder, and impacts from social change as follows:

4.1.5.1 Outputs from communicating through CSR campaigns

The findings on CSR communication aimed to achieve the company mission on changing people's behavior so they could reach the sustainable living in 3 areas, namely, good health and healthy living, reduction in the environmental impacts and enhancing better livelihoods. In Thailand, the successful campaign under the Sustainable Living Plan of the Head Office, "Play with Breeze, increase learning" had sent the message to the public so they could see the importance of playgrounds in changing the children's behaviors.

The campaign to build 200 playgrounds for the children as well as informing the stakeholders about Uniliver Product "Breeze" was partially succeeded. The stakeholder mentioned, *"The playground campaign is to link with the slogan of Brand on dirt play"* Moreover, the campaign enabled the stakeholders to realize the benefits of playground because the children could learn outside the classroom, which present them with broader perspectives, particularly, children today often play computerized games that leave less tine to interact with others . The area that children could easily access the computer games, the playground tends to have less use. Therefore, a teacher has an important role in persuading children to play outside classroom during the recreation hours and the parents should support such activities.

4.2.5.2 Outcomes from changing in individual stakeholder

The individuals' changing behavior from Uniliver Sustainable Living Plan in 2011 indicated that the company had assisted 135 million people to improve their health and well-beings. By sending the messages to 100 million people through the campaign to wash hands, maintain healthy oral cavity with brushing, building self-confidence and communicate with nearly 35 million people in the developing countries to learn on using clean and safe drinking water, including the

company announcement on the policies to better living conditions of small farmers and growers by starting to buy raw materials from 45,000 growers (Unilever PLC, 2011: 8-9).

Under "Play with Breeze, increase learning" campaign of Uniliver Thailand, the findings from consultation with the stakeholders indicated similar opinions with Uniliver research results that the playgrounds help children improve the child development, from playing to strengthening the muscle as well as being the training for socializing that displayed through playing with their children. They learned to share, forgive and take turn playing in the playground which made them opening up their world. The Primary School director mentioned, *" The playground leads to the development in 4 areas , namely, children intelligent play, muscle strength and growth, emotional growth and learning to socialize and obey the rules, leading to fully development." Furthermore, the Kindergarten must assess the children physical abilities by asking them to jump. By playing in the playground, the children's muscle could be strengthen and watch for danger."*

4.2.5.3 Impacts from social change

Unilever's CSR communication is to send the message in the sustainable living, And by 2020, Uniliver aims to assist over billion people to improve their health and well-beings, including the reduction in environmental impacts into half from manufacturing products and the products utilization. In addition, the company helps to improve the livelihood of farmers and growers numbered nearly 100,000.

In Thailand, the communication through the company campaign "Play with Breeze, increase learning power" is a part of success in Uniliver Sustainable Living Plan. As being seen in the research findings that indicated changes, not only on the small students, but also extending results to the surrounding societies, particularly, among a group of parents. The research findings indicated that Breeze playground built strong bonds between teachers, parents, students and schools. Furthermore, the parents collaborated in maintaining the school atmosphere and school's equipment, as well as bringing their children to the playground more often (Uniliver Thailand, 2009: Online).

The stakeholders working with the primary school students or kindergartens stated, *"Changing for the society to realize the importance of playgrounds take times and efforts."* Furthermore, the comment was made on the government used playground as one of the indicators to assess the quality of primary school. However, the current educational system caused to intense competition. Even the kindergartens enrolling in Grade 1 need special tutors if they wanted to attend good standard schools. Although majority of parents prefer the schools with playgrounds and aware of the importance of learning, they are not fully aware of the benefit from the campaign. Therefore, the campaign to make society recognized the significance of the playground should continue.

4.2.6 CSR communication efficiency towards business corporation

The company CSR communication through responding to the stakeholders' needs yielded the long-term sustainable returns in 3 areas; namely, bond between corporation and stakeholders, social license to operate business, stakeholders trust in the corporation as being stated in the following details:

4.2.6.1 Bond between corporation and stakeholders

Uniliver beliefs that Brand is more than the representation of the product, because Brand could put make product values and consumer desires more concrete by inspiring people to change behavior. The bonding with the stakeholders is also communicating CSR at the same time.

In Thailand, Breeze detergent is well-known product under the company slogan, "Dirt is good" , which the company had linked with the message to promote change and the value of playground through the campaign "Play with Breeze, increase learning power" The interview results with stakeholders are being conclude, *"The campaign on playgrounds could bond with the stakeholders, specifically, building the play yards for children in the rural areas where the children had no opportunity to play in the built the playgrounds as the children in the big cities."* Because the company recognized the values of 3 Southern Provinces, they had invented the Music Video to campaign for children playground, "This song is for the children playground." partly because it is the remote area and needed help.

4.2.6.2 Social license to operate business

The permission to operate business activities under the Uniliver Brands, sunlight dishwashing liquid, Breeze detergent, OMO, Lux Soap, Sun silk Shampoo, Chicken Sup Knorr, Wall ice-cream, and Best foods which are well-known products in Thai society. Uniliver has been operated its business in Thailand for 80 years. The Chief Executives of Uniliver in charge of Thailand and Indo-China stated, *"In the 80 years anniversary of business operation in Thailand, Uniliver would like to celebrate by sending consumers the messages on Uniliver sustainable living plan, because the company believes that small actions through marketing activities, the product distribution all over the nation through our consumers and trade partners could make big difference if we are cooperating with each other."*

Furthermore, Uniliver had informed the media on Uniliver business in Thailand that based on the profound understanding of public needs. The executive stated, *"The company focused on the quality of products by improving products through innovation to raise the life-quality among Thais. In addition, the company placed priority on the product values and accessibility, including the communication through Brand to make people welcome its products. Uniliver is also paid attention to the future needs of consumers or about to happen, just to respond to the consumers immediately and regularly."*

The findings from interviewing with stakeholders indicated that Uniliver could gain approval from Thai consumers because majority of them realized that the company operating its business with integrity. The stakeholders agreed that Uniliver aims not only gaining the profit, but also, repay to Thai society. In the current worldwide trade atmosphere, it is inevitably avoid doing business with the foreign company. When Uniliver operated without taking advantages of others, the public would accept its operation.

4.2.6.3 Stakeholders trust in the corporation

It originated from the company helping society rather than focusing on presenting good quality merchandises. Then, the company encouraged the employees to do the community's volunteer works and donate n for charity, including acting as the visionary leaders for sustainable development. Because two over three of Uniliver raw materials came from agricultural products, the sustainable development

has become the heart of company operation, such as, with water shortages, the company could not produce. Meantime, the consumers themselves need water to cook foods, washing clothes or dishes and cleaning with Uniliver products.

Uniliver administrative supervisor at the Head Office declared that CSR communication and sustainable development bring the company good reputation and it must be developed through products quality, reliability until the consumers gain trust in the company products. Therefore, building trust is important for the large international company, particularly among the emerging market with future potential. Building trust is the slow process and easily loss in the process. It takes Uniliver years after years to build trust with the community involvement and support the community economy.

The focus group interviewed with stakeholders can be concluded that the public trusting Uniliver from knowing that the company arranged CSR campaign such as playgrounds so they were realized that the company operating not only having benefits in mind, but also produce merchandises with reasonable prices, including the construction of children playgrounds made the public trusting Uniliver products and thus reinforcing Uniliver Brand. Moreover, the stakeholder recommended that Uniliver brands should arrange the social activities to let the public aware of these activities. The stakeholder stated, *"CSR communication is returning profit to the society by announcing to the public so the stakeholders perceived and understand the company operation correctly, which considered as the presentation of the company good side as well as raising awareness on the concerned issues."*

To conclude, Uniliver CSR communication aimed to build sustainable lifestyle in the society by focusing on social sustainable living by focusing on Uniliver strategies. Uniliver strategies are to respond mainly to the stakeholders' needs through Brand Imprint as Uniliver important tool which affecting both the organization and stakeholder. The efficiency towards stakeholders is resulting from CSR communiction with the society, and social changes derived from Uniliver worldwide Sustainable Living Plan and other campaigns in Thailand, particularly the campaign "Play with Breeze, increase learning", which considered as Uniliver Thailand successful project. As for the effectiveness of CSR communication towards business corporation to build the social bond, the company attempts to change

people's behavior. Regarding the permit to operate in Thailand, Uniliver has conducted business for over 80 years, as well as gaining trust among stakeholders from social activities.

4.2.7 Within-case analysis summary

Uniliver's CSR communication is to reveal to the public the company attempt to look after the social well-beings, which considered a large company with worldwide subsidiaries in 190 countries. The operation also affecting global capitalism because Uniliver believes in positive and negative impacts, by considering the positive side as helping to raise world population nearly one hundred million above the poverty line as well as motivating the agricultural revolution and originating digital technology. On the contrary, the negative impacts are damaging the biodiversity, creating the environmental impacts and depleting the natural resources, and caused global warming. The extinction of plants and animals happened more and creating big gap between the rich and the poor.

Uniliver stands firm on the responsible global capitalism and shows the public on the company roles to make this world a better place to live by changing from a license to operate to a license to lead, which including the business ethics to build long-term growth through responding the community demands, aiming to benefit both the organization and stakeholders.

Uniliver agreed that the permit on leading CSR issue has nothing to do with only consumers, but must receive approval from the stockholders because the long-term vision may not relate to consumer only. Uniliver explained that the effort to overcome obstacles through announcing Sustainable Living Plan has been accomplished certain goals and thus improving the potential of the company and boosting the business, resulting from matching economy with social growth.

Uniliver announced the sustainable living plan in 2010, with the annual report that aimed to change people health behavior and improve well-being. Moreover, the company focused on the reduction of environmental impacts into half and used only 100% raw materials from the sustainable agricultural source. Then, the sustainable living plan could communicate such vision with the consumers, procurement and other stakeholder. At the same time, Uniliver could send messages as

the agreement in sustainability to the stakeholders. Besides, the cooperation from the stakeholders and other alliances is the import ant elements for the company to accomplish its mission.

After announcing the sustainable living plan to support the success of its operation, the company is then starting to identify consumers' behaviors on different brands that the company aiming for improvement as well as recommend the alternatives to match the people and organization needs. Then, the development team employed 5 levers mechanisms to improve people's behavior as well as creating good bonding between Brand and stakeholders. The company aims for the consumers to understand the change in behavior, to make the next steps easy and not getting rejection from consumers. This activities had earned their desirable habits through rewarding, which in turn becoming the approval habits.

Uniliver's Sustainable Living Plan indicated that the multinational companies could use the Brand Power and relationship with the consumers to create sustainable concept, healthy habits and improving the livelihoods of farmers and growers as the suppliers for Uniliver. To date, sustainability has become a part of the company strategies to communicate with the public on the good of Uniliver products towards the society and the planet.

As being seen, the success in CSR communication for sustainable living plan must begin internally by asking all employees to raise awareness in the sustainable leaders. Internal CSR communication for the subsidiaries required all employees to act as if being the owner of sustainable Living plan. So they must be well informed and understand this plan thoroughly. When Uniliver announced this plan formally, it meant for the company to maintain the sustainable growth, and making all employees responsible for sustainable organization.

Uniliver wants to make internal change as well through the sustainability approach for the employees to follow, making all employees the sustainable leaders. As for internal CSR communication, the employees must understand the small actions of all employees in every department could result in n big difference and environment as to maintain the sustainable for the center of business operation.

Furthermore, the success in sustainability usually bond between the employees and corporation because it could inspire the employees to be the company

ambassador on sustainability. The CSR communication on sustainable positive results motivated the employees to bond more with the organization. Therefore, the sustainable living plan helps the employees to learn more on sustainable issues. The internal CSR communication raised the social awareness on sustainability for the corporation.

External CSR communications are divided into 2 levels, namely, corporate communication as to sending messages as Uniliver Corporate Brand and Product Brand through Brand Imprint as the significant instrument in the analysis of Brand Impacts.

The global warming affected environment made the people demanding the responsible roles from the company. Uniliver believes that the organization had high standard for good governance, with the high quality products and long history of working with the community so the company operating with reliability and transparency. Uniliver executive pointed out that Uniliver Corporate Brand is the communication through the company logo and showed where the company responsible for lifestyles of consumers, corporate employees and environment.

As being seen, the Corporate Brand influence more on consumption until creating the environmental impacts or taking parts in solving problems and lead to the consumer sustainable living. The current business operation must be able to answer the question on Corporate Brand as a part to solve the world crisis. Then, the Corporate Brand must focus on the short-term results and the needs of people and social values, leading to long-term returns for the stakeholders.

The communication is as the Brand products through the application of Brand Imprint to analyze the Brand Impacts to affect social and environment. Uniliver believes that Brand Imprint is more than the in-depth analysis   besides analyzing the targeted consumers Therefore, the psychological communication to inspire the consumers Team work would inspect the relationships between Brand and Society as well as incorporating the sustainability in Brand Imprint as the business development and driven the business through communication with the social, environment and innovation issues. This process is done through the collaboration between the employees in different departments to verify, consult and the issues that could be included in the sustainable report and communicated to build Brand Innovation.

As being seen Uniliver focused on Brand Imprint. From the CEO speech and the process designed for the CEO to lead the Brand Imprint. So, the brand imprint process is the direct and indirect effected from the operation and conducted the comparative results on social contribution, public activities, or brand value, responding to the question whether or not the product improving the life-quality. And how can we increase social values on the products? What do we need from the natural resources? Then, Uniliver used the Brand Imprint process to create innovation opportunity, enabled to respond to the people's needs in functional benefit and emotional benefit.

Uniliver CSR communication employed the mixed strategies that integrated CSR data and responding to stakeholders with the employee engagement without allowing the external stakeholders involvement in establishing the campaign. Therefore considering the main CSR communication strategy namely, the strategy to respond to stakeholders by considering the CSR communication roles as Corporate Brand communication or Products Brand communication, which are different communication approaches.

The Corporate Brand is responding to the issues related to Citizen or the public interest. As for the product brand, the company the Brand Imprint process to analyze the Brand Impact, enabled to identify, understanding and responding to the social, environment and economic issues which concerned the consumers of product Brand. Therefore both communication processes are Uniliver major keys, which indicated the corporate focusing on CSR communication strategy as responding to the sta1eholeder in different approaches.

The purpose in Uniliver CSR Communication aims to change people's behavior to sustainable living, mixing between, sustainable development concept and small actions big difference concept, in line with the concept of communication for social change. In order to achieve the communication goal, Uniliver and developed 5 levers of mechanisms for changing people behavior positively.

As being seen, the success of social change must come from collaborations between 3 sectors, business, government, and communities. The business initiated in building the political arena made the policies more concrete, which could boost the business competitive advantages as well as improving the people livelihoods. The

business initiated campaign could motivate the government to do the right thing with the public policies and communities' collaboration as being the standard social norms. Therefore, changing in the society depended on the public policies and business policies with the communities to create the driven force.

The communication findings in responding to stakeholders, particularly in Thailand, had created the bond with the stakeholders through the successful campaign "Play with Breeze, increase learning power". As being seen, the company is allowed to operate its business in Thailand for over 80 year, manufacturing products quite familiar in Thai Households, such as Breeze detergent, Sunlight dishwashing liquid, Lux soaps, Sun silk Shampoo, and Chicken Soup Knorr. Because the organization produced various products with good quality for long time as well as creating trust between the public from social activities such as rescued people from big flooding in Thailand. Uniliver, Thailand had reported that the company received the Best CSR Practice in Asia 2012 from the Take U Home campaign to respond to the stakeholders encountered flooding through the collaboration between employees and volunteers to distribute the products and clean the community after the water subsiding (Uniliver, Thailand , 2013: Online).

Uniliver has purpose to turn people towards sustainable living through CSR communication, both Corporate Brand and Product Brand to create company sustainable growth together with the sustainable livelihoods. In theory, it is the communication to balance the efficiency of business and stakeholders, but in practice, the success from the beginning of the campaign can be surely seen. However, the impacts that could result in social profound change depending on many surrounding factors, such as, the actual purposes of organization and subsidiaries, giving priority and gaining support from own government, including the collaboration from the locals.

**Concept in
CSR communication**
- Sustainable Development:
understanding the impacts on
society
- Small actions, Big difference:
every small actions combined
with actions of million
consumers could make up for
big differences.

**Influential elements
toward concept**
- Concern on reality of the
world situation, for example,
natural resource shortages,
and climate change
- Uniliver's sustainability
growth met major social and
environmental needs, including
profitable business.
- Social issue analysis led to
the good relationships with
stakeholders.
- CSR communication aimed
to support stakeholders'
changing behavior for
sustainable lifestyle.

**CSR communication
with inside-out approach**
*Internal
CSR communication*
- All employees were
assigned as the sustainable
leader.
- Significant communication
tools: Learning Management
System, Sustainable training
online
*External
CSR communication*
- Raising consciousness in
sustainability through
Sustainable Living Plan   -
Significant communication
tools: "Dirt is good" as
successful campaign in
Thailand

**CSR communication
mechanism**
- Brand Power:
Communicating through
Brand Imprint,
Product Brand,
Corporate Brand

**Strategy of
CSR communication**
- The important strategy
for CSR communication is
responding to stakeholders
through Brand Imprint
- Brand Imprint is a
corporate instrument   to
identify and understand
the needs of stakeholders
regarding social,
environment, and
economic issue, then, the
corporation could respond
appropriately and correctly
to stakeholders demand.

**Process of
CSR communication**
CSR data source:
the important roles of
Sustainable Development
Team
CSR message : key content
in Sustainable Living Plan
*CSR communication
channel* : Brand Imprint
process led to the
consultation, survey of
opinions, and sharing of
ideas among internal and
external stakeholders.
CSR message receiver:
the targeted group that the
company aims for
responding to their needs.

**CSR communication
efficiency towards
stakeholders**
*Outputs from communicating
through CSR campaigns :*
the campaign built 200
playgrounds for children.
*Outcomes from changing in
individual stakeholder :*
the playgrounds helped
children to improve the child
development.
Impacts from social change :
Changing society that led to
realize the importance of
playgrounds take times and
efforts.

**CSR communication
efficiency towards
business corporation**
-The campaign on playgrounds
could bond with the
stakeholders, specifically the
rural areas.
 - Gaining social license to
operate because stakeholders
realized that the company
operating its business with
integrity.
-Building stakeholder trust
from CSR perception.

Figure 4.4 CSR communication pattern of Uniliver Thai Holding Company Limited.

4.3 Third case study: Panasonic (Thailand) Company Limited

Panasonic (Thailand) Company Limited is the CSR communication representative of Western Multinational Company. Panasonic is the Japanese organization operating in the electronic industry comprised of 680 subsidiaries worldwide that focused on the technological development with environmental concern. The corporation aims to be number one Green Innovation Company. In order to achieve such goal, Panasonic communicated the corporate eco ideas as the major element for CSR success by being selected from Dow Jones Sustainability World Indexes (DJSJ) as the corporation with best CSR for 6 consecutive years.

The study of "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand": A case study of Panasonic (Thailand) is the study in the following areas:

4.3.1 Concept in CSR communication and elements affecting such concept

4.3.2 CSR communication with inside-out approach and CSR communication mechanism

4.3.3 Strategy of CSR communication

4.3.4 Process of CSR communication

4.3.5 Efficiency of CSR communication towards stakeholders

4.3.6 Efficiency of CSR communication towards business corporation

4.3.1 Concept in CSR communication and elements affecting such concept

The findings of this section divided to two issues: concept in CSR communication, and influential elements toward CSR communication concept.

4.3.1.1 Concept in CSR communication

Panasonic was established in 1918 based on the belief that the management is the corporate fundamental in social development and well-beings. CSR communication gained its significance role in 1978 through the Panasonic Global Website (panasonic.net) under the theme of sustainability, and Management philosophy and sustainability. The Management Philosophy with CSR communication as the key principle for business operation *"Every day, many disagreement occurred on CSR, while this widespread concept is well defined depending on the current social*

situation. However, CSR from certain period built from the better developed society through various businesses, essential for managing all businesses." The founder of Panasonic once stated.

At present, CSR communication of Panasonic plays a significant role once again in the declaration of CSR during the 100 years anniversary. Panasonic Head Office explained that this vision truly deal with servicing the customers because customers would be dissatisfied if the company failed to exercise CSR, which indicated the company incapable of, "Servicing customer comes first". Therefore, Panasonic is quite confident that CSR and the profit are well in line with each other in servicing customers (Panasonic Global, 2012: online).

In Thailand, CSR communication in the past was under the responsibility of Panasonic Siew Sales (Thailand) Co., Ltd. through publicity and promote corporate image. Later, Panasonic had restructured the organization to match the nature of work, which made CSR communication remained under Panasonic Management (Thailand) as the Regional Operational Office to match the policy of Head Office in Japan and Asia Pacific Regional Office. The company is acting as the middle person to liaise with other Panasonic subsidiaries in Thailand to ensure working in the same direction so CSR communication is the responsibility of corporate communication to deliver the message under Panasonic Thailand.

The Corporate Communication Executive mentioned, *"As for Panasonic Management, we have been establishing our operation for 6 years, to function as the liaison office in Thailand, coordinating between 22 Panasonic subsidiaries. But the communication division was established 2 years ago."* The communication division is operated as the non-profit organization *"The communication division focused more on work materials than publicity. The budget is directed at the activity, not to purchase media publicity".* CSR communication by Panasonic is the responsibility of communication division, which derived from 2 concepts: the Corporate Citizenship concept and second the Eco ideas concept as being stated in the following details.

A. Corporate Citizenship

With Panasonic corporate communication, the company could deliver the management philosophy for public assistance, "Essence of public mind", which remains within the corporate vein and the corporate grows sustainability in our society. The Corporate Communication Executive said, *"The founder of Panasonic has clear concept on CSR when he mentioned our company as the public organization. Our company remains within this society because the company received good support from people worldwide. We must return good thing to society. Therefore, this is considered as Panasonic Corporate Principle"* Panasonic is then promoting the Corporate Citizenship Activities: Social contribution activities through solutions on social problems worldwide. The display of good corporate citizenship is to show CSR that based on "Philosophical educational basis and living together." Meantime, Panasonic is also focused on the Environment and Next Generation. *"CSR of Panasonic has been focused on two key areas: 1) Next generation 2) Environment."* Corporate Communication Executive mentioned.

Panasonic Basic policy is focused on the Environment and Next Generation. First, Environment: Panasonic has positioned the environment as the center of all businesses that planned to be number one Green Innovation Company in the electrical appliances with the environmental concern. Panasonic sent out the message to its employee worldwide to ensure good corporate citizenship, including the focus on the environmental campaign in the workplace, and extend to family and own community as to establish such activities to the next generation for Environment and sustainable social development. (Panasonic Corporation, 2009: 101)

Second, The Next Generation: Panasonic believed that the sustainable society could be built by the people, the corporation aimed to promote education among the next generation, and build healthy environment for the children to increase each individual capacity (Panasonic Corporation, 2009: 101).Panasonic supports the learning activities through global environmental issues by arranging various educational materials, including the school visit, factory tour and after-school project to disseminate the environmental knowledge. Besides, the standard measures for the environmental educational project had been established for further development.

Panasonic believes in the display of good corporate citizenship through activities to achieve the operational equilibrium as the wheel turning. Thereby, Panasonic focused on both areas since the display of good corporate citizenship represented not only through the operational outcomes, but also the social investment to ensure the sustainable organizational growth through both activities.

The standard policy for Panasonic subsidiaries displays corporate citizenship has identified the main work principle that began with the corporate positioning through the social capital as the key element in planning business strategies. Therefore, it is the chief executive responsibility to provide business advice, mainly concern with investment and social activities to ensure the sustainable resources and environment for the next generation. Moreover, the vision of Head Office must be put in place to plan standard strategies and activities, aiming for successful operation in the region to disseminate the established strategies and activities.

B. Eco ideas

Panasonic aims to be the number 1 innovation company in the Electronic Industry within 2018, the 100 years anniversary. The Corporate Communication Executive confirmed the company goal as being seen in the statement, *"Panasonic announced its vision as being the number one company in the environmental innovation for Electronic Industry by 2018 with the same vision for Panasonic worldwide to follow."* This promotes the Green revolution or changing the environment in all areas for the next generation (Panasonic Corporation, 2012: 5).

Panasonic had set up the vision for the subsidiaries on the eco ideas, which mixed 2 parts of innovation together. First, the Green Life Innovation to build green life style for better living with the possibility of turning such idea into reality . Second, involved Green Business Innovation by emphasizing on the best approach to be green business, *"Being the Green Innovation Company is making the environment the center of all business activities which represented large vision"*, the Corporate Communication Executive added.

Panasonic believes that the core of The Society Public is to bring social progress and development that could promote better living through the manufacturing industry in the 100 year anniversary. The corporation aimed to be, "The

number one green company in the industrial electronic company" through Environment as the business operational center to make progress in 2 parts of innovation as follows (Panasonic Corporation, 2012: 4):

Part 1 "Green life innovation" by building consciousness on green life innovation for sustainable living so that the world population would feel safe, including living without emission of carbon dioxide from household with recycle products for the consumer to choose from, having assessing and increasing numbers of fuel-efficient vehicles, with the widely use of environmental-friendly products.

Part 2 "Green business innovation" helps to achieve the best in business operation which considered as the industrial model without cost, waste-free, not time-consuming and releasing pollution into the atmosphere. Panasonic is then released the least carbon dioxide because the corporation aiming to achieve green operation and recycle the materials, including the environmental solution from the company skills.

When Panasonic announced its intention to become number one green innovation industrial company by 2018 during the 100 years anniversary of Panasonic Foundation, the company wanted to gain confidence for being the environmental leader by using the "Environment" as the center for business operation with the progress through Green Living and Green Business.

4.3.1.2 Influential elements toward CSR communication concept. There are 2 key concepts in CSR communication of Panasonic, namely, the Corporate Citizenship and Eco ideas which influenced the following aspects:

A. Concern on global situations

The concept on CSR communication to arrange the environment preservation campaign for solving the resource wastes and the ecological crisis has become the Global community concerns. Moreover, Panasonic philosophy aims to manage business with the social assistance by leading the Green revolution for raising consciousness in the environmental preservation, particularly in the area affecting the livelihood of world population.

B. Role of organization in society (people, planet, profit)

Because Panasonic policy aims for the next generation to look after the Environment, the company focused on its roles towards people by focusing on giving the next generation the opportunity in education, good health and developing potential in various areas. As for the corporate responsibility towards our planet, the company announced its intention to become the leader in Green revolution by raising awareness in the environment from the employees to own community.

As for the role of making profit, Panasonic focuses on introducing the energy-saving products to the global market, thus leaving the company with the most market share of the environmental concern products, considering as the sustainable market, particularly when Panasonic Head Office found that the energy savings in the country related to the total sale of energy efficient products.

Panasonic beliefs that all 3 roles above-mentioned based on the co-existence between business and community through the manufacturing of energy-saving products that involved corporate green innovation as to build sustainable growth for the company.

C. Relations with stakeholders

The relationships between Panasonic and stakeholders are crucial elements because Panasonic expected that stakeholders becoming a part of business operation with the environmental concern. Panasonic global website (panasonic.net), on the topic of sustainability mentioned the Materiality analysis that delivering the messages to the customers, employees, media, investors, suppliers, government, industrial council, non-government organization, and local communities. Then, the stakeholders could convey their comments towards the corporate business as the promise to stakeholders is the key element for the company to strive for global business success (Panasonic Corporation, 2013: 10). Other than what had been mentioned earlier, the CSR communication aimed to disclose the relevant information on CSR and stakeholders because Panasonic is strongly believed on the transparent business operation as to gain pubic trust and in turn reduce the risk in business management for consumers and stakeholders as well as create more public confidence towards business management of Panasonic.

Panasonic business management relies on the fundamental policy that has emphasized on the next generation and Environment as the Corporate Standard or Code of Conduct. In order to eliminate business barrier, Panasonic decided to manage risk through disclosure so the stakeholder increased their confidence on the company operation. All the business strategies were later established to accomplish the business goal and gain the business value.

Therefore, the relationships between Panasonic and stakeholders are extremely crucial because it informs stakeholders about the expectation and disclose information on CSR and stakeholders as the key element to reach the business objective as related to the environment.

D. CSR ambition level of organization

Panasonic aims to become number one innovation company in the industrial electronic by positioning itself as the center of business operation and communicate to derive at Green Revolution. In order to create the environmental change, Panasonic subsidiaries aim to become the global green innovation company by promoting 2 main issues. First, it is dealing with the eco ideas for Lifestyles that support carbon dioxide-free lifestyles worldwide as well as communicate with the people about eco ideas for Lifestyles that improved their living conditions. Second, eco ideas for Business-styles are to build successful business operation with the efficient use of resources and energy as well as communicate with employees to be aware of making the least environmental impacts. Therefore, Panasonic subsidiaries had focused on communicate with the public all over the world to share ideas on the environmental concerns (Panasonic Corporation, 2012: 5).

To conclude, Panasonic CSR communication on eco ideas derived from 2 main concepts. First, based on the Corporate Citizenship that focused on the Basic policy, the main concerns are on the Next generation, and the Environment. For the second idea, Eco ideas are the corporate aiming for number one green innovation company in the industrial electronic. The elements affecting the ideas, the first element is environmental problem concern. The second element is CSR role: People from the Next generation, Planet from Green revolution, and Profit from the total sale of energy-saving products.   The third element is relation with stakeholders that became a part of business operation. The fourth element is the

corporate business objectives on environmental achievement, including Panasonic social responsibility that needed the Green revolution for the environmental change.

4.3.2 CSR communication with inside-out approach and CSR communication mechanism

CSR communication under the eco ideas concept begins to build knowledge and understanding for the employees to understand the corporate purpose that wanted to be the number one green industry. This intention had been confirmed by various environmental indicators, making the corporate understanding the eco ideas for Business–styles that fully conscious of the least environmental impacts and understanding of eco ideas for Lifestyles to improve the people well-beings.

Panasonic Global website indicted when the company employees profoundly understanding eco ideas to the external stakeholders through the 'eco ideas' Relations to create green revolution waves for stakeholders in various fields, such as, experts from various institutions, suppliers and distributors, customers, local communities, government and International Non-government organization. Panasonic had shared the eco ideas with all stakeholders in the society, just to realize on the importance of Global environmental issues. (Panasonic Corporation, 2013: 9-10).

4.3.2.1 Internal CSR communication

The internal CSR communication aims for One Panasonic in all subsidiaries to understand vision same way by first focusing on the environment through the communication tools so the employees became aware of one vision. *"Key communication organization is communication for One Panasonic among Panasonic subsidiaries, being One Panasonic." The Corporate Communication Executive said.*

A. Need for internal CSR communication

CSR communication under the eco ideas concept aims for the employees to understand the organization purpose of becoming the number one industrial company concerning the environment. Panasonic website at Headquarter Office explained that the business operation emphasized on the following 3 green indicators (Panasonic Corporation, 2012: 4). First, the release of Carbon dioxide, it was done through the communication with employees to be aware of the operation in such business and the critical importance of green products towards the company

through the policies of manufacturing appliances that could resolve energy problems continuously. Second, the resource recycle to reduce the resource waste was done through the building of knowledge and understanding among employees from acquisition of raw materials until the designing of production and transportation to ensure recycling the materials. Third, the merchandise sale proportion on the environmental-related products, the company informed employees on the international strategies, mainly to manufacture energy efficient product, leading to higher sales volume annually. Therefore, CSR communication on eco ideas aims for all employees in Panasonic subsidiaries to operate in the environmental-business related accurately.

B. Internal CSR communication tools

Panasonic communicate internal CSR on eco ideas through the significant tools as follows:

1) Organization structure

Board of Directors Meeting

President

Corporate Strategy Head Office

Professional Business Support Sector

Global Manufacturing Division

Operation Policy Meeting

Environment & Quality Center

Companies

Business division

Business division

Business division

Business division

Group Management Team

Sales & Marketing / Regions

Corporation

Environmental Working Committee

(Issue-specific promotion system)

Product Chemical Substance Management Committee

Product Environmental Law Working Group

Sharing Meeting on Environmental Information for Manufacturing

Resources Recycling Strategy Meeting

Housing Appliance Recycling Committee

Panasonic ECO RELAY Corporate Promotion Committee

Co-working

Related job functions

Quality
Production engineering
Procurement
Logistics
Human resources
Public Relations

Figure 4.5 Organization structure for environmental sustainability management of Panasonic Corporation. (Panasonic Corporation, 2013: 122)

The environmental sustainability management has been practiced frequently by Panasonic subsidiaries. Therefore, the function of each division focused on the environment, planning and other activities based on the environmental policies in the Green Plan, aiming to achieve within 2018 (Green Plan 2018).

The annual environmental policies for sharing information through "Operation Policy Meeting of the Global Manufacturing Division" led by the senior officers in the environmental management, namely, the Environmental Working Committee, Product Chemical Substance Management Committee, Product Environmental Law Working Group, Housing Appliance Recycling Committee, Panasonic ECO RELAY Corporate Promotion Committee, the meeting to share environmental data for production, including the meeting strategy for recycle resource. These works required cooperation with other division such as Quality Control, Production Engineer, Procurement, Merchandise Logistic, Human Resources, and Public Relations (Panasonic Corporation, 2013: 122).
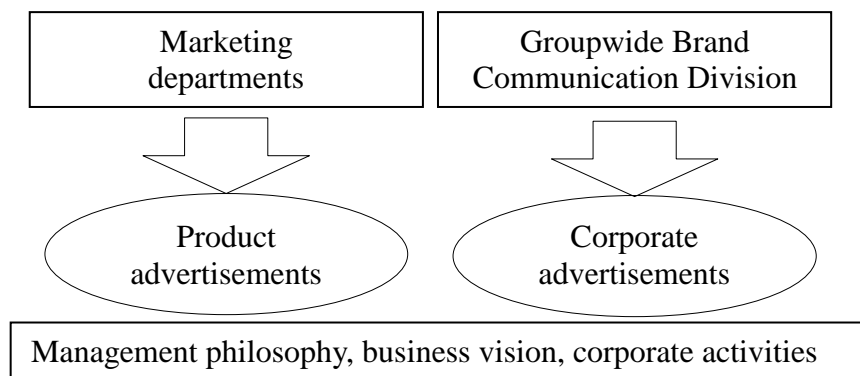
Figure 4.6 Advertising and public relations work structure of Panasonic Corporation. (Panasonic Corporation, 2013: 147)

Regarding communication for the advertisement and public relations, it divided into the following 2 parts: First, on marketing responsible for advertising products whereas the second part deal with advertising on Group-wide Brand Communication, including CSR Communication responsible by Panasonic Corporation CSR & Citizenship Group and the Environmental Management Group as

mentioned earlier. Both parts work towards the management philosophy, business vision, and other corporate activities (Panasonic Corporation, 2013: 147).

As for Panasonic of Thailand, the communication roles had also been separated into 2 parts. First is the communication to advertise all products under the responsibility of Panasonic Siew Sales (Thailand) Co., Ltd. Second is the communication for Corporate Public Relations under the responsibility of Panasonic Management, which also acting as the office of Thailand Co., Ltd. to liaise between 22 subsidiaries companies in Thailand through internal and external CSR communication. Internal communication is becoming One Panasonic and external communication for delivering CSR and other activities to the public *"As for Panasonic management, we have established the office in Thailand for 6 years to liaise with 22 subsidiaries of Panasonic. The Corporate Communication Office was established 2 years ago and the Siew focused more on Product advertising. The main reason for establishing the company communication division is to establish internal and external communication. Internal communication is communication for One Panasonic among Panasonic group to unite with each other. For external communication is to send out CSR messages or display corporate activities to Public"* The Corporate Communication Executive said.

2) Orientation

The orientation for new employees was arranged for them to understand the basic business philosophy on CSR and corporate vision. Furthermore, the employees who had been passing the promotional test must possess these basic knowledge do they could come to the same understanding and achieve the corporate mission correctly. *"The orientation is arranged for the new employees or promotion in which we talk about social responsibility. We tested the employees on Basic Business Philosophy and the employees must absorb all principles from the founder and all of us must carry on his intention and all of us should come to the same understanding."* The Corporate Communication Executive said.

Moreover, to practice according to the law and guidelines for advertisement and public relations, the company arranged the training, seminar and activities to amend the communication laws and other rules to ensure the accurate communication, which required the participation of concerned employees in the

training by the company and other organizations. The concerned employees must participate in the classroom and seminar by the experts from other organizations if necessary.

3) Information technology

Majority of employees communicate through the company computerized network within or between the divisions. The division set up Intraweb as the communication channel to deliver the message, report the movement and eco ideas. Furthermore, the corporate employees and executives communicate with each other through E-mail, including the Corporate Chairman of Panasonic at Japan Head Office communicate through Blog to listen to comments from corporate employees in 680 Panasonic subsidiaries worldwide. *"Corporate executive should be able to converse with employees through Email , including the President. Japan office set up the Blog for the employees to voice their opinions so many employees regularly expressed their ideas".*The Corporate Communication Executive said.

4) Executive advice

In order to carry out CSR, even with the guidelines from Head Office, the local office still needs to adapt such guidelines with the company context. Then, the plan must be present to the executive for consideration. *"The Japanese executive must consider the project as two-way communication. Even though we followed the same policy as Japan, as the employee, we must find the proper channel to adapt such policy with the local activity in each country."* The Corporate Communication Executive said. Therefore, the discussion on benefit to stakeholder must be carried out to seek the executive support on the plan. For the irrelevant issues, the discussion must be carried out for the employees to seek advice from various executive levels; even with the chief executive officer is welcome comments from employees. *"Here MD opens for employees to voice their opinions. Everyone understands that he or she could meet with MD directly by informing the secretary of his or her intentions."* The Corporate Communication Executive added.

5) CSR meeting

The CSR meeting is arranged annually for the Company President, Director and Management to consult each other on global social responsibility with constant review and evaluation of the operational results between

the organization and stakeholders. Environmental Committee Meeting: Panasonic has established the Environmental Committee responsible for publicity on CSR, particularly on eco ideas as the major plan from Head Office. Every month, a meeting is being set up with 22 representative committees from Panasonic (Thailand). *"We have arranged the monthly meeting between 22 representative committees to update information and discuss problems. We have exchanged information among us. Even with many divisions directly report to Japan Head Office Domain, but each Function would be given the opportunity to share ideas in such meeting"* The Corporate Communication Executive explained.

Therefore, in the meeting there was the report on the movement, sharing information and discussion to find solutions for the problems, for instance, the employees for corporate communication in each subsidiary could share their work ideas.

C. Success starting with internal CSR communication

Panasonic CSR communication used the systematic planning with the Head Office to arrange the sustainable environmental management, so the messages could be shared between various Panasonic (Thailand) subsidiaries with definite role divisions in communication, having Panasonic Management (Thailand) Co., Ltd. to deliver CSR Communication to Panasonic employees , aiming for corporate unity with awareness in environmental issue and thus achieving the vision as being number one company in environmental related electronic industry   . The company used the key communication instrument such as the organization structure on the Sustainable Business Environment, Advertising and Public Relations, Orientation, Information Technology System, Executive Advice, CSR meeting, and Environmental Committee so the company could communicate CSR to the Public as being established in the corporate vision.

4.3.2.2 External CSR communication

The external CSR communication is to deliver eco idea inside-out based on the relationships between the organization and stakeholders, so called, "Eco ideas" Relations through the effort on green revolution, using key communication tools to raise consciousness in Eco Lifestyle with the environmental concerns.

A. Needs for external CSR communication

Panasonic external CSR communication on the eco ideas aims for Green revolution on the environmental change so the stakeholders outside the organization could understand and realize the importance of Green Living with consciousness in the environmental surroundings from living in the carbon dioxide-free environment, such as using recycle product with the environmental concern, energy-saving.

B. External CSR communication tools

Panasonic used the following external CSR communication tools on eco ideas:

1) Sustainable report

Panasonic Headquarter Office announced the plan to lead the Green Innovation through the inspiration from daily living with consciousness in the sustainable environmental preservation. Therefore, Panasonic changed the report name from "Social and environmental report" to "Sustainability report" to explain innovation aiming to reduce environmental impacts as Panasonic business approach to sustainability

The sustainable business report from Panasonic Website Head Office identifies 3 parts of reports as follows: First part on the Eco Ideas related to the environmental activities, whereas the second part deals with the Annual Report to arrange the financial report for stakeholders and investors. Third part is the report on Income Ratio to summarize earning per region, type of merchandise and duration (Panasonic Global, 2012: online).

2) Information technology system

Panasonic Head Office set up the website to communicate Eco ideas in 2012 relating to the corporate vision and environmental plan in 10 languages as well as arranging specific part to ensure the effort in recycle resources through model easily understanding. This is included the sustainable report through Website as the Electronic Report which enable others to check the operation through website without publishing the environmental report. Meantime, the report appeared on the Internet Network everywhere to inform the public on various social activities that based on Global Public Report through this channel extensively as to provide

convenience in using this venue for the viewers from 54 Panasonic websites in 59 countries to access the sustainable report (Panasonic Corporation, 2009: 17).

Panasonic (Thailand) besides reporting responsibilities through the Corporate website same as Panasonic in other countries, Furthermore, the company established Facebook to communicate with the stakeholders on CSR and as the venue for employees to voice their opinions and answer questions: *"Panasonic has set up own Facebook as the communication channel. In the past, the communication is done through Internet by Website as one way communication to provide information, at present we have Facebook as the communication channel mainly concern with consumer."* The Corporate Communication Executive pointed out.

3) Advertising "Eco ideas"

Panasonic has arranged various advertisement according to the industrial rules and regulations of each region including the "Advertising ethics" that established by the Advertising Institute of Japan. As for local level such as in Thailand, the Advertising Association of Thailand together with various organizations to set up standard by referencing with relevant practical documents.

Panasonic advertising and media communication consisted of 2 Departments, namely, Marketing Department to handle the advertisement or merchandise and corporate communication to handle the public relations. However, both departments manage communication to achieve the corporate philosophy and business vision (Panasonic Corporation, 2009: 29).

The advertising of Eco ideas is the reflection of Panasonic founder intention who stated that, "We aim to assist the society through various businesses". For example, Panasonic Head Office set up the communication department to publicize eco ideas under the concept "Living together with global environment " which is always the basic social issue of Panasonic as well as being the operational goal with focus on the environment. In Thailand, the advertisement on Eco Ideas started from the marketing plan to advertise energy-saving green products and environmental concern, particularly on the products using lots of energy, such as, the air-conditioning, washing machine, and refrigerators.

4) Green innovation exhibition

Panasonic is the host to arrange internal and external exhibition to disseminate the corporate vision, particularly Panasonic Communication Center to design of product with solid advice to make life sustainable, safe and comfortable, including different studies from relevant researches on daily livings. Besides, it is the demonstration of solution to the energy and environmental problems, such as solving the current problems on people's lifestyles, future intelligent living and recycle resources.

Panasonic subsidiaries in Thailand have set up the pavilion for the Board of Investment (BOI) fair on the exhibition continuously as the collaboration between Thai Government and other organizations. In Panasonic Pavilion, we have presented the vision as the Green Innovation and recommended the latest technology, including other corporate activities.

5) Various projects in Thailand

Panasonic Thailand gives priority to various projects that could respond to the need of stakeholders through the corporate website (csr.panasonic.co.th). The social responsibility of Panasonic (Thailand) in the topic of environment and Children that identified the details of various campaigns as follows (Panasonic Thailand, 2013: Online).

On the environment, Panasonic set up the Make it Eco D.I.Y, the innovation for life and environment of BOI Fair 2011, or Panasonic helps children to rebuild the school, and support the campaign "Thailand agenda" in the topic of, "Solution to crisis/rejuvenating Thai environment" Panasonic Thai Sea Preservation, Panasonic "Eco ideas", Experience road show, Panasonic mangrove forest preservation, Panasonic love the earth, Eco education: environmental learning activities for Thai student, Growing 840,000 trees surrounding my father house together with The Electricity Generating Authority of Thailand (EGAT).

The youth project involved with the creative campaign on intelligent thinking with Panasonic, Panasonic helps children belly full, Panasonic helps children learning, Panasonic educational funds, and Panasonic invited children to preserve world environment. Panasonic Thailand has focused on expanding the project area, from the area surrounding the factory to cover the Bangkok areas and

vicinity as well as receiving cooperation from the Bangkok Office and World Wide Fund for Nature (WWF), which is the international organization to preserve the environment with the next generation as the stakeholders. The campaign educate people on the global warming, reducing the energy, practice based on 3 Rs, Reduce, Reuse, and Recycle, as well as expressing opinions in maintaining the environment in daily livings at home and school, including the activities in growing trees.

The Corporate Communication Executive refers to the background and success of Panasonic Campaign " Inviting children to preserve planet" that, *" Majority of us practiced CSR and we have try to expand social responsibility to the government and private sectors, and NGO through the favorable activities, such as Eco Education project that taught children on the environment issues. Our campaign on teaching children in the past environmental issues in the past was alternated among 22 companies. We arranged our own campaign and taught Panasonic employees and other schools surrounding the factories and continued for 4-5 years. Later, we would extend this campaign further. Both Bangkok and WWF Thailand had discussed this matter and we are interested in provide the environmental knowledge and the other party preferred to extend the project."*

C. Success in an inside-out approach to CSR communication

Panasonic CSR communication on eco ideas is the dissemination on concept of Corporate Citizenship and Green Innovation. The internal CSR communication started form raising consciousness in eco ideas for Business-styles with the environmental concern. Later, the communication on eco ideas to the external stakeholders was done in order to raise consciousness on eco ideas for Lifestyles through the eco ideas' Relations for more environmental revolution waves.

4.3.2.3 CSR communication mechanism

"Green Plan that aims to accomplish in 2018" (Green Plan 2018) as the key mechanism to communicate the effort in corporate environmental preservation, which has been the practical guidelines for many Panasonic subsidiaries to follow, aiming for being the number one green innovation in the industrial electronic by 2018. The announcement of Green Plan 2018 is the display of the corporate effort to respond to CSR communication of Panasonic Foundation 100 year anniversary in 2018.

Panasonic focused on the environment as the center of all activities to achieve the corporate Green Plan 2018. The communication was done through 2 types of innovation, so-called, the Green life innovation as to raise awareness in Green lifestyles and encourage the public to use this concept in their daily life and Green business innovation, which considered as the reduction of environmental impacts from the management and Green business operation in the communities. As being seen, the announcement of Green Plan 2018 and delivery of Green life innovation, Green business innovation is the importance mechanism for CSR communication (Panasonic Corporation, 2012: 5).

4.3.3 Strategy of CSR communication

Because Panasonic focused on CSR communication from believing in the value of Interaction with stakeholders, trade partners, and employees for this objective, Panasonic opened for stakeholders to voice their opinions so they could correctly respond to social need.

4.3.3.1 Responding to stakeholders strategy

Panasonic CSR communication is the mixed strategies to deliver CSR information and respond to stakeholders, including the participation of stakeholders in certain areas. Then, Panasonic arranged Panasonic to meet with stakeholders in the special occasion, *"The meeting with the stakeholders, mainly issue on the agenda. If the work is non- routine work, only the project, for example, a project that related to the government or community."* The Corporate Communication Executive said. When considering CSR communication roles based on the concept of Panasonic founder per his statement, "The Company must listen to the opinion of stakeholders in order to respond to their need correctly." This is to show that the organization focused on CSR communication to respond the stakeholders.

The important role of Panasonic CSR communication is to open for the stakeholders to voice their opinions. This is responsibility of the organization and employees to bond with stakeholders through communication and interaction so as to understand their needs, such as the opinion survey of stakeholders, meeting with other sectors and other activities as the continuous communication for,

"responding to the social issue" properly and correctly, which considered as the CSR communication to respond to the stakeholders.

To respond to stakeholders' opinions worldwide, Panasonic cited references from 2 data sources, namely, Global Initiative's Sustainability Reporting Guidelines Version 3.0 and Environmental Reporting Guidelines 2007, published by the Ministry of Environment of Japan. Therefore, both references had created the Account Ability AA1000 Series to show the readiness for examining the corporate sustainability by giving the priority on stakeholders with the disclose response to stakeholders.

Panasonic pointed out that the AA1000 Accountability Principles comprised of the essential content to arrange activities for stakeholders and use in decision-making. The completeness of sustainable organization issue is classified for appropriate view and response, particularly on the issue affecting the stakeholders; including the attention on disclose problems (Panasonic Corporation, 2009: 18-19).

Besides, Panasonic has built its alliances so-called, "Natural step" with the main purpose to gain social sustainability through the corporate scientist listening to the majority of public, the industrial countries preserving the environment and other organization. In order to respond to those opinions, they were adapted into the sustainable strategy appropriate with own surroundings. Moreover, Panasonic has requested the group to proceed naturally to gather all activities under the strategy of "Eco ideas" and analyze the vision of Panasonic Foundation by responding to the opinion of Nature Walk group, just to ensure the sustainable environmental management.

4.3.4 Process of CSR communication

Panasonic CSR communication strategy is the respond to the need of stakeholders through the communication process that made the company understanding social demand by listening to the stakeholders' opinions and giving priority to social problems accordingly as well as responding to the stakeholders as expected.

4.3.4.1 CSR data source

All Panasonic subsidiaries are CSR data source under the CSR communication of the organization philosophy for, "Public mind" to maintain equilibrium between customers, society and global environment as well as aiming for the sustainable society.

Panasonic is an international company with the subsidiaries in all regions. Being the CSR data source for stakeholders, Panasonic must fully understand, perceived and respect other cultures, religious and beliefs where the subsidiaries located in order to respond to the stakeholders' demand properly. Panasonic believes that the key element is the company willingness to listen to the stakeholders' opinions and sincerely respond to those comments.

Further from planning the corporation and employees management as CSR data source, many entities had cooperated with Panasonic to provide various data, such as, the Advisory committee, Internal and External committees, Non-government organization (NGO), Nonprofit organization, and various academic institutes (Panasonic Global, 2012: online).

4.3.4.2 CSR message

Panasonic had verified and selected CSR issues in various aspects to present to the public so the stakeholders' expectation could be responded properly. The company sustainable growth issue would be referenced Green Transformation (GT12) whereas the issue on building the sustainable society, the selection based on "Principles of interaction with the stakeholders" and considering the priority of social issue in the current global situation (Panasonic Global, 2012: online).

Panasonic sustainable report has been selected from those with CSR content that could benefit both society and Panasonic. The social issue must concern the stakeholders' demand and in turn help creating sustainable society. After developing into the annual Panasonic plan, it must contribute to the sustainable growth of the company (Panasonic Corporation, 2009: 18).

Designing messages: Panasonic CSR Communication is mainly under the "Eco ideas" with the origin from the global warming situation, which has become the priority issue for mankind. Panasonic announced its strategy on eco ideas in 2007 by directing at the strategy linking between the business growth and the

reduction of environmental impacts as if being the wheels moving simultaneously. Furthermore, Panasonic had design the eco ideas to represent 3 aspects of communication. First, Eco ideas for products is to display the company effort to manufacture product with energy efficiency by increasing numbers of energy-savings products and stop producing products that waste energy because this is another approach to solve the critical global warming condition. Second, Eco ideas for manufacturing are to inform Panasonic Factory worldwide to reduce Carbon dioxide emission by improving the production process. Third, Eco ideas for everybody, everywhere is to make the environmental activities internationally known, starting from raising the environmental consciousness among the employees and their families as to gain collaboration between stakeholders so they could disseminate green activities from the local communities to the world countries (Panasonic CSR Office, 2008: 5).

The company website (Panasonic.net) presented the eco ideas through the Logo, "Eco ideas" that displayed Panasonic attention on the environment by confirming Panasonic standard and using Catalogue and published media in the store to transmit simple data on the environmental technology. Moreover, the symbol "Eco ideas" represents the signal point for employees and displays through the environmental publicity. All of these efforts are to ensure the company environmental concern, *"Our eco ideas used logo to link each location, such as, connecting shelf with the product, TV, and pin of the employees, making eco ideas logo mark at the landmark of Panasonic at Panasonic eco ideas logo to announce our determination to preserve environment, starting from eco product, eco manufacturing, and eco activity. At first we used the 3 logo as to reference that Panasonic concerned on the environment."* The Company Communication Executive said.

4.3.4.3 CSR communication channels

Panasonic CSR communication is the open channel for opinions, discussions, and consultation to learn the needs of stakeholders, enabled to respond to those expectations correctly (Panasonic Global, 2012: online).

A. Opinion survey

Panasonic is the organization that focused on the opinion survey among stakeholders. For example, the Voice of Customer (VOC) survey was done to listen to consumers' opinions on total green products and the survey on Employee suggestion system that received over 1million suggestions annually from the employees worldwide. This was done to improve the system under the company vision to be number one Green Innovation Company.

B. Responding to organizations

Panasonic opened to comments from the Non-government organization (NGO), the Non-profit organization regularly and respond to such issue so the company could understand the need and expectation of those organizations. Panasonic also collaborate with other international organizations and industrial group to prevent future conflicts.

C. Green standard training

Panasonic arranged the Seminar and lecture by Panasonic for Asian suppliers worldwide so they could be well inform with the social expectation. Panasonic improved the Corporate Green Standard and focused on the existing impacts between the company and suppliers. The calculation was made on the use of energy, resource conservation, recycle materials, and other environmental concerns.

D. Third party participation

Panasonic arranged for conversation with the field experts inside and outside the country the company located. And the organization could benefit from the environmental strategy in which Panasonic named this group as Natural step, just to become the alliances. The annual meeting was arranged to share the most updated environmental data, including the verification of group opinions towards Green strategy and other activities that could be improved.

E. Communication with government

Panasonic communicate not only with the Japanese government, but also as a company and member of industrial organization. There is the meeting to consult on the policy, share data and ideas on the vision toward the vision of Industrials Company, people's lifestyles and other activities for sustainable society. Panasonics tried to understand the government policies and seek advice from

the manufacture, distributor, and technological developer; all of these had led Panasonic to the sustainable environment management.

F. Communication through exhibition

Panasonic arranged internal and external exhibition to spread its vision through the corporate green innovation with the latest technological presentation that could build the sustainable, safe and comfortable lifestyles, including others activities in the exhibition.

4.3.4.4 CSR message receiver

The stakeholders are Panasonic main recipients that the company aims to respond to their expectation. They are the following groups (Panasonic Corporation, 2009: 50):

A. Customer: Communication to share information and create interaction between customers and Panasonic subsidiaries could benefit the company as the bridge to lead company to understand the consumers' needs for environmental standard.

B. Employee: The finding from the opinion survey among employees indicated the employees' satisfaction under the corporate vision of becoming number one Green Innovation Company. Moreover, the employees recommended closing communication gap between employees in different countries.

C. Investor: The organization explained the Corporate Green Innovation Strategies through the investment analyst in the Stock Exchange and Mass Communication.

D. Supplier : Communication to raise Green Standard level in raw materials acquisition as to increase social expectation through the responsibility towards raw materials acquisition together with the supplier, leading to improvement in the social and environmental standard.

E. Non-government organization (NGO) and Nonprofit organization: Through the conversation with these organizations, proper advice for reaching the stakeholders were given to further set up the practical guidelines.

F. Local Communities: Learning to understand the needs of local community should help the company arranging priority for effective social assistance.

To conclude, CSR communication on eco ideas started from the concept of Corporate Citizenship with the need to be number one in Green Innovation. In order to achieve such goal, raising consciousness in eco ideas inside-out is crucial. Since Panasonic is the open organization, listening to the stakeholders' opinions regularly in order to respond to the social expectation properly, the company used CSR communication process to respond to the stakeholders, just to ensure the successful communication in eco ideas of the company.

4.3.5 CSR communication efficiency towards stakeholders

Panasonic CSR communication used the responsive strategy towards stakeholders to raise consciousness in maintaining the environment and thus benefit to both stakeholders and business corporation, particularly those stakeholders in 3 dimensions, outputs from communicating through CSR campaigns, outcomes from changing in individual stakeholder, and impacts from social change as follows:

4.3.5.1 Outputs from communicating through CSR campaigns

The CSR communication through eco ideas made the stakeholder aware of green products that could save electricity cost in the household as well as better global environment and firm on the trend of green product. The stakeholders are youth participated in the project, "Panasonic invited children to preserve world" said*, "By entering the project, we have known how to save energy when using appliances, such as, placing the refrigerators 6 inches away from the wall. As soon as we finished using the electrical appliances, we must turn then off immediately, using the energy-saving electrical appliances that bear no. 5 or Recycle the products."* Furthermore, many activities were arranged differently. For example, in the comparison of using electricity between the old appliances and Eco calculator, questions were asked on the electricity, picture games, songs on saving-energy, and growing plants.

4.3.5.2 Outcomes from changing in individual stakeholder.

The interview with the stakeholders indicated that the stakeholders had favored the green products. So, when they had learned about the eco ideas that focused on the energy-saving products, and environmental concerned, they supported more use of the green products. With impacts from global warming and the

use of electrical appliance, including the use of other non-environmental concerned products, stakeholders were more interested in green products, to conserve environment and energy-savings, particularly on saving energy cost, which is the most concern issue for the stakeholder, so they had chosen to use only this product type.

As for the youth participating in the campaign, "Panasonic invite children to preserve earth". They had adapted their acquired knowledge on daily livings, as primary school level 5 and 6 students participating in the campaign explained, *"Normally, I hardly turn off the light after finished using it. But now, I understand that if I am neglecting to turn off the light, I may have to pay more on electricity. As soon as I practiced turn off the light after each use, the electricity bill started to decrease. Even now, I am still turning off light after each use. Before, I have no idea what is No. 5 product. Now, I am only bought electrical appliances that bear No. 5 to save energy."* The children paid more attention to small activities that could save energy, such as, turn off television, electrical fan with pulling the plug or turn off the water, not to let it running waste, growing trees at home to reduce global warming, and provide nice shade for home.

4.3.5.3 Impacts from social change

According to the joint agreement, *"There is the possibility for the Thais to perceive the importance of green products more, as noticed, the current popularity on green products had occurred, so the communication of the company is only the emphasis on such fever."* However, the popular use of green product resulting from saving electrical cost, instead of environmental concern. Therefore, the process of building environmental consciousness is time-consuming with endurance so the society could learn about the environmental importance. Primary school level 5 and 6 teachers who participated in the campaign said, *"The government should support the environmental policies through various green projects, such as, Green countries, Green energy and Green building."* The government should also push for environmental conservation consciousness in a broader scale for all public, not for any specific group, and should be the continuous support.

4.3.6 CSR communication efficiency towards business corporation

CSR communication with strategy to respond stakeholder's need has led to long-term compensation for sustainable results, namely, bond between corporation and stakeholders, social license to operate business, stakeholders trust in the corporation as being stated in the following details:

4.3.6.1 Bond between corporation and stakeholders

CSR communication towards the stakeholders to learn the social problems and ways to solve such problems appropriately. The company found that raising consciousness on the environmental issues was persisted problem throughout the world. Panasonic is then focused on raising the environmental consciousness, particularly among the youth as to create bond with the next generation. For example, we have the campaign, "Panasonic kid witness news" as the Global activity that youth from over 25 countries participated in making the documentary news for 4 to 5 minutes in the environmental-related issue which considered important step to raise awareness in the environmental conservation among youth as well as convey the message to the viewer stakeholders .Moreover, there are the environmental campaigns as the volunteered activities to bond with local communities in different countries, such as, provide knowledge in the environmental conservation, reforestation, or community beach cleaning.

The interview with the stakeholders indicated the social assistance through CSR campaign or other volunteer activities could create the direct bondage and affect the community stakeholders. "*By participating in this campaign, the participants felt bonding and those benefits from the campaign would feel the same.*" The stakeholders said. Then, the communication to inform the public on the campaign progress or activities would make the outside communities feel good towards the company as well.

4.3.6.2 Social license to operate business

Panasonic had been approved by the public to operate business in Thailand for 50 years. Panasonic (Thailand) Co., Ltd. was established in 2504 to first manufacture flashlight batteries and extend manufacture many products, such as, the television and car audio. Panasonic employed about 6,300 workers to work for Panasonic subsidiaries. The business operation in Thailand in the past, according to

Panasonic, had taken part in developing society extensively. When Panasonic has been in operation for 50 years, the company made the promise through the announcement, *"The Company would expedite live innovation for environment, including innovation for the business environment, aiming to integrate environmental conservation together with growing business in Thailand."*

The interview with stakeholders concluded that they approved of the continuous corporate operation in Thailand. Besides CSR communication revealed the corporation focused on green products and environment as well as manufacture quality products for over 50 years. The stakeholders said *"Panasonic produced good quality products from the flashlight batteries, light bulbs, television, audio system and other electrical appliances with the environmental concern."* Because Panasonic has been manufacturing good quality products for long time, as well as recognize the CSR and corporate good intention, so the public allow the company to continue its business in Thailand.

4.3.6.3 Stakeholders trust in the corporation

Regarding stakeholders' trust, Panasonic believes CSR communication has revealed the corporate ethics or business ethics, including the transparency in business operations. These data could increase stakeholders' trust and add value to the organization. The interview results indicated that most stakeholders believe Panasonic is a Japanese company that led the world technology, but also aims to develop green technology, so stakeholders could trust their environmental concern. The stakeholders said, "Japan is the leader of technology so we are confident in their green technology". Furthermore, majority of stakeholders recognized the company technological expertise in developing the energy-saving products, that also pollution-free and resources utilization rationally. Therefore, stakeholders believe in Panasonic Brand and majority of consumers felt the same.

Therefore, CSR Communication to respond to the stakeholders had created the bond between the company and the stakeholders through the campaign and CSR activities, enabled to solve social problems for stakeholders or responded to the stakeholders' demand. Nonetheless, the community continues to benefit from such activities or receive approval from business operation, as well as increasing the

corporate values, until gaining the public trust on the company and the products under the corporate brand.

4.3.7 Within-case analysis summary

Panasonic communicated CSR eco ideas based on the first concept of Corporate Citizenship, quite appropriate because Panasonic is the Multinational Company with over 650 subsidiaries worldwide. Then, the business operation according to the Company Citizenship model is to learn and understand different social context in each country to communicate CSR in consistent to the social norms.

The concept on Corporate Citizenship revealed the direct relationships towards CSR because the theory of Corporate Citizenship contained the Equivalent view as similar to Carroll's 4 levels of social responsibilities Pyramid that started from the corporate main responsibility to survive in business, comply with the law, follow business ethic and volunteer in social activities.

Corporate Citizenship concept in theory focuses on the expansion of global capitalism that caused the abandonment of Global governance, which makes many countries, recognized the problems becoming the global common problem that required all countries to collaborate in solving problems. The concept of Corporate Citizenship is also coming from the concern in global situation. Panasonic announced the importance on "The society public" with the emphasis on the public issues regarding the global warming and green technological development to deliver the message on eco ideas with full conscious.

The second concept that Panasonic used in CSR communication is the Green Innovation that aimed for the company to be number one green innovation company. In the goal of CSR communication, the company aims to be the leader in green revolution for better environment. Therefore, CSR communication in eco ideas is not only maintaining the environment, but also raising consciousness among people to concern about environment while leading green lifestyles.

Furthermore, the success in raising consciousness depended on the relationship with stakeholders. In the case where the organization had built good bonding with the stakeholders, maintain good relationships with the stakeholders are crucial. Then, Panasonic arranged the communication on "eco ideas' Relations with

stakeholders in various sections as the mechanism to push for success in raising green consciousness.

Panasonic aims to become green innovation company by developing technologies for the production environment, and CSR communication about green ideas inside and outside the company. The company focused on the use of information technology that started on Internal Communication through the exchange of CSR information between subsidiaries domestic and overseas, and also within the company. All employees in Panasonic Subsidiaries became One Panasonic in the practice to achieve green business through Information Technology Systems within organizations include Intraweb, Email, and Blog with video conference. These technologies made the communication under eco ideas possible every place, time, but depended on the company location. Besides, the communication, there was the knowledge transmission between the employees at all times as being the virtual community for making the eco idea of company important issue, not only the national level, but also the raising consciousness to international level through the company employees worldwide.

Because Panasonic focused on the application of technology for green innovation, the outside stakeholders became Panasonic main component that recognized the environmental necessities. They are also the new generation who took interest in technology according to Panasonic Basic policy that focused on the Environment and Next generation. The company is also paid more attention to outside Information Technology System by each subsidiary worldwide set up own website to communicate eco ideas in own language and making electronic report through the website, so the viewer worldwide could access the system according to the Global Public Report. Panasonic Thailand succeeded on CSR communication through Facebook accompanied the Viral marketing on the Internet, so the CSR campaign could gain better feedback. Panasonic provides the education funds, free seminar on environmental preservation, previously, the messages were posted in various places, such as, university, related divisions with few participants. At present, the company uses Facebook and delivers the message to different websites, which substantially increase the viewer and also increase the number of participants.

Panasonic founder stated that the business must operate according to the management policies, aiming for social assistance that focused on "Public mind" and

the company must listen to the stakeholders' opinions so it could respond to their needs correctly. Therefore, the CSR communication strategy to respond to the stakeholders focused on the communication channel to learn the needs of stakeholders through the opinions survey. Two-way communication allowed us to understand CSR. Then, the company could respond on social agenda to meet the stakeholders' needs appropriately. In Thailand, Panasonic had conducted the opinion survey. The survey helps to know majority of Thai people give priority to energy savings products because we could see the reduction in household electrical cost. As for the two-way communication through Facebook is not only opened for listening to opinions, but also building relationships between the corporation and stakeholders.

The CSR communication frame under the eco ideas of Panasonic resulted in the stakeholders' perceived in the essential of Green Products for reduction in electricity cost and better global environment. This is to reassure the current fever of green products and changing behavior of the Thais to favor the green product. It is possible because the current fever of green product had caught on, but the preference over saving on electricity cost weight more than environmental concerns. Therefore, raising consciousness in the environmental concerns still required further support from the government.

Under CSR communication through eco ideas concept, when the stakeholders benefit from the corporate campaign, they would become emotionally attach and because Panasonic has been producing quality merchandises for nearly 50 years, including the consciousness of CSR, Panasonic received the approval to operate in Thailand with its intention to develop green technology that mainly concerned on the environment so the stakeholder could belief and trust the organization.

**Concept in
CSR communication**
- Corporate Citizenship: Panasonic's management and business activities are appropriate for "a public entity of society".
- Eco Ideas: environmental concerns

**Influential elements
toward concept**
- Concern on global environment issue
- Panasonic policy aimed for the Next generation, Environment, and Profit from energy-saving products.
- The relationships with stakeholders are crucial elements because Panasonic expected that stakeholders became a part of business operation.
- CSR communication goal is to build "Green revolution".

**CSR communication
with inside-out approach**
*Internal
CSR communication*
- Raising consciousness in eco ideas for Business-styles among employees
- Significant communication tools: Information Technology System connected 680 Panasonic subsidiaries worldwide, basic concept of the company as a public entity of society
*External
CSR communication*
- Achieving "Green revolution" plan
- Significant communication tools: "Eco ideas" campaigns

**CSR communication
mechanism**
- Panasonic aimed to accomplish Green Plan in 2018 with communicating through Green Life Innovation, and Green Business Innovation.

**Strategy of
CSR communication**
- Panasonic focused on responding strategy to stakeholders.
- The important role of Panasonic CSR communication is to open for the stakeholders to voice their opinions through opinion survey of stakeholders as the continuous communication for, "Responding to the social issue" properly and correctly.

**Process of
CSR communication**
CSR data source:
Panasonic corporation, advisory committee, NGOs, nonprofit organizations, and academic institutes
CSR message:
Key content in Green Transformation plan
CSR communication channel:
Panasonic Thailand succeeded on CSR communication through Facebook for opinion listening, and relationship building.
CSR message receiver:
the targeted group that the company aimed to respond to their expectation.

**CSR communication
efficiency towards
stakeholders**
Outputs from communicating through CSR campaigns:
extending successful campaigns
Outcomes from changing in individual stakeholder:
stakeholders were more interested in green products.
Impacts from social change:
the popularity on green products among Thais that resulted from saving electrical cost, instead of environmental concern.

**CSR communication
efficiency towards
business corporation**
- Participating in campaign could create the direct bondage and affect the community stakeholders.
- Approval for social license to operate business because the corporation focused on environment.
- Green technology development vision could increase stakeholders' trust.

Figure 4.7 CSR communication pattern of Panasonic (Thailand) Company Limited.

4.4 Cross-case analysis

The study entitled, "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" employed 3 case studies as the good practice based on the following set criteria.

A Case Study 1: Siam Cement Public Company Limited as a Thai Multinational Corporation

A Case Study 2: Uniliver Thai Holding Company Limited as a Western Multinational Corporation

A Case Study 3: Panasonic (Thailand) Company Limited as an Eastern Multinational Corporation

The Cross-case Analysis on 3 Multinational Corporations aims to build "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" through the comparison table on similarity and differences.

4.4.1 Concept in CSR communication and elements affecting such concept

4.4.2 CSR communication overview

4.4.3 CSR communication efficiency towards stakeholders and business corporations

4.4.1 Concept in CSR communication and elements affecting such concept

In this issue, the significance components connecting with each other are the fundamental concept in CSR communication and influential elements toward CSR communication concept.

4.4.1.1 Concept in CSR communication

First Corporation, the Siam Cement Public Company Ltd., CSR is the responsibility of Corporate Communication Office. Communication originated from 2 basic concepts, Sustainable Development and 4 SCG ideologies. Second Corporation, Uniliver Thai Holding Company Limited, CSR is the responsibility of Corporate Relations and Communication Departments. The communication originated from 2 basic concepts, the Sustainable development and

Small actions, big difference. Third Corporation, Panasonic (Thailand), CSR is the responsibility of Panasonic Management (Thailand) Co., Ltd, which originated from 2 basic concepts, Corporate Citizenship and eco ideas.

Since all 3 corporations are the multinational organizations with subsidiaries in various countries, the basic CSR communication concept has been accepted worldwide. Both SCG and Uniliver adopted the sustainable development concepts in its operation, which originated by the World Commission on Environment and Development to respond with the current demand without undermining the lifestyles of next generation. Furthermore, SCG has employed the sustainable development concept in the operation as the framework for operating business with the responsibility in economy society and environment. As for Uniliver sustainable concept, it involved the understanding of Corporate Brand impact towards society well-being. Regarding Panasonic CSR communication, it originated from the concept of Corporate Citizenship within the equivalent view as similar as CSR. Panasonic had specified that the Corporate Citizen concepts developed from the management philosophy of social assistance.

The second part of CSR communication concept displays each corporation standpoints, where SCG emphasized on 4 ideologies, namely, Adherence to Fairness, Dedication to Excellence, Belief in the Value of the Individuals, Concern for Social Responsibility as the main part for its operation that focused on managing natural resources and building public consciousness in the sustainable environment preservation. Furthermore, the corporation applied the Royal concept "Water is Life" with the Water Resources Conservation Project for definite guidelines.

Next in CSR communication, Uniliver gave priority to the concept Small actions, big differences of over billion consumers' daily activities who had combined forces to build bigger differences. This concept indicated the intention in communication to change the stakeholders' habits for the sustainable lifestyles.

Regarding Panasonic CSR, the corporation focused on the environmental conditions to become number one innovation corporation in the electronic industry by 2018. This is the attempt to develop Green Life Innovation through Green Business Innovation, aiming to search for achieving the Green Business.

As being seen, the second concept indicated different CSR communication firm standpoint and direction. SCG gave priority to the natural resources management and the campaign to raise conscious on the sustainable water resource preservation. Uniliver focused on the communication to change behavior of stakeholders for sustainable lifestyles whereas Panasonic paid more attention to eco ideas communication that revealed the effort to develop technology for green innovation for people and business operation.

4.4.1.2 Influential elements toward CSR communication concept

Considering the elements affecting these concepts corporation used in CSR communication from the first element, world situations where all multinational corporations concerned about, the global warming and scarce natural resources could impact the stakeholders. Each corporation used the expertise to assist in what the corporation could do best. For example SCG would raise conscious in natural resource conservation, especially water. Uniliver would use the Brand Imprint to consider which problem related to the need of stakeholders and Corporation Brands. Later Uniliver respond with Brand expertise whereas Panasonic aims for the campaign to use energy savings gadgets and reduce the environmental impacts through green innovation.

The concern on global warming and scarce natural resources has made each corporation brought out their knowledge and expertise to aid society, linking to the second element, which comprised of CSR for People, Planet and Profit. When each corporation used CSR concept as the basis for communication, such as, the sustainable concept and corporate citizen, which made the corporation aware of all 3 responsibilities, people, planet and profit that had been known earlier. However, each corporation used own expertise to display unique CSR communication roles. For example, SCG invented communication for building the Check Dam where Uniliver used communication to make people follow the sustainable lifestyles. As for Panasonic communication is mainly to display the corporate eco ideas.

The third element affected CSR communication concept, mainly on the relationships with various stakeholders. SCG gave its priority on the stakeholders as being seen from 2 main communication concepts related directly to CSR. The relationships between the corporations and the stakeholders could lead to participation in CSR. In addition, SCG had defined the formal guidelines to treat the stakeholders by identifying the agency responsible for liaising with the stakeholders, especially to directly communicate with stakeholders. Meantime, Uniliver has many products where the relationships between the corporation and stakeholders originated from understanding the stakeholders' needs. Therefore, Uniliver must try to learn the needs of consumers thoroughly, especially on the social and environmental issues and respond to such demands. For Panasonic, it has full confidence in the management philosophy to aid society to reach "Public society". Then, the relationships with the stakeholders revealed in the corporation openness for the public opinions in order to respond correctly. As being seen, the relationships between the organization and stakeholders indicated CSR communication strategy employed by those corporations.

The final element affecting the communication concept is the objective level in CSR Communication is the success CSR level aiming to achieve as the vital component for successful communication. The corporation intends for CSR communication to better society and thus improves the stakeholders' lifestyles, in turn leading to the corporation long-term sustainable benefits. As being seen from the case studies, all 3 corporations aim for CSR communication to change society. SCG wants to better the public consciousness through water conservation, whereas Uniliver clearly applied the behavioral change in CSR communication. Moreover, the corporation had developed 5 mechanisms to aid behavioral change. Therefore, Uniliver communication is intended for people to live sustainable lifestyles. Meanwhile, Panasonic focuses on the eco ideas, aiming for Green revolution for social change.

Table 4.1 Cross-case comparison of concept in CSR communication

Concept / Influential elements toward concept	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Concept	- Sustainable Development : as the key factor in business operation - SCG ideology: which concerns for social responsibility - Water is life: which is essential for the existence of man and living organisms	- Sustainable Development : understanding the impacts on society - Small actions, Big difference: every small actions combined with actions of million consumers could make up for big differences	- Corporate Citizenship: Panasonic's management and business activities are appropriate for "a public entity of society" - Eco ideas: environmental concerns
Conclusion: The concepts indicated different CSR communication firm standpoint and direction.			
Influential elements toward CSR communication concepts			
Concern on global situations	Concern on global warming situations	Concern on reality of the world situation	Concern on global environment issue
Conclusion: All multinational corporations concerned about the global warming and scarce natural resources that could impact the stakeholders. Each corporation used the expertise to assist in what the corporation could do best.			

Table 4.1 Cross-case comparison of concept in CSR communication (cont.)

Concept / Influential elements toward concept	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
CSR role of organization	SCG invented communication for building the Check Dam.	Uniliver used communication to make people follow the sustainable lifestyles.	Panasonic communication is mainly to display the corporate eco ideas.
Conclusion: Each corporation used own expertise to display unique CSR communication roles.			
Relations with stakeholders	The relationships between SCG and stakeholders resulted from the stakeholder engagement.	The stakeholders' needs analysis led to the good relationships with stakeholders.	The relationships with stakeholders are crucial elements because Panasonic expected that stakeholders became a part of business operation.
Conclusion: The relationships between the organization and stakeholders indicated CSR communication strategy employed by those corporations, for example, stakeholder response strategy, stakeholder involvement strategy.			
CSR ambition level of organization	SCG wants to build the public consciousness through water conservation.	Uniliver's communication is intended for people to live sustainable lifestyles.	Panasonic focuses on the eco ideas, and aims for Green revolution for social change.
Conclusion: From the case studies, all 3 corporations aim for CSR communication to change society.			

4.4.2 CSR communication overview

CSR communication divided in to CSR communication with inside-out approach, CSR communication strategy and process, having the following details:

4.4.2.1 CSR communication with inside-out approach has the vital components in internal CSR communication, external CSR communication and key CSR communication mechanisms.

A. Internal CSR communication

The success in CSR communication started from the awareness and profound understanding of the approach to achieve the corporation mission. SCG has arranged inside communication to build consciousness among employees enough for them to pay attention to the social and environmental operation. The organization prepared "SCG Sustainable Development Guideline" for all levels of supervisor to learn, understand and communicate with the concerned employees in 3R principles comprised of Reduce, Reuse/Recycle, and Replenish, aiming to reduce the environmental impacts so the consumers could gain benefits form the sustainable environment before expanding ideas on the environmental conservation to own families and outside communities.

Uniliver has communicated with the employees so they could understand the sustainable life plan as the new approach in business operation for all levels employees, aiming for them to become leaders in the sustainability. Inside corporate communication intends for the employees to realize that small actions of all employees in all divisions could lead to big differences from collaboration to change business and environment in the broader scope.

Meanwhile, Panasonic communicated inside to create One Panasonic among all Panasonic subsidiaries, aiming for employees' understanding and awareness of corporate vision as the number one environmental concerned company so they could work towards that goals as well as create understanding the significance of all 3 indicators, namely, reducing Carbon Dioxide emission, recycle resources, and having product to total sale with the most environmental concerned before spreading the eco ideas to the communities outside the corporation.

Because all 3 large Multinational Corporations used inside CSR communication to respond to the needs of all corporate subsidiaries, especially on CSR, internal CSR communication is crucial to all 3 corporate operations , namely, serious CSR trainings so the employees could embed CSR in their veins or DNA .

SCG then arranged the orientation, so-called, Ready Together as the compulsory training for all employees to attend about a month so they could learn SCG 4 ideologies together with the sustainable environment as well as understanding how to achieve the vision in 2015 for SCG to become ASEAN Sustainable Business Leader.

Uniliver has arranged the training program for the employees extensively to build their understanding and ability in maintaining sustainability. In 2011, over 95% of Uniliver managers had passed the Business Ethics Training. At present, over 6,000 workers had completed the internet course on Sustainable lifestyles.

For Panasonic, it arranged the orientation for new employees to make them understand the basis for CSR principles operation of Panasonic, such as, Basic Business Philosophy and Corporate vision. Furthermore, the employee who had taken exam for promotion must be tested on basic knowledge as well to carry on the intention of Panasonic Foundation.

The efficient Information Technology is one of the crucial inside communication for all 3 case studies because they are the gigantic multinational corporations with the subsidiaries domestic and aboard.

For SCG, the corporate focus on Intranet system to manage CSR data and also arrange into different categories , such as, Web board, Best Practice applications and the sustainable development of various divisions and subsidiaries in SCG, CSR news and relevant activities, Show & share for the employees to experience CSR.

Uniliver used the Information Technology to link with over 80 websites worldwide, operating under the Advanced Electronic Office Systems (AEOS) and Uniliver had also developed the Learning Management System: LMS as the presentation on different learning projects, including the CSR campaigns in 20

languages for 20 over 130,000 employees in more than 100 countries worldwide . Nowadays, there are as much as 7,600 courses opened for learners on the Internet.

Panasonic, it arranged inside CSR communication through the Intraweb for the corporate to monitor the corporate movement in eco ideas. Furthermore, Panasonic President at the Head Office in Japan has opened the corporate Blog to allow their employees in 680 subsidiaries worldwide to voice their opinions. Therefore, the corporate CSR training is so intense with the efficient Information Technology as the inside communication tool to make the cooperation succeeded in CSR communication.

B. External CSR communication

The success in internal CSR communication is extended to external CSR communication. All 3 corporations aim for external CSR communication to change society. SCG developed the consciousness in water conservation through the campaign "SCG conserve water for future" as the Corporate Flagship Project, not only focused on building process on the check dam, but also aimed on changing the thinking process, as to seek the treasured check dam that encourage people to conserve water.

Because Uniliver aims for Growing sustainably, the corporate communication has intended for the people to practice Living sustainably based on "Sustainable Living Plan". External CSR communication is crucial for the corporation , such as, Unilever Corporate brand displaying the standpoint of corporate responsibility for the daily livings of consumers, communities, and environment as the corporation behind the quality products Brand imprint is the tool for analysis the products' impacts on the society and environment, including the successful campaign "Breeze playing, increasing knowledge" in Thailand.

Panasonic focused its CSR communication on eco ideas by aiming on Green revolution as the approach to change the environment. External communication tools vital to Panasonic (Thailand) are the social media, Facebook, word of mouth marketing, write data to other websites made the number of view much higher and thus increased the number of CSR campaign participants . The campaign "Panasonic encouraged children to save the World" allowed Panasonic volunteer

workers to teach primary school level 5 and 6 students the impact on global warming, how to reduce energy usage and the practice on 3 Rs , Reduce, Reuse, and Recycle.

As being seen, external CSR communication tools had contributed to each corporate success, reflecting the stakeholders, the corporate main targets and the corporation viewpoints towards the stakeholders, such as, "SCG conserve water for future" as the communication tool displaying SCG most interest in community stakeholders. Because many SCG Cement Plants are located in the community, community acceptance is crucial in operating business. For Uniliver, corporate brands are the important communication tools, such as, corporate brand and brand imprint, which indicated the important roles of stakeholders or consumers towards the corporation. Panasonic (Thailand) is highly succeeded in communication through the Social media or Facebook as to direct at the next generation who interested in technology, coincided with the corporation intention to develop technology for Green Innovation.

C. CSR communication mechanisms

SCG requested all levels of corporate employees to participate in CSR communication as the key CSR mechanism, starting from the Chief Executive Officers who must communicate with the subordinates as the guidelines for them to achieve the corporate visions and ASEAN Sustainable Business Leader. Manager received formal CSR, so-called, One Manager One Community with all employees involving in the CSR campaign, especially the community locals working for SCG. Corporate local employees are very important because they may be the community descendants who understand the situation and know the locals' wants.

Uniliver focused on the Brand Power in CSR communication. Therefore, corporate brand is the significant communication mechanism, starting from brand imprint that concerned social, economic and environment, followed by combining brand power from different products, aiming directly to respond to Consumer' needs in that product. Uniliver corporate brand applied the viewpoint of Citizen to concern the common interest as one of the decisions to purchase. Most people purchased products from the trusted organization.

Panasonic announced "Green Plan 2018" to communicate the attempt to maintain better environment. Therefore, Green Plan 2108 is considered as

the key communication mechanism to be responsible for society well-being because it displays the corporate intention to become number one Green Corporation in the Industrial Electronic through 2 innovation types: Green life innovation is to build the conscious in Green living with encouraging people to apply this concept in their real life. Moreover, Green business innovation is the reduction of environmental impact from the management and promotion on Green business operation for popular widespread in the community.

As being seen, key CSR communication mechanism reveals the strengths of each corporation SCG strong point lies in the participation process. Then, CSR communication through various corporate campaigns required all levels of corporation employees to get involved. This is significant CSR communication mechanism that led SCG to success whereas Uniliver gave the priority on Corporate Brand. Many Uniliver products are successful under Uniliver Brand. Communication through different brand concepts, such as, Brand imprint and Brand product revealed Brand Organization as the key mechanism. Meantime, Panasonic focused on technological strength, especially, the environmental related technology. Green Plan 2018 of the corporation with the strong desire to be number one green innovation corporation through Green Living, Green Business Innovation as the corporate strength as the CSR Communication mechanism.

4.4.2.2 CSR communication strategy and process

In each case study, mixed CSR communication strategies were used as to generate and CSR data and respond to the stakeholders, including the stakeholders' participation. After considering the strategies employed by each corporation to communicate CSR, the differences are clearly seen. SCG used mainly "Participation of stakeholders strategy" to make the participants perceived, express opinions, needs and decided appropriately in CSR. Moreover, SCG has established the standards for perception and participation of stakeholders, namely, the Stakeholder Engagement, establishing SCG Learning Center and forming working steps for community relations with the collaboration of Zhang Basin Network and The Thailand Research Fund to build the check dam, which indicated mainly the stakeholders' participation, such as, arrange meeting in the village for the officers of the Learning Center, core leaders and community to consult with each other in

building the check dam, assess the outcomes from building the check dam with the unanimous decision and planning the building of a next check dam.

SCG succeed in the application of strategies and participative communication process from formal and informal dialogue. Informal dialogue used for working in the field with the community, starting from small group comprised of community core leader, both formal and natural leaders to consult community development issues. When the meeting direction was clear, the dialogue grew bigger stage and becoming the formal dialogue as the commination in a broader sense between the organization and Community.

Uniliver started using the participative communication strategies by allowing the employees to get involved with CSR campaign. However, Uniliver started using the participative communication strategies in some sectors through employees' CSR participative campaign. Nonetheless, after considering outside stakeholders as the influential factor, it became clear that Uniliver mainly used "Response to stakeholders strategy". The communication process through this tool made it easier to understand

Uniliver, the stakeholder behind the products consumers bought and presented the connection with the communities, families and preferred environment. The Brand imprint or Brand impact is to build the understanding of Brand impact toward the sustainable development. Therefore, Brand imprint is the approach to examine in order to promote the brand values, including the creation of opportunities for businesses and stakeholders as the targeted for selling products.

As being seen, CSR communication key roles are being the Corporate Brand and Product Brand, using Brand imprint to analyze the impact of Brand with different communication scope. Corporate Brand is the communication to respond to the Citizen Issues or common interests. Product Brand involved the Brand imprint process to analyze Brand impact and to identify knowledge and response to social, environmental and economic issues affecting consumer of such product who represented stakeholders of such issue. Therefore, both levels of communication roles are Unilver main principles to display the corporate intention for CSR communication strategy responding to stakeholders in different scope.

Panasonic adapted the Participative Communication strategies for specific and special occasions where most CSR communication focused mainly on "Response to stakeholders strategy" since Panasonic founder had clearly stated that the business operation must comply with the management policy for public assistance, focusing on "Public society" and also specified that the corporate must listen to stakeholders' opinions so CSR was created to truly respond to their demands. Panasonic is the corporation focused on stakeholders' opinions, such as, Voice of Customer (VOC) to listen to opinions on Green products and set up the Employee suggestion system that received over one million voices from the employees worldwide in order to improve the m management system under the corporate vision to be number one Green innovation corporation. Moreover, the corporation set up the communication channel for Non-government organization (NGO) and Nonprofit organization to respond to those needs. Then, the corporation is able to respond and understand the stakeholders' expectations correctly.

Corporations are the successful case studies for the application participative CSR or respond to stakeholders as the main strategy to communicate CSR through Two-way communication. SCG used the Two-way symmetric communication directing at communication to benefit both sides. The research used this approach to establish true communication that could motivate people to participate in truly committed to something.

As for Uniliver and Panasonic, they have used mainly the Two-way Asymmetric Communication to engage senders' skills when delivering messages, respond and conduct the research with the intention to persuade others to behave properly. Communication is then asymmetric form the corporate persuasion through communication.

In practice, Two-way symmetric communication is to present the best approach for interaction that could win people's hearts because they are listening to the messages more valuable than strictly promoting action. This has created long-term confidential that allowed the corporation to build relations with stakeholders' participation.

The CSR communication process comprised of CSR data source, CSR message, CSR communication channel, and CSR message receivers as

stakeholders. The corporation is the main information source and gathered data from the outside sources through the collaboration, enabled to derive at the local, national and international data. SCG assigned the Corporate Communication Office and Learning Center to collaborate with the Environmental Preservation and Agricultural Divisions. Uniliver set up the workforce for sustainable development to apply data on global health, agriculture, and environmental preservation. Meanwhile, Panasonic had established the Corporate Management Division with the collaboration from the Advisory Committee, NGO and Non-profit Organization.

Significance message in CSR is the sustainable development in the area established by SCG that copied from success and failed issues. Uniliver planned the sustainable living that focused on people health and well-beings. Meanwhile, Panasonic gave priority to key content in Green Transformation plan when developing into the annual plan must ensure the sustainable corporation growth. In practice, key CSR message must be able to solutions and objectives of each community, including the response to such needs with community centered.

The CSR communication channel reflected the corporation targeted group. SCG had given the priority to the communities surrounding the factory as the main communication channel through the dialogue, Panasonic focused on the Next Generation as the main communication channel through Social Media, whereas Uniliver with diversified products communicated mainly through Product Brand.

The stakeholders are CSR message receivers, overall comprised of consumers, media and those affected by the performance of various agencies. The key recipients are the official and non-official core community leaders who responsible for expanding such concept.

Table 4.2 Cross-case comparison of CSR communication

CSR communication	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Internal CSR communication	Employees have DNA of Sustainable Development.	All employees were assigned as the sustainable leader.	Raising consciousness in eco ideas for Green business-styles among employees.
Conclusion: The intense CSR training with the efficient Information Technology System as the internal CSR communication tools to make the business corporations succeeded in CSR communication goal.			
External CSR communication	SCG developed the consciousness in water conservation through the campaign "SCG conserve water for future ".	Unilever's CSR communication has intended for the people to practice Living sustainably based on "Sustainable Living Plan".	Panasonic focused its CSR communication on eco ideas by aiming on Green revolution as the approach to change the environment.
Conclusion: The external CSR communication tools had contributed to each corporate success, reflecting the main targeted stakeholders, and the corporate viewpoints towards the stakeholders.			
CSR communication mechanism	SCG requested all levels of employees to participate in CSR communication.	Uniliver focused on the Brand Power in CSR communication.	Panasonic announced "Green Plan 2018" to communicate the attempt to maintain better environment.
Conclusion: Key CSR communication mechanism revealed the strengths of each corporation, such as, SCG strong point lies in the participation process, Uniliver gave the priority on Branding, Panasonic focused on Green technology strength.			

Table 4.2 Cross-case comparison of CSR communication (cont.)

CSR communication	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
CSR communication strategy	SCG used mainly "Participation of Stakeholders Strategies" to make the participants perceived, express opinions, needs and decided appropriately in CSR.	- Uniliver mainly used "Response to stakeholders strategies". - Corporate Brand is the communication to respond to the Citizen Issues. - Product Brand is the communication to respond to the Consumer Issues.	- Panasonic focused mainly on "Response to stakeholders strategies". - Panasonic founder had clearly stated that the business operation must comply with the management policy for public assistance, focusing on "public society"
Conclusion: All case studies used the mixed CSR communication strategies to deliver CSR information, and respond to stakeholders, including the participation of stakeholders. However the business corporations gave priority to the appropriate strategy for organizational characteristics.			

Table 4.2 Cross-case comparison of CSR communication (cont.)

CSR communication	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Business corporation as CSR data source	SCG assigned the Corporate Communication Office and the Learning Center to collaborate with the Environmental Preservation and Agricultural Divisions.	Uniliver set up the workforce for sustainable development to apply data on global health, agriculture and environmental preservation.	Panasonic had established the Corporate Management Division with the collaboration from the Advisory Committee, NGO, and Non-profit Organization.
Conclusion: The corporation is the main information source and gathered data from the outside sources through the collaboration, enabled to derive at the local, national and international data.			
CSR message	Prioritizing sustainable development issues as materiality matrix.	The Sustainable Living Plan that focused on people health and well-beings.	Key content in Green Transformation Plan when developing into the annual plan must ensure the sustainable corporation growth.
Conclusion: In practice, key CSR message must be able to solutions and objectives of each community, including the response to such needs with community centered.			

Table 4.2 Cross-case comparison of CSR communication (cont.)

CSR communication	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
CSR communication channel	SCG had given the priority to the communities surrounding the factory as the main communication channel through the dialogue	Unilever has recently diversified their products so the corporation communicated mainly through Product Brand.	Panasonic focused on the Next Generation as the main communication channel through Social Media.
Conclusion: The CSR communication channel reflected the targeted group of business corporation.			
Stakeholders as CSR message receivers	In participative communication of SCG, the main message receivers could extend their ideas to various groups of stakeholders.	Unilever's CSR message receivers are the targeted group that the company aims for responding to their needs as to achieve the corporate mission for sustainability in the society.	The stakeholders are Panasonic main message receivers that the company aims to respond to their expectation.
Conclusion: The key message receivers are the official and non-official core community leaders who are responsible for expanding such concept.			

4.4.3 CSR Communication efficiency towards business corporations and stakeholders

CSR communication, which could develop balancing efficiency between the business corporations and stakeholders must begin with the stakeholders efficiency first to acquire the corporate efficiency next.

4.4.3.1 CSR communication efficiency towards stakeholders

SCG used the stakeholders participative communication to raise consciousness in water conservation through building check dam. The preliminary result indicated the tangible success through the campaign "SCG conserve water for future", resulting in the making of 30,000 check dams. More important, building the memorable check dam to raise people's consciousness in water conservation is to change the locals' behavior from not paying attention to others to cooperate in building check dam. Later, the experience in building check dam was applied with other areas crucial to own community. For example, locals getting together to do group agriculture, learning to make compost and put up forests surveillance are one type of communication to change stakeholders' behavior, leading to changes in concepts and develop other issues. Later, when the locals lived better, they started to build community properties, such as, mountain water supplies, building Buddha Relics to be the Community Spiritual Center, including the campaign to prevent Forest Fire.

When stakeholders got involved with CSR communication through various campaigns, they would receive benefits as expected and in turn creating in-depth impacts in the community. Such community could become a good model to share experiences with other communities, enabled them to create own networks.

Overall, Uniliver corporation communication directed at making people tyuring toward the sustainable livings through Uniliver (Thailand) campaign, "Breeze playing, increasing learning force" with the corporate donating total 200 play yards and campaigning for people to see how the play yards could change children's behaviors which may be the solution to social issue about the tendency of increasing stress among Thai children. Uniliver executives in Thailand stated, "Earlier survey indicated the children development in all aspects as to

emphasize on our belief that children learning in not limited to only classroom learning". The corporate research results made Uniliver believed in the possibility of Breeze playing improving children' emotional and intellectual development. It is also found better relationships developing during Breeze playing between teachers, parents and students in the community. All stakeholders agreed that motivating society to recognize the significance of Breeze playing may take times and efforts.

CSR communication of Panasonic (Thailand) under eco ideas had sent the preliminary results toward the success of energy-savings campaign to reduce the environmental impact, especially the campaign "Panasonic invited children to save the Planet" that had been extended to cover wider areas, including the collaboration from Bangkok Administration Office and World Wide Fund for Nature (WWF). Furthermore, the participated stakeholders were fully aware of critical issues on energy savings and benefits from using Green products that could reduce cost on household utilities. This has created the current fever for using Green products to change the consumption habits of Thai people. Stakeholders agreed on such possibility judging from the current popularity on Green products, but the corporate communication emphasized more popularity of Green products to save electrical cost than the environment. Therefore, raising consciousness in the environmental preservation still needs the government support on Green policies.

As being seen, stakeholders' participation in CSR communication through various campaigns would benefit the locals directly and profoundly from improving stakeholders' behavior so when they understood the new behaviors and practice regularly, they could change their lives, thinking processes to live better , not only changing action, but also the intellectual development that should benefit them tremendously.

4.4.3.2 CSR communication efficiency towards business corporation

After CSR communication had affected the stakeholders, soon the Corporation learned about the participative communication in the water conservation through building the check dam that focused on sharing with the community so they could feel as if being the owner and bond with SCG water conservation campaign through building the check dam. This is the way to create the

bond between the corporation and stakeholders, including the factory operation under the concept, "where there is a factory, a forest stays green". Because SCG has revived the degraded forests and build the check dam in the areas surrounding SCG Cement Factories at Lampang Province, making the community fertile and creating employment. Furthermore, SCG has tried to earn more trust within the community by making acquaintance with the locals and providing them knowledge in building the check dam, organic agriculture, seedlings, rice products, including knowledge on local research. In addition, the stakeholders realized that SCG had been operated for 100 years, which made CSR communication more believable.

The success of Uniliver communication with people on the sustainable lifestyles resulted from people understanding enabled it to motivate them properly. Uniliver communicated through Corporate Brand brought out people's desire, building inspiration for them to change behavior and in turn create bonding with the stakeholders in campaign issues in Thailand, "Breeze playing, increasing knowledge". The stakeholders realized that the campaign created bonding, especially among the children in the underprivileged schools in the community, including Uniliver business operation in Thailand based the responding of people with profound understanding. Uniliver said that the corporation has given its priority on the product quality through the innovation and the brand to make people known about the products and products remained consumers' favorites.

Uniliver has given the priority to the people's needs in the present and future to be able to respond to the need immediately and consistently. The stakeholders then agreed to accept and trust Uniliver's operation in Thailand because the corporation responding to the social and Environmental issues through CSR campaigns and producing good quality products. Uniliver believed that community trust starting with the corporation paid more attention to social well-beings than present useful and good quality products.

CSR communication results to convey eco ideas of Panasonic aiming for Green revolution to change the environment through CSR campaign and activities could build the direct bond between the corporation and stakeholders who benefit from that community. When communicating to report the campaign movement or these activities, the outside stakeholders would develop strong feeling for the

corporation as well. The eco ideas communication made the stakeholders aware of the corporation involvement on energy-saving products as well as manufacturing quality products from the flashlight batteries, light bulbs, televisions, audio and electrical appliances for 50 years, so the stakeholders approved the corporate business operation in Thailand. Furthermore, when the corporation displayed its vision to develop green technology with the most environmental concern, the stakeholders gained their confidence and trust in the corporate operation.

As being seen, when the stakeholders participating in the campaign or gaining benefits from the campaign, they would feel bonding with corporation. The perceived of corporate operation with CSR had made the stakeholders allowing the corporation to operate in the community, whereas the quality of manufactured products sent the indirect impact on the corporate operation. CSR communication is aiming to balance between the business corporation efficiency and stakeholders, also linking between the stakeholders and corporations. The impacts toward the stakeholders would bring changes to individuals, which could make them bond and trust the corporation until allowing the corporation to operate its business, and even the subsequent social changes, the corporation still be able to maintain the bond, trust and approval from the community as well.

Table 4.3 Cross-case comparison of CSR communication efficiency towards stakeholders

CSR communication efficiency towards stakeholders	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Outputs from communicating through CSR campaigns	The campaign "SCG conserves water for future" resulted in the making of 30,000 check dams.	The campaign "Breeze playing, increasing learning force" led to the corporate donating total 200 play yards.	The campaign "Panasonic invited children to save the Planet" had been extended to cover wider areas, including the collaboration.
Conclusion: The preliminary result indicated the tangible success			
Outcomes of individual change	The experience in building check dam was applied with other areas crucial to community.	The corporate research results made Uniliver believed in the possibility of Breeze playing improving children' emotional development.	The targeted stakeholders were fully aware of critical issues on energy savings and benefits from using Green products that could reduce cost on household utilities.
Conclusion: The communication could change stakeholders' behavior, leading to changes in attitude and develop other issues.			

Table 4.3 Cross-case comparison of CSR communication efficiency towards stakeholders
(cont.)

CSR communication efficiency towards stakeholders	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Impacts of social change	The locals started to build community properties, such as, mountain water supplies, pagoda to be the community spiritual center, including the campaign to prevent Forest Fire.	All stakeholders agreed that motivating society to recognize the significance of Breeze playing may take times and efforts.	Raising consciousness in the environmental preservation still needs the government support on Green policies.
Conclusion: When stakeholders got involved with CSR communication through various campaigns, they would receive benefits as expected and in turn creating in-depth impacts in the community. Such community could become a good model to share experiences with other communities, enabled them to create own networks.			

Table 4.4 Cross-case comparison of CSR communication efficiency towards stakeholders

CSR communication efficiency towards business corporations	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Bond between corporation and stakeholders	Building the check dam that focused on sharing with the community so the locals could feel as if being the owner and bond with SCG water conservation campaign.	The campaign "Breeze playing, increasing knowledge" created bonding, especially among children in the underprivileged schools in the community.	Green campaigns and activities could build the direct bond between the corporation and stakeholders who gained benefit from those campaigns.
Conclusion: When the stakeholders participating in the campaign or gaining benefits from the campaign, they would feel bonding with corporation.			

Table 4.4 Cross-case comparison of CSR communication efficiency towards stakeholders
(cont.)

CSR communication efficiency towards business corporations	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Social license to operate business	SCG has revived the degraded forests and build check dams in the areas surrounding the cement factories, making the community fertile and creating employment.	Unilever responded to the social and environmental issues through CSR campaign and producing good quality products.	The eco ideas communication made the stakeholders aware of the corporation involvement on energy-saving products and manufacturing quality products.
Conclusion: The perceived of corporate operation with CSR had made the stakeholders allowed the corporation to operate in the community, whereas the quality of manufactured products sent the indirect impact on Social license to operate business.			

Table 4.4 Cross-case comparison of CSR communication efficiency towards stakeholders (cont.)

CSR communication efficiency towards business corporations	Siam Cement Public Co., Ltd.	Uniliver Thai Holding Co., Ltd.	Panasonic (Thailand) Co., Ltd.
Stakeholders trust in corporation	SCG has tried to earn more trust within the community by making acquaintance with the locals and providing them knowledge.	Uniliver believed that community trust starting with the corporation paid more attention to social well-beings than present useful and good quality products.	Panasonic displayed the vision to develop green technology with the most environmental concern, so the stakeholders gained their confidence and trust in the corporate operation.
<u>Conclusion</u>: CSR communication is aiming to balance between the business corporation efficiency and stakeholders. The impacts toward the stakeholders would bring changes to individuals, which could make them bond and trust the corporation until allowing the corporation to operate its business, and even the subsequent social changes, the corporation still be able to maintain the bond, trust and approval from the community as well.			

4.5 CSR communication model

The cross-case analysis results that had been synthesized into CSR communication model the elements   C-C-S-P-B identified as follows: the first C represents Concept in CSR communication, the second C represents CSR communication with inside-out approach, S represents Strategy of CSR communication, P represents Process of CSR communication, and B represents Balancing effectiveness, linking between the stakeholders and business corporations. As a result, the stakeholders would feel strong bond with the corporation until they gained their trusts and fully accepted the corporation to conduct the business. Even with subsequent social change, the community is still maintaining the corporate bonding and trust as well as allowing the corporation to continue its operation.

4.5.1 Concept in CSR communication

It is the fundamental concept in CSR communication, which could divided into 2 types:

First is the CSR basic concepts, such as, sustainable development, corporate citizenship as equal as CSR, business ideology "Adherence to CSR", basic management focusing on environment and next generation. Second is the concept reflecting the CSR communication direction that focused on the environment, such as, water is life, eco ideas or focused on social issues, small actions, big differences.

The elements affecting these concepts are the corporate concern on global situation as the international problem and critical issues that stirred up interest among nations. These are problem in global warming and shortages of food.

Second element, in theory, the corporation understands that its role to balance CSR between People, Planet and Profit. However, in practice, the business corporation gave the priority to CSR in the corporate expertise, displaying the corporate unique identity. For example, the manufacturer of electrical appliances focused on CSR with the production process and energy-saving products, the manufacturer of consumer goods gave priority to CSR on sustainable livings and the construction company emphasized on CSR on natural resources management.

Third element is the relationships between the business organization and stakeholders that could display the main communication strategy, such as, the

corporation with divisions to promote stakeholders' participation displayed the strategy for participation and the corporation gave priority to the stakeholders displayed the strategy for responding to stakeholders.

Fourth element involved the corporate goal is to make a difference, such as, developing the mechanism to change consumers' behavior, aiming for the environmental revolution and developing the ideas for the community stakeholders.

4.5.2 CSR communication with inside-out approach

CSR communication Inside-out started with inside CSR communication success through the employees' consciousness in the sustainable development. Therefore, the organization should prepare the guidelines, projects and supports. The examples are building the practical guidelines for sustainable development, making the employees recognized themselves as the sustainable leaders, building oneness in the communication for the corporate sustainable development. Furthermore, the corporation should prepare inside communication tool essential for intense training, such as, 1 month orientation, on line learning, test for career advancement. For effective Information Technology, the examples are the setup of Advance Electronic Office Standards, electronic data management and the Corporation President opened the Blog to allow all employees worldwide to voice their concerns.

Later, it expanded the success to outside CSR communication by identifying with the sustainable development goal, for example, building consciousness in resources conservation, Green Revolution and sustainable living plan through the important communication tool, namely, CSR flagship campaigns, including other campaigns in conserve water for future, dirt is good, invite children to save the Planet. Moreover, CSR communication mechanism used by each corporation brought out the corporate strengths as the driven force for CSR communication, as examples, success Brand power, Green technology communication through the corporation expertise in Green plan and participative communication for all level employees to comply.

4.5.3 Strategy of CSR communication

CSR communication strategy is the two-way communications. First strategy is the responding to the stakeholders' needs accurately through Corporate Brand by listening to their opinions on corporate citizen and product brand. Second strategy is the stakeholders' participation by preparing the practical guidelines for stakeholders' participation and developing procedures for CSR campaign.

4.5.4 Process of CSR communication

CSR communication process comprised of business corporation as CSR data source, CSR message, CSR communication channel and stakeholders as CSR message receivers.

First component is business corporation as the sender directly transmitting information, gathering outside data and collaborate with another local, national and international agencies to provide data.

Second component is CSR message that should include the significance sustainable development, give priority to the corporation and stakeholders, prepared lessons from the success and failure issues, including searching for the proposition and targets of each community to respond to the needs. The social issues must lead to the sustainable society and corporate sustainable corporate growth. Furthermore, the success of CSR communication is also depended on the designing of messages to create good impression on the recipients as well as the corporation making acquaintance with the community.

Third component is CSR communication channel, the approach that reflected the corporate target. For example, the organization that focused on the community communicating through dialogue, the organization that focused on the next generation communicating through social media, the organization that focused on the diversified products communicating through product brands.

Fourth component is the stakeholders as the CSR message receivers. They are consumers, media, those affected from the campaign, others divisions as the main recipients, and the community core leaders. The news distribution is directing at the official community core leaders such as Sub-district Administration, District Administration, village chief, headman and unofficial community core leaders as the

natural leaders to distribute data, news and expand this concept to other people in the community.

4.5.5 Balancing efficiency of CSR communication

Balancing efficiency is the outcome of individual changes from bonding where stakeholders accepted and trusted the corporation enough to allow it to continue the business operation. Even with the subsequent social changes, the community is still maintaining the bond and approving and trusting the corporation.

CSR communication efficiency toward stakeholders appeared in 3 dimensions: Outputs, Outcomes, and Impacts.

For outputs, CSR communication is tangible and expressed in quantity, such as, number of schools and villages participating in the campaign.

For outcomes, they are changes in individuals. Communication could change stakeholders' behavior from isolated livings to getting together, such as group occupations and sharing knowledge. The stakeholders changed their thinking, enabled them to improve other issues in their daily living.

For impacts, they have led to social change from having the stakeholders' involvement in CSR campaign which made the community gaining benefits as needed and the community collaborated to build the community properties, such as, mountain water supplies, Buddha pagoda, environmental conservation campaigns that created profound impact on the community society.

CSR communication efficiency towards Business Corporation appeared in 3 dimensions. They are corporate bonding, participation as if being the campaign owner and gaining trust from the stakeholders. Therefore, the campaign is the connection between the corporation and stakeholders to bondage between them and the local community, including the approval for business operation in the society.

Perceived CSR sent direct impact toward the stakeholders for they could allow the business to continue its operation. For reviving and maintaining the environment, including creating employment so they could gain approval to operate the business while good quality products would impact business operation indirectly.

Gaining trust from the stakeholders could develop when the corporation making good acquaintance with stakeholders until becoming the community advisor to

provide the community knowledge. Because the corporation aiming for Green technology concerning the environment together with the corporation attention to social contribution, the corporation is able to win the stakeholders' trust eventually

Concept in CSR communication

Influential elements toward CSR communication concept

Concern on global situations
- International problem / Critical issues, for example, global warming,
planet environmental problems, and shortages of natural resource
CSR role
- In theory, the corporation understands the role to balance CSR between People, Planet, and Profit.
- In practice, business corporation gives the priority to CSR in the corporate expertise,
displaying the corporate unique identity. For example,
the manufacturer of electrical appliances focuses on energy-saving products,
the manufacturer of consumer goods gives priority to sustainable livings,
the manufacturer of building materials emphasizes on natural resources management.
Relations with stakeholders
- Relationships between the business organization and stakeholders
that displays the main CSR communication strategy.
- The corporation with divisions to promote stakeholders' participation
that displays the strategy for participation.
- The corporation gives priority to the stakeholders' need that displays
the strategy for responding to stakeholders.
CSR ambition level of organization
- The corporate goal is to make a difference, for example,
developing the mechanism to change consumers' behavior,
aiming for the environmental revolution,
developing the attitudes for the community stakeholders.

Concept in CSR communication
Fundamental concept
- Sustainable Development
- Corporate Citizenship as equal as CSR
- Business ideology "Adherence to CSR"
- Basic management gives priority to environment and next generation
CSR communication direction concept
- Focus on environmental issues,
for example, water is life, eco ideas
- Focus on social issues, for example,
small actions big differences

Figure 4.8 CSR communication model for balancing efficiency of business corporations and stakeholders in Thailand

CSR communication with inside-out approach

Internal CSR communication
Raising consciousness in sustainable development among employees
- The practical guidelines for sustainable development
- The employees recognized themselves as the sustainable leaders.
- Oneness in communication for the corporate sustainable development
Significant communication tools
- Intense training, for example, one month orientation, on line learning, examination for career advancement
- Effective Information Technology System, for example, Advance Electronic Office Standards, electronic data management, the Corporation President creates Blog to allow all employees worldwide to voice their concerns.

External CSR communication
Identifying sustainable development goal
- Building consciousness in natural resource conservation
- Green Revolution
- Sustainable Living Plan
Significant communication tools
- CSR flagship campaigns
For example,
"Conserve water for future" campaign
"Play yard for children" campaign
"Invite next generation to save planet" campaign

Significant CSR communication mechanism
- Each corporation brought out the corporate strengths as the driven force for CSR communication, for example, success Brand Power, communicating about Green Technology, Participative Communication for all level employees to comply.

Figure 4.8 CSR communication model for balancing efficiency of business corporations and stakeholders in Thailand (cont.)

Process of CSR communication	

**Strategy of
CSR communication**

Response to stakeholders strategy
- Corporation should listen to the opinion of stakeholders in order to respond to their need correctly.
- Corporate Brand is the communication to respond to the Citizen Issues.
- Product Brand is the communication to respond to the Consumer Issues.
Participation of stakeholders strategy
- Preparing the practical guidelines for stakeholders' participation
- Developing participatory procedures for CSR campaign

Business corporation as data source
- The sender transmits information directly.
- Gathering outside data and collaborating with local, national, international agencies to provide data
Message
- Prioritizing sustainable development issues as Materiality Matrix
- Preparing lessons from the success and failure issues
- Searching for the proposition and targets of each community to respond to the needs
- The social issues must lead to sustainable society and corporate sustainable corporate growth.
- The success of CSR communication is also depended on the messages designing that creates impression on the recipients.

Communication channel
- Communication channel reflects the corporate target.
- The organization that focuses on the community, communicating through dialogue.
- The organization that focuses on the next generation, communicating through social media.
- The organization that focuses on the diversified products, communicating through product brands.
Stakeholder as message receivers
- The message distribution is directing at the community core leaders.
- The official community core leaders, for example, Sub-district Administration, District Administration, village chief, headman
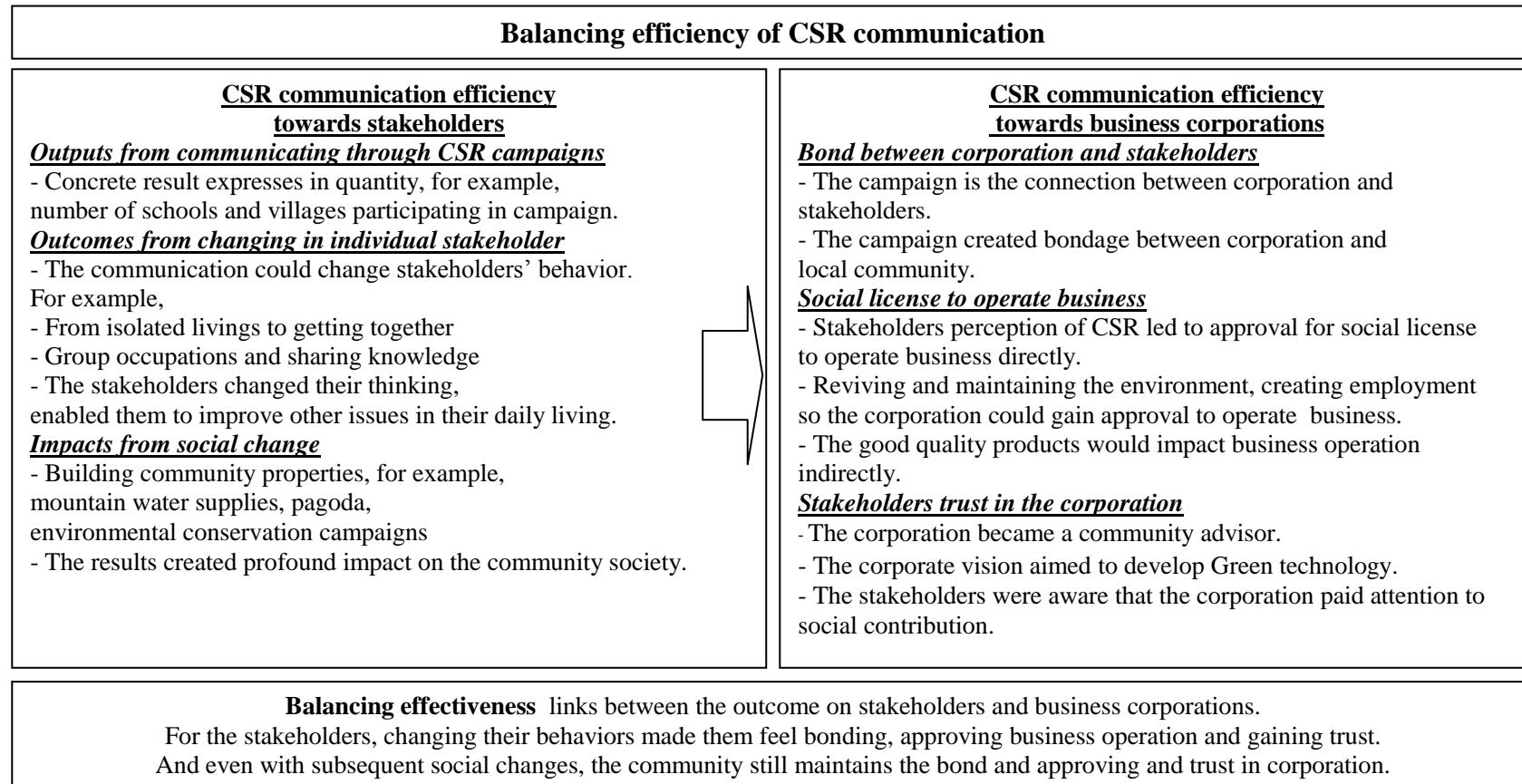- The unofficial community core leaders as the natural leaders

Figure 4.8 CSR communication model for balancing efficiency of business corporations and stakeholders in Thailand (cont.)

Balancing efficiency of CSR communication

**CSR communication efficiency
towards stakeholders**

Outputs from communicating through CSR campaigns
- Concrete result expresses in quantity, for example,
number of schools and villages participating in campaign.
Outcomes from changing in individual stakeholder
- The communication could change stakeholders' behavior.
For example,
- From isolated livings to getting together
- Group occupations and sharing knowledge
- The stakeholders changed their thinking,
enabled them to improve other issues in their daily living.
Impacts from social change
- Building community properties, for example,
mountain water supplies, pagoda,
environmental conservation campaigns
- The results created profound impact on the community society.

**CSR communication efficiency
towards business corporations**

Bond between corporation and stakeholders
- The campaign is the connection between corporation and
stakeholders.
- The campaign created bondage between corporation and
local community.
Social license to operate business
- Stakeholders perception of CSR led to approval for social license
to operate business directly.
- Reviving and maintaining the environment, creating employment
so the corporation could gain approval to operate business.
- The good quality products would impact business operation
indirectly.
Stakeholders trust in the corporation
- The corporation became a community advisor.
- The corporate vision aimed to develop Green technology.
- The stakeholders were aware that the corporation paid attention to
social contribution.

Balancing effectiveness links between the outcome on stakeholders and business corporations.
For the stakeholders, changing their behaviors made them feel bonding, approving business operation and gaining trust.
And even with subsequent social changes, the community still maintains the bond and approving and trust in corporation.

Figure 4.8 CSR communication model for balancing efficiency of business corporations and stakeholders in Thailand (cont.)

CHAPTER V
DISCUSSION

This chapter presented the discussion explaining the similarities and differences between research concepts and theories relevant to the research findings as follows:

5.1 CSR communication pattern of Siam Cement Public Co., Ltd.

5.2 CSR communication pattern of Unilever Thai Holdings Co., Ltd.

5.3 CSR communication pattern of Panasonic (Thailand) Co., Ltd.

5.4 CSR communication model

5.1 CSR communication pattern of Siam Cement Public Co., Ltd.

Overall, CSR communication pattern of Siam Cement Public Co., Ltd. or SCG has led to the significant discovery, or factors contributing to the success of SCG participative CSR communication. These factors involved the corporation requesting all levels of employees to participate in CSR communication and SCG head office arranged the systematic practical guidelines for stakeholders, including SCG Learning Center (Lampang) and developing participation procedures for building the Check Dam in SCG Conserve Water for Future campaign. As being seen, SCG is the corporation focusing on the participative CSR Communication.

Participative CSR communication is the Two-way Symmetric Communication based on the concept of Matthee (2011: 39-40) where the senders and recipients should exchange information freely and equally. When certain conditions, such as, being so thoughtful that they were reluctant to speak the truth or uncertain about the answers because he is thinking so little of himself or go along with the crowd obstructing the flow of information, the participative communication may not be success as plan . Therefore, the application of Two-way Symmetric

Communication must consider the appropriate context as well as carefully guard for unequally and strict communication.

The CSR communication pattern comprised of significant concepts   and theories, such as, Concept in CSR communication and elements affecting such concept, CSR communication with inside-out approach, Strategy of CSR communication, Process of CSR communication, CSR communication efficiency towards the stakeholders and business corporations.

5.1.1 Concept in CSR communication and elements affecting such concept

Because SCG applied the concepts on sustainable development and the Royal Idea of Water is life as the basis for CSR communication, the corporation could practice the development without damaging the environment and replenish natural resources after the use. For the concept of water is life, it reflects the nationality of the multination corporations and the environmental and social concepts accepting and knowing among the public. Therefore, when SCG as Thai multinational corporations applied the royal concept on water is life in the water management with the community in Thailand, each community is easily accept this concept.

The fundamental concept in CSR communication proposed by Morsing (2006: 287) that these elements influenced the following aspects: concern on global situations, CSR role of organization in society, relations with stakeholders, and CSR ambition level of organization.

Regarding concern on global situations, SCG had applied the concept on the sustainable development as the basis for CSR, as a result of the global warming as well as giving priority to the environmental conservation. This idea is coincided with the study of Morsing.

For CSR role of organization in society as related to the Triple Bottom Line: 3BL, it indicated the relationships between 3 main parts (3 Ps), People, Planet, and Profit. SCG prepared "Sustainable Development Framework", which is also the fundamental CSR communication that required the corporation close surveillance. They are Economy, Society and Environment, which must be under the Corporate

Governance (SCG Head Office, 2552: 8-9) that indicated CSR in 3 parts and this idea is coincided with the study of Morsing.

However, the findings from CSR communication of SCG indicated the differences in SCG performance that focused on the corporation expertise and unique identity in CSR. Because SCG is the expert in the resource management in the production process, the corporation communicated CSR through SCG conserve water for future campaign, leading to permanent water resource conservation.

Regarding relations with stakeholders, which originated from the stakeholder engagement. The whole group sent impacts to the corporation and in turn received impacts, leading to application of participative communication. Therefore, the finding is coincided with the concept of Morsing who mentioned the corporate relationships with the stakeholders, which revealed the corporate CSR communication strategy. The context in the expected goals needed to achieve

For CSR ambition level of organization, the corporation succeeded in CSR had aimed deeply, which is coincided with the concept of Morsing. SCG has aimed for human development as to improve the intellectual thinking process through building the treasured check dam. In preliminary success, there were 30,000 check dams constructed. Then, the process for building the check dam has led to behavioral change form isolated livings to unity and collaboration for social change, creating the public common interests, such as, Mountain water supplies, pagodas, other environmental conservations.

Furthermore, additional findings indicated that in order to truly succeed in CSR communication, the process must be done slowly in steps to ensure the sustainable results. For example, in 2007, SCG (Lampang) persuaded the villagers at Ban Sa Sub-district to build the check dam. There are 10 villages at Ban Sa Sub-district where only 2 villages ever built the check dam. The campaign proved to be quite successful. The water supplies and forests returned without flood. Since then from 2 villages growing into 8 villages collaborated with each other to build the check dam. It had taken more time to build collaboration from 2 villages to 4 villages, but from 5 to 7 villages, things accelerated. As being seen, the corporate headed off with a good start, but it had taken its times and perseverance for the corporation to reach its profound goals.

5.1.2 CSR communication with inside-out approach

Marijke (2001: 3-4) proposed that CSR communication started from inspecting the need of inside CSR communication, followed by preparation of internal CSR communication tools appropriate for raising consciousness among employees on the guidelines to achieve CSR communication objectives.

SCG Inside and outside CSR communication started with similar demands, raising consciousness in the environmental conservation. The inside CSR communication aims for the sustainable development, especially, in the environmental and resources conservation to remain within the employees' DNA through the significant communication tool, such as the orientation or Ready Together and Information Technology for Data Management. Later, CSR communication was extended outside to raise consciousness in the water resources conservation among the stakeholders through the significant communication tool or "SCG Water Conservation for Future" campaign. This finding is coincided with the study of Marijke. Besides, it is found that the corporation set up the guidelines for all levels of employees from the chief executives, managers, employees, local employees in the factories to participate in CSR communication campaigns pushed CSR communication to success.

5.1.3 Strategy of CSR communication

CSR communication is being adopted for the business corporation in 3 strategies according to Morsing (2006: 141): 1) Provide information to stakeholders through One-way communication 2) Respond to the stakeholders' needs through Two-way communication 3) Encourage stakeholders' participation in the campaign through Two-way communication.

The finding from CSR communication model analysis of SCG revealed that all 3 strategies of Morsing mixed together and focused mainly on the stakeholders' participation because this strategy was suitable for the corporation since it opened the stakeholders to express their opinions, needs and make their decisions on CSR appropriately. Moreover, the corporation had set up the corporate standard, perceived and participated system of stakeholders as the guidelines for the stakeholders to follow. This finding is coincided with the concept of Morsing. In addition, more finding indicated that SCG as a Thai multinational corporation has the

advantages from understanding Thai cultures and Thai lifestyles. Then, the application of adopted CSR communication in Thai society went well.

5.1.4 Process of CSR communication

CSR communication according to Schantz (2005: 40-41) comprised of the business corporation as the sender or CSR data source, CSR message, CSR communication channel, and stakeholders as CSR message recievers.

The business corporation as CSR data source as the sender and data source. Research results indicated that the business corporation is both the sender and recipients according to the concept of Schantz and additional findings revealed SCG as the multinational corporation gathered data and collaborated with other corporations and sectors in the national agencies, such as, Huay Kong Kai Educational Center, according to the Royal Initiative, National Park, Wildlife and Plant Conservation, Ministry of Environment and Resources, Thai Environment Institute

The idea that significant message is vital for CSR communication of SCG coincided with the concept of Schantz, such as, SCG sustainable development with its significance, prepare lessons from the success and failure in the process for building the Check Dam. It is also found that designing the message is another step to make the communication content captures the recipients' interests. It also found that the message design is one step to make CSR more interest for the recipients. For example, SCG choose the Royal Initiative "Water is life", which is quite familiar among Thais, followed by the design of "Conserve water for future" to directly communicate awareness on future water conservation as well as designing the purpose for campaigning "Check dams in people's minds" to create consciousness on water conservation.

The communication channel as to communicate CSR through various media, CSR communication process of SCG is coincided with the concept of Schantz. It also found that SCG succeeded in using Two-way communication mainly through formal and informal dialogue. The informal dialogue or discussed group used when working in the community areas, starting with the small group dialogue comprised of core community leader, official and natural leaders.

The stakeholders as the CSR recipients according Mark-Herbert (2007: 5) concept proposed that the outside stakeholders in CSR are the community homeowners, competitors, banks and investors, customers, authorized agencies, media, field specialist, trade association, supplier, global ecological community, major society, distributor, and union.

Analysis findings on CSR communication indicated that the stakeholders as the main CSR communication. According to Mark-Herbert Cicilia, the stakeholders are the official and unofficial core leaders, such as, Sub-district administration, District administration, Village Headman, and Headman. However, majority of stakeholders with different characteristics are the unofficial community leaders or the natural leaders. They are also the influential figures respected by the villagers, having the public mind and being good example in certain subject, such as , organic farming so all villagers can look up to them for good advice.

5.1.5 CSR communication efficiency towards stakeholders

Elena (2008: 7) proposed that the communication efficiency should start first at changing individual, leading to the social change directly affected entire society, following the social change that led to overall social impacts. Considering CSR communication model of SCG displayed the success of corporation derived from the participative CSR communication by focusing on the dialogue to allow stakeholders in the building of check dam. The adapted dialogue ranged from small dialogue group comprised of community core leaders and unofficial village stage to the official dialogue stage. The findings on participation for building the check dam caused the behavioral change among villagers, from isolated livings to collaboration in occupation groups and agricultural fertilizers.

Moreover, this activity caused social change from the villager collaborated to build pubic interests, such as relics, mountain water supplies, put up surveillance on the forest. Therefore, changes that started from each individual's behavior in the community to community social change according to Elena concept.

5.1.6 CSR communication efficiency towards business corporations

The findings on CSR communication efficiency towards the business corporation by creating the bond between business and stakeholders (Maignan, 2004: 14), gaining the approval from society to operate the business (Bittner, Leimeister, 2011: 9-10) as well as creating Stakeholders' trust in the corporation (Kabir, 2007: 30-54).

CSR communication pattern of SCG affected the villagers' thinking processes, from communicating with the locals and participants to get involved in all steps of building the check dam to the consultations for planning, area survey to inform the community on the progress, building tested check dam, assessing the campaign together and improve the check dam appropriated to the area. Building process for the check dam that focused on learning and exchanging knowledge has caused the locals feeling as if being the campaign owners and bond with the campaign. The factory had revived the forest areas surrounding the factories, before building the factory, the areas were vacant lots. When the reforestation occurred as soon as the factory was built, the locals then approved the operation in own community. Moreover, the corporation provides advice to the locals on various issues related to the occupation, agriculture, and environment, so eventually, the corporation earns the villagers' trusts.

The research finding indicated that stable community which is the model for CSR communication campaign in building the check dam with community involvement could create community trust for the corporation through the community headman recognized the friendly attitude of corporation as well as being the consultant to provide knowledge for the communities on building the check dam, organic agriculture, seedlings, rice products, including advice on local research. Moreover, the corporation arranged for the field expert outside to train the villagers. When the whole village received full benefits or common interests from the building of check dam, such as mountain water supplies, extended conservation from forest fire, it would make community trust the corporation eventually.

To conclude, CSR communication model of SCG succeeded from the stakeholders' participative communication strategy through the official and non-official dialogue. However, the research results revealed the drawback in the application of participative communication strategy to create change in behavior and

society. In other words, when the dialogue grew bigger and more formal, the villagers attended less as being seen during the meeting where they refused to sit in the front row or express their opinions on stage as well as raising their hands altogether.

Therefore, inspection must be done before accepting the dialogue issues because the participants decreased after the formal dialogue, which suggested the locals disapproved of such issues. Then the dialogue issues must be revised constantly. In order to bring the best result from the dialogue to Thai society, the dialogue should start from small success dialogue groups or village dialogue stages before turning to large and formal dialogue to derive at the issue matching the real situations, but the issues must be inspected regularly.

5.2 CSR communication pattern of Uniliver Thai Holding Co., Ltd.

Overall, CSR communication model of Uniliver brought about the key discovery where the factor leading to the success of Uniliver from responding to the stakeholders' needs is the Brand Power while communicating through the Product Brand to respond to the consumers.

The communication responding to the stakeholders' needs of Uniliver aims to Change consumer's behavior according to Uniliver's five levers for change which is Two-way Asymmetric Communication according to the concept of Matthee (2011: 36-39) for the senders to persuade the recipients to perceive and change to appropriate behavior. CSR communication of Uniliver (Thailand) through the successful Flagship campaign "Dirt is good" is the communication through Brand Product to respond mainly to Breeze's consumer. However, the communication that emphasized on child behavioral change through playing is the communication through Brand Product to see how the stakeholders as consumers responding to the Breeze. Nonetheless, communication on Brand Product for Uniliver responded to the need of citizen, which covered the wider social and environmental issues, but the recipients had not realized that much, the corporation should focus on such issues even more. The details, concepts and significant theories on the research framework mentioned in the discussion referring to CSR communication pattern of Uniliver are as follows:

5.2.1 Concept in CSR communication and elements affecting such concept

When Uniliver applied the concepts in sustainable development and small actions, big differences as the basis for CSR communication, the corporation understood the corporation concerning on the existence and well-beings of the future generation. Regarding the concept of small actions, big differences, the basic concept is on Communication for change as being accepted in the western world through the support of Rockefeller Foundation to distribute this concept and use it to plan the strategy, aiming for communication to change behavior as well as society.

The elements affecting CSR as the basis for CSR communication of Morsing (2006: 287) are as follows:

The element on global situation, Uniliver had pointed out that the corporation concerned on global situation as a result from change of the weather affecting the agriculture and shortage of resources, especially shortage of water, high cost of energy, which coincided with the concept of Morsing. Uniliver had prepared the living standards for people in this planet without wasting planet resources or the Unilever Sustainable Living Plan.

The element on CSR role, the Unilever Sustainable Living Plan is the display of CSR in 3 sides, People, Planet and Profit (Unilever PLC, 2011: 8-9) and coincided with Morsing concept. Nonetheless, CSR communication of Uniliver revealed the practical differences. With Uniliver, it focused on the brand, using its expertise in brand building and the ownership of diversified and extensive brand products, as well as being the robust brand. Uniliver is then communicating CSR through Breeze as the successful brand through Breeze recreation yard to emphasize on child play.

The element on relations with stakeholders, Uniliver built good relationships with stakeholders to request their cooperation with the corporation to survey, meet, converse, and consult, enabled the corporation to achieve the sustainable living plan of Uniliver and coincided with Morsing concept

The element on CSR ambition level of organization, overall Uniliver has established the sustainable living plan to change the behaviors and habits of stakeholders into the sustainable lifestyles, which is considered as the profound goal.

This finding coincided with the concept of Morsing who had given the priority to high level, leading to success sustainable success.

5.2.2 CSR communication with inside-out approach

The phenomena appeared in the CSR communication model of Uniliver phenomena is coincided with the concept of Marijke (2001: 3-4) because the inside and outside communication originated from the same needs in achieving the sustainable lifestyles, starting from inside communication to make all employees aware that they are the leaders on sustainable through the practice of Learning Management System (LMS) and online trainings. Later CSR was communicated with outside so people could lead their sustainable lifestyles.

Besides, additional findings indicated that the mechanism for the success in CSR communication inside-out is the use of Brand Force, especially the Brand Imprint Process to examine the brand social and environmental impacts. When mixing with brand power of the successful products and Uniliver Brand, CSR communication became even more success.

5.2.3 Strategy of CSR communication

Uniliver mixed 3 types of CSR communication strategies, provide information, respond to the stakeholders and stakeholders' participations, adapted Morsing's concept (Morsing, 2006: 141), especially Uniliver Thailand that applied the Employee engagement, but without participation of outside stakeholders to initiate the CSR campaign. When considering the corporate CSR communication strategy, such as, response to the stakeholders' needs, the important CSR communication strategy is the   Brand Imprint or Brand Impact that focused on responding to social and environmental demands.

5.2.4 Process of CSR communication process

CSR communication process according to Schantz (2005: 40-41) comprised of corporate business as CSR data source, CSR message, CSR communication channel, and stakeholders as CSR message receivers.

First component: Business corporate is CSR data source to send message according to Schantz' concept. It is also found that the corporation collaborating with the allies outside data source to change to the sustainable lifestyles. For example, working together with Water & Sanitation for the Urban Poor (WSUP), Research Center and World Leading Health Center (Unilever PLC, 2011: 5).

Second component: Significant message in CSR communication according to the concept of Schantz involved with Uniliver sustainable lifestyles, covering all 3 targets, helping people to better health and well-beings, reducing the environmental impacts and improving the livelihoods. However, the finding indicated that designing messages through the success brand would help CSR project more success, for example, Breeze explained social work by linking with Brand the formula

Inside classroom learning + outside classroom learning = building children with growth potential under the campaign "Dirt is good"

Third component: CSR communication channel is the communication through various media. Uniliver CSR communication process is coincided with the concept of process of Schantz. It is also found that Uniliver used the significance communication channel or Brand imprint process or Brand impact to respond to stakeholders' needs appropriately as well as being the communication channel to consult, survey opinions, share data or display opinions from inside and outside stakeholders.

Fourth component: The stakeholders as CSR message receivers according to Schantz are the targeted group that the corporation aimed to respond and thus accomplishing the corporate mission on sustainable living plan. The recipients are stakeholders from different Uniliver divisions, inside and outside, but the main targets in the communication are consumers, clients, employees, local government and civil society

5.2.5 CSR communication efficiency towards stakeholders

The analysis of CSR communication model revealed the change on individual according to Elena (2008: 7) starting from the initial success in building 200 recreational yards. The corporation had reported the recreational yards helping

children to change behavior for the better. The social change focused on the children recreation under the implementation which may takes times and efforts.

5.2.6 CSR communication efficiency towards business corporations

CSR communication efficiency caused the bond between the business corporation and stakeholders according to the concept of Maignan (2004: 14). The findings indicated the recreational yards campaign helped the corporation to build strong bonds with the stakeholders, especially among the underprivileged children in the rural area. For gaining the society approval to operate business according to the concept of Bittner (2011: 9-10) it was found that perceived corporate concern on social well-beings and produced good quality products had helped the corporation to continue operate in the community, whereas the efficiency created the confidentiality according to the concept of Kabir (2007: 30-54) who mentioned stakeholders aware that corporation operating with CSR regardless of profits.

To conclude, CSR communication pattern of Uniliver gained the success from the communication strategy to respond to the stakeholders' needs through Brand Imprint with Breeze so that Uniliver could identify and understand the stakeholders' needs as the targeted group for products related to social issues. The findings indicated the children's lacking the basic factors for playing, as being seen with limited playground or perhaps the parents rather have their children attending the tutorial school than going to the playground. Then, the product responded to this concept with Breeze recreational yards to build learning force and after the campaign completed the initial phase, Uniliver had reported the research results from 101 schools. It was found that the children behaviors were improved by strengthening group unity and disciplines whereas the society recognized the value of recreational yard. The interview results among the stakeholders working with early childhood or kindergarten suggested spending more time and pertinacity in the early phase. Therefore, communication is to reveal to Thai society the significance of children's playing that should be enhanced further by directing at the influential group such as patents as the decisions-makers and teachers upbringing children because most parents relied on learning mainly so they expected teachers to strictly monitor the children learning so they could be admitted to prestige schools.

5.3 CSR communication pattern of Panasonic (Thailand) Co., Ltd.

Overall, the significant factor affected CSR communication model of Panasonic responding to the stakeholders' environmental needs focused on the success of new generation, namely, Basic Management policy of Panasonic comprised of 2 main sectors: Environment and Next Generation and eco ideas, giving priority to Green Innovation

The Two-way Asymmetric Communication according to the concept of Matthee (2011: 36-39) has given priority to understanding the recipients so they could be persuaded correctly and properly which coincided with Panasonic communication responding by conducting the opinion survey among the stakeholders on regular basis to monitor and understand their needs, including Panasonic (Thailand) had opened for the New Generation as the future hope and the corporation targeted group to voice their opinions by focused on Social online, such as, Facebook, and Viral marketing on internet. However, the consumer survey in Thailand suggested that consumers choose energy-savings products from wanting to save more electrical cost than conserve environment. Therefore, building awareness on conservation must continue.

In details, the concept and significant theories of research framework under the discussion of Panasonic CSR communication model are as follows:

5.3.1 Concept in CSR communication and elements affecting such concept

By engaging Panasonic concept in Corporate Citizenship and Eco ideas as the fundamental CSR communication, Panasonic understanding the requirement for all business corporations worldwide demonstrating the Corporate Citizenship, whereas the Eco ideas , the international concept in the environment conservation are quite popular in both the eastern and western Hemispheres so it could be used as the guideline between Panasonic subsidiaries worldwide.

The elements affecting CSR fundamental concept of Morsing (2006: 287) comprised of the following:

The element on the significant global situation, Panasonic had more concerned on the Global environment issue in accordance with Morsing concept. The additional findings indicated that Panasonic concern on the severity of Global

Warming, resources utilization wastefully and the ecological crisis because these issues had become the existing problems in the   Global community.

The element on CSR role as related to balancing social, environmental and economic context, Panasonic stated the Basic policy in business management that focused on the Next generation and maintained the Environment which displayed Panasonic understanding 3 balancing concepts of Morsing well. However, in practice, the existing differences indicated Panasonic expertise in technology and intention to develop Green Innovation mainly through eco ideas as the corporation role that stressed on the environment.

The element on the relations with the stakeholders, Panasonic believes that the expectation of stakeholders is a part of business operation process concerning the environment, which coincided with the concept of Morsing. It is also found the relations with stakeholders leading to communication from the opinion survey on the corporate business.

The element on the CSR ambition level of organization, Panasonic aims for   Green Revolution to change the environment which coincided with the concept of Morsing as well as identify the in-depth target leading to the corporate vision as the World Green Innovation Corporation.

5.3.2 CSR communication with inside-out approach

CSR communication pattern phenomena of Panasonic coincided with the concept of Marijke (2001: 3-4) through inside and outside communication from the need to raise consciousness in the environmental issues aiming for the employees as well as making them recognized the corporation intention to become number one environmental concerned corporation through the crucial communication tool, information technology connecting 680 corporations together.

Internal and external CSR communication resulted from the need to raise consciousness in the environmental issues, starting from inside CSR that focused on the corporation intention to become number one environmental concerned through the crucial communication tool, information technology connecting 680 corporations together and Panasonic fundamental CSR principles of management, followed by outside CSR communication to raise consciousness in the environmental concern,

aiming to achieve the Green Revolution under the eco ideas. Furthermore, the additional findings indicated the mechanism driven Panasonic CSR communication to success is the Green Plan that must be completed by 2018 through the Green Life Innovation and Green Business Innovation.

5.3.3 Strategy of CSR communication

Panasonic mixed 3 CSR communication strategies, provide information, and respond to the stakeholders and stakeholders' participation by adopting the concept of Morsing (2006: 141). However, Panasonic started using stakeholders' participation in certain situation. In the Panasonic specific meeting with the stakeholders, the corporate communication executive pointed out that the meeting with the stakeholders would concern with the government agencies or community only. There was no meeting with the stakeholders. The CSR communication roles based on Panasonic founder who focused on listening to the opinion of stakeholders to learn the needs and respond correctly, which indicated the corporation intention to achieve CSR communication for stakeholders.

5.3.4 Process of CSR communication

CSR communication according to concept of Schantz (2005: 40-41) is comprised of Business Corporation as the data source, significant content, communication channel, and stakeholders as the message receivers.

First component: Panasonic is the business corporation assigning its employees as CSR data source according to Schantz's concept. Additional findings indicated that Panasonic collaborated with outside source, such as, the Advisory Committee and other inside and outside communities, Non-government organization (NGO), and Nonprofit organization, academic institutes .

Second component: Panasonic selected CSR issues according to Schantz's concept by presenting such issue to the public in order to respond to the stakeholders' needs, referring to the Green Transformation 2012 (GT12). The additional findings also indicated the design of "Eco ideas" for CSR by Panasonic aiming for being the strategy to link the environmental impact reduction with the business growth.

Panasonic focused on 3 aspects: Eco ideas for products, Eco ideas for manufacturing, and Eco ideas for everybody, everywhere.

Third component: Communication channels the communication through various media within Uniliver communication process issues according to Schantz's concept. The findings also indicated that Panasonic communication channel focused on opinions' survey to learn the needs of stakeholders in different divisions enabled the corporation to respond to those needs accurately.

Fourth component: The stakeholders as Panasonic CSR message receivers according to Schantz's concept comprised of customers, employees, investors, suppliers, NGO, Non-profit Organization, local communities.

5.3.5 CSR communication efficiency towards stakeholders

The analysis of Panasonic CSR communication indicated the success of campaign under the eco ideas until being able to extend further with collaboration aiming for behavioral change among stakeholder until they became aware of energy-savings that could reduce electricity cost at home. This finding is coincided with the concept of Elena (2008: 7) who mentioned the communication efficiency for changes must start from changing in individual. As for promoting consciousness in energy-savings for environmental conservation, the campaign should continue with perseverance and adequate time spent.

5.3.6 CSR communication efficiency towards business corporation

Such efficiency indicated the bond between Maignan (2004: 14). The findings displayed CSR campaigns directly bond between the corporation and the participants, which also affected the community stakeholders who would be the beneficiary. For the operational efficiency leading to society approval for the operation according to the concept of Bittner (2011: 9-10, the findings indicated perceived CSR among the stakeholders to see good intention of the operation and thus allow the corporation to continue operate business whereas the efficiency leading to the corporate confidentiality according to the concept of Kabir (2007: 30-54). The findings also indicated Panasonic aims to develop Green technology mainly concern

on the environment to ensure confidentiality and trust in the corporation environmental concern.

Overall, CSR communication model of Panasonic is successfully done due to the corporate respond to stakeholders. Because the corporation had focused on responding to the stakeholders and respect the public opinions, Panasonic (Thailand) conducted the opinion survey among the stakeholders to learn that majority of Thais gave priority to the energy-savings products because it could lower the household electricity cost. Panasonic is then response with communication through various projects that focused on energy-savings. As a result, the successful campaign had expanded further, such as, Panasonic invite children to save Planet. Meantime, Social change in Thai society had made the public recognized the value of Green Products through the environmental conservation. The inference drawing from the interview with stakeholders confirmed the need to continue the campaign with the efforts and collaborations of other sectors. Therefore, Panasonic should communicate the issues related energy-savings to reduce household electricity cost and continue finding solution for global warming through the environmental conservation.

5.4 CSR communication model

The significant theories and concepts in the research framework as the CSR communication discussed subject in Corporate Social Responsibility communication model for balancing efficiency of business corporations and stakeholders in Thailand comprised of the following items:

5.4.1 Concept in CSR communication and elements affecting such concept

The synthesis of CSR communication model revealed the fundamental CSR concepts, such as, Sustainable Development, Corporate Citizenship, CSR four ideologies, Basic Environmental Management and the Next Generation. Moreover, there is the concept reflecting CSR communication that focused on the environment, such as Water is life, Eco ideas or social issues as Small actions Big differences.

Two significant concepts in CSR communication are as follows: CSR fundamental concept, which made the corporate understanding CSR procedures properly and correctly through each step by practicing CSR, starting from complying with the laws, having ethical business operation, followed by volunteering work for society. The practice must be done in steps and the corporation should strictly comply with the laws, regulations before CSR, such as, production with no environmental hazard, tax evasion free, not taking advantages of consumers and fair employees' treatment. These activities are the basic corporate practice before proceeding with social assistance. Furthermore, the corporation must understand the operational principles hoping to achieve the sustainable results for the Business Corporation and stakeholders, aiming not only on long-term efficiency results, or just short-term profits, unique identity or current fever, but also building interaction, bond and trust for corporation. As for the efficiency for stakeholders, it is not only donated money or materials to help, but also creating changes in behavior and ideas for stakeholders.

Second concept reflecting CSR communication helped to build the scope, boundary and clarity for successful CSR among the employees and outside stakeholders. These concepts reflected the nationality as the basis for multinational corporations as well as being the popular and well-known social and environmental concepts widely accepted.

The elements affecting the concepts of discussion according to Morsing (2006: 287) comprised of the following issues:

On the global situations, the finding from analysis CSR communication model indicated each case study concerned the international issue first, which coincided with Morsing's concept. Actually, those issues comprised of problems in Global warming, Planet environment and shortages of resources.

On CSR roles, such as, the sustainable development, corporate citizenship revealed that all multinational corporations selected for the case studies understanding their CSR with balancing Triple Bottom Line (3BL) comprised of the 3Ps, namely, People, Planet and Profit according to Morsing's concept. The differences in the practical performance indicated that the available resources and knowledge had the corporation focused on the economies of scale or the area of expertise. For example some corporate divisions emphasized on producing energy-savings products whereas

the manufacturer for electrical appliances focused on the sustainable living and the construction company aimed for resources management and for other roles, the corporation paid less attention.

On the relations with the stakeholders, the corporation had given the priority to such issue by responding to the stakeholders' needs. In order to encourage the stakeholders' participation, the corporation assigned some divisions to handle CSR strategy according to Morsing's concept. It was also found the relationship between the corporation and stakeholders to indicate main CSR strategy.

Regarding CSR ambition level of organization, the successful corporations in CSR had the profound goals coincided with Morsing's concept. After considering CSR model, it was found that all corporations set their goals to achieve CSR success profoundly by developing steps to success, starting from the tangible to intangible successful results, leading to change in stakeholders' behavior and eventually social change.

5.4.2 CSR communication with inside-out approach

The CSR communication phenomena coincided with the Marikje's concept as well as additional findings indicated CSR communication originated inside-out, from raising employees' consciousness to the setup of sustainable development by announcing all employees to be the sustainable leaders, building oneness inside communication through the intensive trainings, effective Information Technology. Later, these activities were extended outside to raise the public consciousness by clearly identify CSR communication such as building "Check dams in people's minds", Green Revolution, achieve Sustainable Living Plan and outside communication through CSR pilot campaign. Besides, it was found that every case study used the corporate strengths as the mechanisms to drive CSR communication, such as, Brand Power force, Green technology communication corporate expertise and participative communication.

5.4.3 Strategy of CSR communication

CSR communication strategies according to the concept of Morsing (2006:141) categorized into the strategies for providing information, responding to the stakeholders' needs, stakeholders' participation

All corporations representing the case studies adopted 3 mixed strategies of Morsing. The findings from the synthesis of CSR communication model indicated that CSR communication strategies reflecting the concept of Hund and Engel-Cox (2002: 217-231) who proposed that the development level started from One-way Communication, bonding with stakeholders and decisions for Participative CSR communication.

From One-way communication to distribute CSR, the starting point of the development, to Two-way communication was adopted by all corporations selecting for the case studies. The corporation focused on responding to the needs of stakeholders employed mainly the Two-way Asymmetric Communication that stressed the persuasion. Meantime, the corporation focused on participative strategy also employed mainly the Two-way Symmetric Communication to create understanding and sharing information. However, all corporations as the case studies recognized the significance of participative communication focused on the communication responding to the stakeholders had adapted this strategy to match own corporation.

5.4.4 Process of CSR communication

According to Schantz (2005: 40-41), CSR communication process comprised of the following:

First component: The Corporation as the data source or the sender and recipients of information. The research findings indicated that the business organization is both the sender and recipients of data and coincided with the concept of Schantz. Additional findings indicated the multinational corporations still gathered information and collaborated with the local, domestic and international organizations.

Second component: Key message in the synthesis of CSR communication model indicated the overview of significance sustainable development. On the ground level, the lesson was prepared from the success and failure issues, which coincided

with the concept of Schantz as well as finding the impressive messages design, and acquaintance helped bringing the communication success.

Third component: Communication channel is to communicate CSR through various media, which coincided with the concept of Schantz. The additional findings revealed the communication main channel related to the corporate target, such as, the corporation emphasized on community communicated through dialogue, Corporation emphasized the Next Generation communicated through Social Media and the corporation manufactured diversified products communicated through product brands.

Fourth component: The stakeholders are the CSR message receivers. According to Mark-Herbert Cicilia (2007: 5) mentioned that the outside stakeholders responsible for the communication are the community home owners, competitors, banks, investors and clients, authorized agencies, media , specialist, trade association, supplier, global ecology , majorities of society, distributor, and unions .

However, the analysis on CSR communication model revealed the differences in Thai society that a good recipient such as a natural leader must be able to distribute CSR concept of the corporation to own community. Generally, he is the one that the locals trust and seek advice from his expertise. He is not under any agencies influence, and being the locals with the right to live permanently, thus making him a good candidate for the recipient. The communication through the core community leader is to work closely with the small group by relying on this group to reach majority of locals as the targeted recipients.

5.4.5 CSR communication efficiency towards stakeholders

Elena (2008: 7) proposed communication efficiency for changes, starting from changing individuals. The additional findings from the synthesis of CSR communication model revealed that the corporations succeeded in CSR communication must understand the stakeholders' needs so that they could respond properly to change stakeholders' behavior for the better. This is the behavioral change based on the corporate communication advice.

The corporation succeeded in communication through the strategy that urged stakeholders to participate in the campaign, aiming to produce the common

interests. Such activities could change behavior of stakeholders from living in isolation to more involvement in the activities mainly benefit the public.

Such process helped to change stakeholder's behavior from living in isolation to participate in the campaign to benefit the public even though such activities to change social gathering in the community take time and efforts.

5.4.6 CSR communication efficiency towards business corporation

CSR communication efficiency comprised of the bond between the business corporate and stakeholders (Maignan, 2004: 3-19), leading to society approval for business operations (Bittner, Leimeister, 2011: 9-10) as well as gaining trust from stakeholders (Kabir, 2007: 30-54).

The synthesis of CSR communication model revealed that the efficiency developing to balance between the corporation and stakeholders is the connection between CSR communication concepts on the corporation and communication resulted from changing of the stakeholders of Elena (2008: 7).

The additional findings indicated the efficiency must start first with the stakeholders, followed the business corporation. So, the communication outcomes had caused individuals bonding with the corporation, until they trust the corporation to continue its operation in the community as well as leading to social change.

Overall, the synthesis of CSR communication model resulted in the fundamental CSR communication concepts, such as, sustainable development, corporate citizen. Generally, all corporations understood the CSR roles on social, environment, economy through balancing Triple Bottom Line. In practice, every corporation understood, but in practice, all of them focused on the corporate expertise and resources, followed by other roles. As for inside-out CSR communication, it starts from raising consciousness among employees and disbursing concept outside. Every corporation under the study used the corporate strength to drive communication to success. After considering CSR communication as the communication for social change, the findings indicated that CSR communication strategy is a One-way communication, so it is rather difficult to create change. On the contrary, the Two-way asymmetry communication could change the stakeholders' behavior, similar to the

participative communication strategy which is another form of Two-way asymmetry to bring change in individuals and community, even though it takes time and efforts.

CHAPTER VI
CONCLUSION AND RECOMMENDATIONS

6.1 Research conclusion

The conclusion from the research entitled, "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" has the following objectives:

1. To study and analyze CSR communication which represented 3 good practice cases for Thai, western and eastern companies on concepts in CSR communication, CSR communication with inside-out approach, strategy of CSR communication, process of CSR communication, efficiency of CSR communication towards business corporations and stakeholders in Thai society.

2. To synthesize CSR communication model through 3 cross case studies of multinational corporations in order to balance business corporation efficiency with stakeholders in Thailand.

The study was conducted as a Case Study Research on the Multinational Corporations as the good practice in CSR communication, according to the set criteria as follows:

Corporation 1: The Siam Cement Public Co., Ltd. as Thai Multinational Corporation

Corporation 2: Uniliver Thai Holdings Co., Ltd. as Western Multinational Corporation

Corporation 3: Panasonic (Thailand) Co., Ltd. as Eastern Multinational Corporation.

To connect the conceptual framework and research methodology in the study of Corporate Social Responsibility Communication Model for balancing efficiency of Business Corporate and Stockholders in Thailand, the research methodology is divided into the business corporation and the stakeholders.

For the business corporation, the study involved the concept in CSR communication and context affecting such concept, CSR communication with inside-out approach, strategies and process of CSR communication. The study applied the research principle, "Bellwether methodology" through the structured depth interview with the "Policy maker" as the communication officers responsible for CSR communication because it is the research methodology specifically for seeking decision guidelines of the policy maker or the influential figures on that plan.

For the stakeholders, the study on Corporate Social Responsibility communication efficiency towards the business corporations and Stakeholders used the "Deliberative democratic evaluation methodology" together with the structured group interview with the stakeholders in each division and the stakeholders were the beneficiaries of the corporate success campaign. Since this research engaged the qualified method of Deliberative democratic evaluation that opened for the stakeholders from each sector to propose their ideas and perspectives through sensible discussions. In that case, the stakeholders are willing to cooperate accordingly.

Later, data were subjected for analyzing within-case study to synthesize the context of all situation and relations occurred within the case studies. This is to display CSR communication pattern as the unique identity of each corporation. Afterward, the cross-case analysis was done to compare the similarity and differences within the conceptual dimensions. CSR communication, including the impacts on the stakeholders and corporation as the data for synthesizing CSR communication model developing for balancing efficiency of business corporations and stakeholders in Thailand.

The conclusions from the cross-case analysis were taken to synthesized CSR model, having the components C-C-S-P-B as the components where the first C represents Concept in CSR communication which comprised of into the fundamental CSR concepts and communication direction to emphasize the environment or social issues. For the second C, it is meant for CSR communication with inside-out approach to build the employees' consciousness in the corporate sustainable development, followed by raising conscious in sustainable social and environmental development for outside stakeholders Then, S is the Strategy of CSR communication, both responding to stakeholders and stakeholders' participation that focused mainly on Two-way

communication. P is the Process of CSR communication which also the continuous process to stimulate responses from the message receivers. B is defined as Balancing effectiveness to link between the impact on stakeholders and business corporations. For the stakeholders, changing their behaviors made them feel bonding, approving business operation and gaining trust. And even with subsequent social changes, the community still maintains the trust on corporation.

The CSR communication efficiency towards stakeholders appeared in 3 dimensions namely; outputs from communicating through CSR campaigns, outcomes from changing in individual stakeholder, and impacts from social change as follows:

The outputs from communicating through CSR campaigns, which is tangible that produce quantitative results, such as, number of schools and villages participated in the campaign.

The outcomes from changing in individual stakeholder, CSR communication could change stakeholders' behavior, from being isolated person to outgoing persons, getting together with others to do group activities, sharing knowledge, changing ideas, including the development to improve other issues in daily life.

The impacts from social change, the affects resulted from allowing the stakeholders to participate in the campaign so the community could benefit from the campaign as expected. For example, Mountain water supplies, the Relics and maintain other environmental preservation, which sent the profound impacts toward the society.

The CSR communication efficiency towards business corporations appeared in in 3 areas, namely, bond between corporation and stakeholders, social license to operate business, stakeholders trust in the corporation as being stated in the following details:

The efficiency in bonding with the corporation affecting the business corporations originated from the stakeholder's participation so they felt as if being the owner of the campaign and eventually becoming the bondage between them.

The approval for operating business through CSR affected the stakeholders directly as in the environmental revival and preservation. For the merchandise quality manufactured by the corporation, it affected the approval for operating business indirectly from being the community true friend and consultant providing knowledge

to the locals. The organization aims for developing Green Technology and stakeholders perceived the corporation attention in social assistance.

Therefore, when the whole village benefited from such campaign, the public interests resulted from the participation process and the entire community would bond with the corporation, approve the business operation and trust the organization.

6.2 Recommendation for adapted model implementation

The findings from the study entitled, "Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand" which could be adapted to use with Thai business corporations, including the useful recommendations for all business corporations as follows:

6.2.1 Concept in CSR communication comprised of the basic CSR and conceptual guidelines for communication directions. The business corporations should select the acceptable and well-known concepts in Thailand, such as, sustainable development and water is life in order to expand such ideas to the stakeholders.

6.2.2 Internal CSR communication should start by building conscious among all levels of employees regarding clear CSR visions, missions, strategies and process, truly agreed in the same direction. The corporation should prepare the communication tools to provide knowledge and raise conscious in developing the sustainable corporation and society, such as, intensive seminars, including appropriate communication tool.

6.2.3 External CSR communication is done to raise conscious in sustainable development based on the corporation concepts through CSR campaign that could be responded to the need of community. In the case where the policy came from the head office must be adapted to match the community based on the locals' needs as well as encouraging the stakeholders to participate in the campaign.

6.2.4 Strategy of CSR communication by delivering information is the basic strategy because it is One-way communication. Therefore, the business

corporation should focus on the strategies from responding to the stakeholders to the stakeholders' participation which is considered as Two-way communication, giving the importance to the needs and opinions of stakeholders.

6.2.5 Process of CSR communication is comprised of the business corporation as the data source, message, communication channel and stakeholders as the message receivers. The first element, the business corporation as the data source should act as the messenger or data source and also the coordinator with outside data source, whereas the second element displayed the content of the business corporation for sustainable development essential for the corporation and stakeholders. At the local level, the lesson should be listed on the success and failure issues, including the message design to impress and become accustom to the recipients. The third element, the corporation should consider the demographic, personality and lifestyles of stakeholders as the key recipients to select proper CSR communication channel. For the fourth element, the stakeholders as the key recipients should be the main focus of the corporation. They are the conceptual leader, official community leader and natural leaders since they have become the key mechanisms for reaching majority of community locals as the destined recipients.

6.2.6 CSR communication efficiency towards stakeholders, corporation should identify the communication efficiency as quantitative and in-depth results. For the quantitative results, they are primary and tangible results, whereas the in-depth results displayed the stakeholders' behavioral change and social change in the same direction by classifying success into each step as to push the employees who t4ried to communicate to accomplish results long-run and short-run.

6.2.7 CSR communication efficiency towards business corporations, the corporation should focus on the importance of CSR as the approach to social change because the communication connecting the stakeholders and the corporation together. As a result, each individual stakeholder would develop the bond with the corporation and allow it to operate its business as well as trusting the corporation. Even with the sequent changes, the corporation still maintains that bond, trust and approval for operating business.

6.3 Recommendation to raise CSR communication levels

CSR communication situation in Thailand caused by the driven force of numerous organizations developing differently, which based on the development level as follows:

First level: The Corporation that used CSR communication to provide information for stakeholders should inform the public on the social responsibility so that the stakeholders perceived CSR roles and truly understood of corporation roles on presenting the facts. However, CSR communication to deliver information to the stakeholder is considered as One-way communication to begin developing CSR communication, the business corporation should raise the communication level to Two-way communication with the stakeholders.

Second level: The Corporation that used CSR communication to respond to the needs of stakeholders should be done with the opinions' survey among the stakeholders to understand the needs and respond correctly because the stakeholders in each community have different needs due to differences in social backgrounds and surroundings. Therefore, the key corporate concepts must be adapted to match each community mainly based on the demand of community as related to CSR communication. However, communication to respond to the need of stakeholders is the Two-way asymmetry communication. Then, the corporation used communication to persuade the stakeholders to change their behavior should raise the communication level with the stakeholders from symmetry to asymmetry.

Third level: The Corporation that used participative communication method with the stakeholders should start with non-official Two-way communication as the small group of dialogue comprised of the key core community leaders to discuss the CSR issues. As soon as the communication issues were approved, the participants in the dialogue group could increase and the group becomes official. However, the Participative communication after being used in Thai Society had few setbacks when the group became formal, the participant were less and refused to sit in the front row, raised their hands at the same time or refused to give their opinions on stage. Then, the communication issues for the dialogue must be verified regularly, and rechecks the issues it the number of participants are low. The dialogue should derive from combining the communication issues together.

6.4 Guidelines for further researches

This research study focused on using the multinational corporations as the model for CSR communication according to the set criteria. The multinational corporations represent the organizations with adequate resources to point at the CSR communication issues. Therefore, this study recommends the next research to cover the small and medium business organizations as the organizations pushing for CSR communication in Thailand. This has become the new standards for the current business operation to display the diversified CSR communication.

In the next research, besides verifying all angles and opinions of the business corporations and stakeholders, the opinions from the representative of the government on CSR communication should be identified as well since the government could exercise their authority to support the concerned issues and try to urge all sectors to see same thing, especially on the priority issues.

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APPENDICES

APPENDIX A

COA.No.2012/218.2906

Documentary Proof of The Committee for Research Ethics (Social Sciences)

Title of Project: Corporate Social Responsibility Communication Model for Balancing Efficiency of Business Corporations and Stakeholders in Thailand
(Thesis for Ph.D.)

Principal Investigator: Miss Untika Soranunsri

Name of Institution: Faculty of Social Sciences and Humanities, Mahidol University
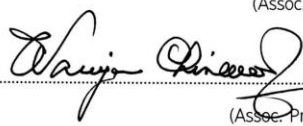
Approval includes:
1) MU–SSIRB Submission Form version received date 28 June 2012
2) Participant Information Sheet for Structured Group Interview version date 28 June 2012
3) Participant Information Sheet for Structured Depth Interview version date 28 June 2012
4) Informed Consent Form version date 16 May 2012
5) Structured Group Interview version received date 16 May 2012
6) Structured Depth Interview version received date 16 May 2012

The Committee for Research Ethics (Social Sciences) is in full compliance with International Guidelines of Human Research Protection such as Declaration of Helsinki, The Belmont Report, CIOMS Guidelines and the International Conference on Harmonization in Good Clinical Practice (ICH–GCP)

Date of Approval: 29 June 2012

Date of Expiration: 28 June 2013

Signature of Chairman:..

(Assoc. Prof. Pichet Kalamkasait)

Signature of Head of the Institute:..

(Assoc. Prof. Dr.Wariya Chinwanno)
Dean of Faculty of Social Sciences and Humanities

Office of The Committee for Research Ethics (Social Sciences), Faculty of Social Sciences and Humanities,
Mahidol University, Phuttamonthon 4 Rd., Salaya, Phuttamonthon District, Nakhon Pathom 73170. Tel.(662) 441 9080 Fax.(662) 441 9081

APPENDIX B

Bellwether Methodology Research tool

The structured depth interview with the CSR communication planners divided into 6 parts as follows:

Section 1: Personal Data of Key Informants

1.1 What are your roles and responsibilities related to CSR Communication?

Section 2: To study the concept on CSR communication

2.1 What are the key concepts of CSR?

What is the element context on such concept?

Aiding question

- Do the CSR trend and situation create global influence and how?

- Do the CSR fever acting as the corporation main responsibility influence society and how?

- Do the stakeholders exercise their influence and how?

2.2 What constitutes the CSR communication from the Head Office?

- How can the organization in Thailand adapt CSR communication concepts from Head Office with Thai Society?

2.3 What is the vision/mission in CSR communication?

Section 3: To study CSR communication with inside-out approach

3.1 Internal CSR communication

3.1.1 Identify needs for internal CSR communication and how to manage CSR communication?

<u>Aiding question</u>

- How does the corporation   provide training to build knowledge and understanding on CSR ?

- How does the corporation encourage the employees to raise consciousness in CSR communication?

- When encountering CSR communication problems, how do the authorized officers handle the problems and how?

3.1.2 Identify internal CSR communication tools

- What are the internal CSR communication tools?

<u>Aiding question</u>

- Does the corporation used Internet, Intranet , poster, memo, webboard and weekly meeting and how?

- How does the corporation create bonding between the corporate employees and external stakeholders?

3.2 External CSR communication

3.2.1 Does the corporation identify the needs for external CSR communication and how to approach communication?

<u>Aiding question</u>

- Does the corporation create participation and cooperation from various sectors (local communities, stakeholders and others) ?

- What are the CSR communication roles of Executive Board?

- Does the corporation establish the special communication channel to exchange data, such as opinion box, webboard, blog, executive Facebook that employees could share their comment on CSR.

- Are there any meetings to respond to the priority issues or key decision-making on CSR and how?

3.2.2 Identify external CSR communication tools

- What are the communication tools applying with the external recipients in the two-way communication?   (In relations to the CSR or the corporate goals)

<u>Aiding question</u>

- Are there any websites set up for presenting CSR information? How?

- Are there any areas for exchange information and meeting with the stakeholders to share their opinions ?

- How does the corporation raise consciousness among external recipients with two-way communication ?

- How does the corporation create CSR to gain acceptance from stakeholders

Section 4: To study the adaptation of CSR communication mixed strategies

- What type of CSR communication strategies used mainly by the corporation? Is it mixed strategies? For example:

1) Informing the public on CSR

2) Respond to stakeholders by surveying the stakeholders' opinions and response to the stakeholder inquiries.

3) Building participation by inviting the stakeholders to consult and seek advice on CSR

4.1 Providing the information strategy

In case of CSR communicating strategies, please provide the detail explanation

<u>Aiding question</u>

- What type of media and method to inform the public on CSR?

- Does the Chief Executive Officer participated in the decision-making regarding CSR and how?

4.2 Responding to stakeholders strategy

In the case using strategic respond to stakeholders, please provide the details:

Aiding question

- What channel for two-way communication to learn the needs of stakeholders?

- Does the executive make the decision in CSR based on the survey results, opinions and advice from stakeholders and how ?

4.3 Participation strategy

In case of participation strategy, please explain in details

Aiding question

- What type of communication channel used in two-way communication to promote participation in CSR among stakeholders ?

- How does the stakeholder participate in the establishment, operation and maintain the CSR campaign?

Section 5: To study the CSR Communication Process

5.1 CSR Data Source

What are the merchandise /subsidiaries corporation as the flagship in CSR Communication? And how can we manage them?

Aiding question

- What are the criteria for selecting flagship merchandises?

- Does the corporation link the flagship merchandises with CSR and how?

 (Does the corporation use logo or symbol to link together and how?)

 - Does the corporation prepare resources, such as, work force, knowledge , and budget for CSR and how?

5.2 CSR Message

What are the critical component and main content of CSR and how to extract them?

Aiding question

- What are the selection criteria for CSR message?

 - Who made the decision?

-    Are there any concern on balancing between social issues and stakeholders' needs and how?

5.3 CSR Communication Channel

Application criteria of CSR communication channel

- How does the corporation apply the communication with CSR?

<u>Aiding question</u>

- Is there any communication through the following channels? CSR report, corporate website, public relations, advertising and sales location

- Are there any communication channels for independence third parties that presented CSR information? For example media report and word of mouth

5.4 The stakeholders as the CSR message receivers

- Who are the stakeholders as the CSR recipients and get them involve in CSR communication?

<u>Aiding question</u>

- How does the corporation select the stakeholders as the internal and external CSR message receivers?

Section 6: CSR communication efficiency towards the corporation

6.1 Building the bond between the corporation and stakeholders

- Are there any CSR issues stir up the stakeholders' interest?

- Are there any methods and communication channel capable of making stakeholder involve in CSR campaign?

- Are there any CSR campaign building bond between the corporation and stakeholders and how?

6.2   Stakeholders approval for the corporation   to operate the business with CSR

communication

- How does the corporation build the corporate unique image?

- How does the corporation gain recent acceptance from the community?

6.3 Stakeholders trustworthy towards the corporation with CSR communication

- How does it affect the corporation social status ?

- What is the corporation intention behind CSR communication?

- How does it gain community trust?

6.4 What are the "Purpose" and "outcomes" of communication in social change?

- Does the corporation used CSR communication to change the society and how?

Remark: During the interview, the additional aiding questions based on the real situation to derive at the exact and most complete answers.

APPENDIX C

Deliberative democratic evaluation methodology research tools

The Structured Depth Interview was conducted with stakeholders in the corporation and participants in the CSR campaign through the interview to arrange questions covering the acquired data by dividing into 4 main sections as follows:

Section 1: Data from each stakeholder after requesting self-introduction and relations to CSR Communication

Section 2: To study the outcomes of CSR campaign

2.1 Perceived the campaign.

- Are you aware of CSR campaign? If yes, please explain in details

Responding to CSR campaign elements

- Unaided Awareness

- Proven Awareness

- Aided Awareness

- How many times do you remember the content / visual / statement / media type?

2.2 Response to the campaign elements

- What is your overall opinion on CSR?

- Are you satisfied with CSR and why?

- Any campaign elements make you satisfied and dissatisfied and why?

 - Any campaign components could be part of CSR and why?

2.3 Building alliances and support

- Whether the CSR make you as the stakeholder wanting to support and why?

- What type of support for you as the stakeholder are willing to give?

Section 3: To study the CSR communication efficiency toward the stakeholders

3.1 To study Individual Change

Creating Change in Knowledge:

- Does CSR communication make you increase your knowledge, such as understanding more on Facts, Information? Are there any advice?

Creating Change in Belief:

- From such CSR communication, are there any changes in your beliefs such as Attitude, Opinion or Value and how?

- Does CSR communication make you wanted to change your behavior and how?

3.2 To study outcomes leading to the Social Change

In your opinion as the stakeholder from each side, Could CSR communication bring the change to the public or society, particularly in the following areas?

- Does CSR communication make the locals wanting to participate in the campaign and how?

- Does CSR communication make the locals feel as if being the community owner, treasure the surrounding environment and how?

- Does CSR communication make the locals wanting to maintain social standard or environment and how ?

- Does CSR communication make the locals wanting to work for the community and how?

- Does CSR communication makes the locals receive news evenly and how?

- Do you prefer to work as a group and how?

Section 4: To inspect the stakeholder's perception on CSR communication towards the corporation from CSR communication

- Have you received any CSR news regularly?

- What methods and communication channels are used in CSR news dissemination?

- Does CSR campaign create the bond between you and corporation and how?

Aiding question:

It is the CSR communication to provide information / or respond to the stakeholders / building participation / mixed method, please explain the details of communication.

4.2 Permission to conduct business from stakeholders related to CSR Communication.

- How does the corporation display the CSR?

- How can the corporation create own unique image?

- Can you as the community stakeholder and CSR message receivers accept and approve the social license to operate business and how?

4.3 Stakeholders reliability towards the corporation from CSR communication

- How does it affect the corporation social status?

- What is the purpose behind CSR communication?

- As one of the community stakeholders and CSR message receivers, what do you think of the community trustworthy for the corporation?

Overall, the consultation between the stakeholders to get the same conclusion on CSR communication that each side could accept based on the accuracy and CSR communication principles that aimed to create social change and balancing efficiency between the corporation and stakeholders.

Remark : In the focus group interview, the additional aiding questions based on the real situation to derive at the exact and most complete answers.

BIOGRAPHY

NAME	Miss Untika Soranunsri
DATE OF BIRTH	14 October 1966
PLACE OF BIRTH	Bangkok, Thailand
INSTITUTIONS ATTENDED	Srinakharinwirot University, 1990
	Bachelor of Social Science
	City University, Washington, 1994
	Master of Business Administration
	Mahidol University, 2014
	Doctor of Philosophy (Population Education)
WORK EXPERIENCE	Hakuhodo (Bangkok) Co., Ltd.,
	Regional Strategic Planner
	for total Kao products: Asience, Feather,
	Biore, Magiclean, Haiter.
ADDRESS	2 Bangwag Rd., Khlong Khwang,
	Pasrijarean, Bangkok 10160
	Email: so.antica@gmail.com