Leadership and Vision...The Genesis of Corporate Social Responsibility Management Model

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Abstract

This article highlights the essence and concepts of the SIGMA Management Model and the CSR Management Model on the management and performance of CSR. Both SIGMA Management model and CSR Management Model emphasizes that leadership and vision are the genesis of CSR management process. The SIGMA Management (Knight, 2006) suggests that management of five capitals in every level of the business operation is the core of the management to demonstrate company's accountability. CSR Management Model (Wit & Schouten, 2006) stresses stakeholder engagement as the core of the CSR management and performance. The Siam Cement Public Company Limited (SCG) is examined as a role model to learn how both models can be implemented by CSR practicing companies and non-CSR practicing companies in Thailand that are planning CSR policy and system in their business operation. In 2008-2010, SCG is the only company in Thailand that has been recognized by the Dow Jones Sustainability Indexes (DJSI) as the Gold Class Level of Building Materials & Fixtures Sector and granted CSR Award by The Stock Exchange of Thailand (SET) since 2008 until 2010. Supporting with Napoleon Bonaparte's quote "Victory belongs to the most persevering," SCG victory is shaped by the company's vision for corporate governance and sustainability development, with continuous engagement amongst the employees, society, the environment, and other stakeholders. The article reveals that translating leadership and vision into action and organizing transactivity with stakeholder engagement are a true reflection of SCG's perseverance and commitment for sustainability development.

บทคัดย่อ

บทความสรุปแนวความคิดหลักของแบบจำลองตาม SIGMA Management Model and the CSR Management Model ในการบริหารและการดำเนินงานด้านการแสดงความรับผิดชอบต่อสังคมให้ประสบผลสำเร็จ โดยแบบจำลองทั้งสองแบบสรุปว่า การกำหนด ความเป็นผู้นำและวิสัยทัศน์เป็นจุดเริ่มในการบริหารและการดำเนินงานให้ประสบความสำเร็จด้านการแสดงความรับผิดชอบต่อสังคม ทั้งนี้ แบบจำลองของ SIGMA Management Model (Knight, 2006) เสนอว่าการบริหารทรัพยากรทั้ง 5 ด้านขององค์กรให้เป็นส่วนหนึ่งในการ ดำเนินงานเป็นปัจจัยที่สำคัญที่สุดต่อการบริหารด้วยหลักธรรมาภิบาลขององค์กร และ CSR Management Model (Wit & Schouten, 2006) เสนอว่าการบริหารผู้มีส่วนได้ส่วนเสียเป็นปัจจัยที่สำคัญยิ่งต่อการบริหารและการดำเนินงานด้านการแสดงความรับผิดชอบต่อสังคม ผู้เขียนได้ศึกษาเอสซีจีซึ่งถือเป็นองค์กรต้นแบบในการวางแผนนโยบายและระบบกลไกด้านการแสดงความรับผิดชอบภายในการดำเนิน งานที่เป็นเลิศ เนื่องจากเอสซีจีเป็นหน่วยงานเดียวในประเทศที่ได้รับรางวัลการจัดอันดับให้เป็นองค์กรชั้นนำด้านการพัฒนายั่งยืนในระดับ Gold Class ในกลุ่ม Building Materials & Fixture 3 ปีซ้อน ปี 2551-2553 จาก Dow Jones Sustainability Indexes (DJSI) และได้รางวัล CSR Awards จากตลาดหลักทรัพย์แห่งประเทศไทย 3 ปีซ้อน ปี 2551-2553 สมกับคำกล่าวของนโปเลียน โบนาปาร์ต ที่เคยกล่าวไว้ว่า "ชัยชนะเป็นของผู้ที่มีความพากเพียรมากที่สุด" ชัยชนะของเอสซีจีเกิดจากวิสัยทัศน์ที่มุ่งมั่นบริหารด้วยหลักธรรมาภิบาลควบคู่การพัฒนา อย่างยั่งยืน รวมทั้งเน้นการส่งเสริมการมีส่วนร่วมกับพนักงานเป็นกลยุทธ์สำคัญในการขับเคลื่อนวิสัยทัศน์ บทความนี้เผยเคล็ดลับความ

สำเร็จขององค์กรตอกย้ำว่าหากจะบริหาร CSR ให้ประสบผลสำเร็จและยั่งยืน องค์กรควรการกำหนดวิสัยทัศน์ให้ชัดเจนในด้านการบริหารด้วยหลักธรรมาภิบาลและการพัฒนาที่ยั่งยืนที่สอดคล้องกับการดำเนินงานธุรกิจและศักยภาพขององค์กรเอง และต้องขับเคลื่อนด้วยการสร้างระบบและกลไกในการสร้างสัมพันธ์และส่งเสริมการมีส่วนร่วมกับผู้มีส่วนได้ส่วนเสียอย่างต่อเนื่อง

The National and Global Drives for CSR

In 2006, Stock Exchange of Thailand (SET) has revised its 15 Corporate Governance principles to reflect best practices of Organization for Economic Co-operation Development (OECD) and of World Bank. The aims are to strengthen the international competitiveness of Thai businesses and of Thai markets and to support sustainable economic development. These principles are to be fully implemented by SET-Listed firms from 2008. These principles are divided into five categories as follows: (1) right of shareholders; (2) equitable treatment of shareholder; (3) roles of stakeholders; (4) disclosure and transparency; (5) responsibilities of the board, with each category including principles and recommended best principles. Principles 1 and 2 involves SET-Listed companies' accountability to shareholders; while Principles 4 and 5 involves the companies' disclosure and transparency policy as well as the roles/responsibilities of their board and committees. Instead of focusing on internal stakeholders like other Principles, Principles 3 recognizes the reciprocal relationship with other external stakeholders, which includes SET-listed firms, members companie, non-member securities companies, investors, trading partners, employees and the executives and its subsidiaries, the public sectors, and the group likely to be affected by its decisions in society. Principles 3 highlights the necessary actions for the Thai companies to demonstrate their ethical codes of conduct regarding investors, customers, stakeholders, and the general public that promotes timely and equitable service delivery, listening to stakeholders' opinions, providing them accurate information, treating them equally and respectfully, and participating in community development (The Stock Exchange of Thailand (set). 2007).

ISO 26000 is another impetus that urges all Thai companies to prioritize CSR vision and implementation, and operation systematically as their baseline platform or strategic framework if they aim for brand recognition over trust difference. The International Organization for Standardization (ISO) is well into development of ISO 26000, a guidance standard on social responsibility (SR). The objective of ISC 26000 is to provide common understanding and guidance on social responsibility concepts, definitions, and implementation. ISO 26000 will play a critical role in better addressing the business-society agenda worldwide. Given the fact that many companies are familiar with ISO 9001 and ISO 14001, which are standards that an organization can be certified by a third party, the ISO 26000 socially responsible standard is different because it is not designed for certification. It is called a "guidance standard," rather than a certification standard. Its objective is to provide assistance to organizations in understanding and operationalizing SR (The United Nations Global Compact, 2010).

Although at present ISO 26000 is still considered a guidance standard rather than a certification standard, SR concept demonstrates the organization's obligation to go beyond statutory obligation to comply with the legislation and sees the organization voluntarily taking further steps to improve quality of life for employees and their families as well as community and society at large (Wikipedia, 2009). The question is what differentiates these CSR Award-winning companies from other non-CSR Award-winning companies who might have determination to comply with the law and regulations, be ethical and provide societal value and accountability while making profit. Do they implement similar or different CSR Management model? What guidelines and process of CSR do CSR Award-winning companies adopt?

All CSR practicing companies should strive to comply with the law and regulations, make profit, be ethical and provide societal value and accountability. CSR practices are shaped by the policies, positioning, and initiatives of the business to promote positive impact to the social, environmental, and financial success of the company.

It recognizes the right of the stakeholders—customers, employees, shareholders, communities, and the environment in all aspects of their operation. CSR projects can be aligned with the business operation, often known as "CSR-in-process," while the other CSR projects might be related but outside the business operation of the company, often known as "CSR-after-process." CSR-in-process is considered to promote a longer sustainability development than the CSR-after-process. CSR-in-process projects are characterized by a systematic operation, wherein key elemenst of CSR must be identified and integrated strategically in each process —starting from identifying the missions, goals, planning, implementation, and the evaluation—in alignment with the business operation (Corporate Social Responsibility Institute, 2008).

The Essence of the SIGMA Management Model and CSR Management Model

Knight's Sustainability—Integrated Guidelines for Management (SIGMA) Management model (2006) and Wit & Schouten's CSR Management Model (2006) outline the 'Plan, Do, Check, Act' model for CSR management and implementation. The primary difference between SIGMA Management model and CSR Management Model is that the former highlights the company's accountability to manage the five capitals—ncluding natural capital, human capital, social capital, manufactured capital, and financial capital—as the basis for all CSR activities, while CSR the lalter stresses stakeholder engagement as the core of the management model in stating the company's social policies, social programmes, and social impacts.

Many CSR practicing companies provide effective structures for the management of issues without investigating and examining the corporate competency toward more responsible social and environmental performance. For example, many organizations propose to manage the environment impacts in the right direction, but did not analyze the competency of the organizations in relations to the five capitals in the management phrases; thus, not providing guidance on the extent and the duration the organization needs to plan to become sustainable. SIGMA Management model will close this gap, by prescribing the management framework to integrate the five capitals during every management phrase as follows: (p.13)

Phase I: Leadership and vision phase activities support the development of an organization's identity and leadership needs and enable the company to understand and develop vision of what it may look like if it were to be sustainable.

Phase II: Planning phase guides systems development and activity prioritization, confirming the changes needed. Deciding what needs to be done to improve performance.

Phase III: Delivery phases involves the delivering the business proposition, implementing the CSR Programs while maintaining and enhancing the five capitals—natural, social, human, manufactured, and financial capitals and being accountable. (See Table 1). The model underpins that corporate accountability to enhance the five capitals is the foundation of the CSR performance and success by maintaining and enhancing each capital effectively (See Figure 1). Accountability relates the qualities of the company to its stakeholders—who influence or who are influenced. "Accountability secures a license to operate and is fulfilled by being transparent and responsive to stakeholders needs and through complying with legislation and voluntary commitment." (Knight, 2006, p. 15)
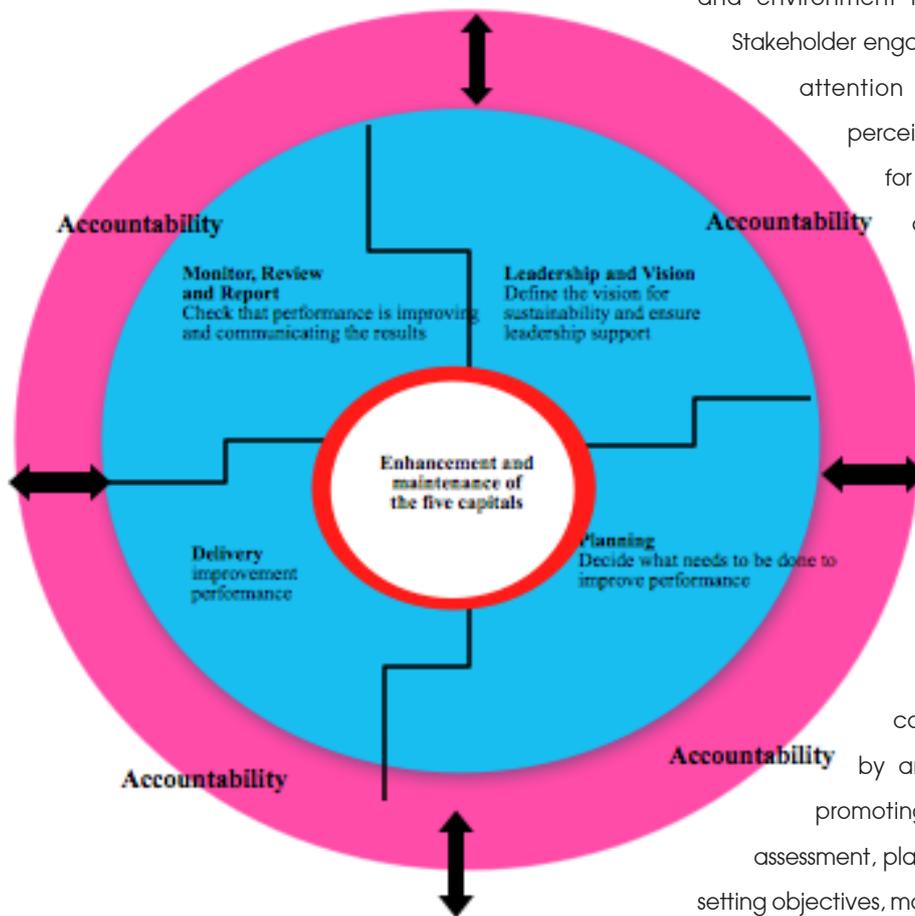
Phase IV: Monitor, Review and Report phase involves checking progress learning and adapting as well as transparently reporting progress.

Table 1 Practicing Accountability for the Five Capitals (Knight, 2006)

The Five Capitals	Maintaining and enhancing each capitals
1.Natural Capital The ecological foundation for the other capitals. Natural capital cannot be traded off against the other capitals.	-Understand monitor and manage resource inputs and the outputs and impacts generated -Operate within the boundaries of natural cycles and systems -Consider resource reduction and substitution, eco-efficiency, use of renewables, respect for and protection of biodiversity.
2. Human Capital The ability of the individual to contribute to organizational success and have their potential fulfilled	-Aim for healthy, motivated and skilled workforces doing varied and satisfying work in learning environments -Ensure fair treatment and wages, respect for basic human rights and cultural differences, safe environments and the encouragement of identity, empathy and creativity
3. Social Capital The value added by relationships, organizations, network, partnerships and collaboration	-Maintain an organizations license to operate within societal structure -Work towards community development; ethical sourcing of supplies, consistent public policy positions, fair payment of taxes, respect for law, the rejection of corruption and the adoption of transparent and fair governance systems
4. Manufactured Capital Any fixed assets, such buildings, goods and infrastructure owned, leased or controlled by the organization	-Utilize technology, infrastructure and systems in the efficient use of resources. -Consider closed loop manufacturing systems, leasing services, zero-waste and emission approaches and sustainable design
5. Financial Capital Existing in the form of tradable currencies, it should reflect the value of the other capitals (rather than being a true capital in its own right)	-Publish financial accounts -Consider putting financial or 'shadow' values on other capitals wherever possible -Recognize the importance of non-financial measures

Source: Knight, D. (2006). The SIGMA Management Model. In J. Jonker & M. de Witte
          (Eds.), *Management Models for Corporate Social Responsibility.* (p. 14). Germany: Springer.

Figure 1 The SIGMA Management Model (Knight, 2006)

Wit & Schouten's CSR Management Model (2006) on the other hand, highlights the stakeholder engagement and suggests four phases as follows:

Phase I: Organizing Identity

aims to organize identity and differentiation, reflecting leadership and commitment. The company should describe the behavior expected of every employee. The core values should be clearly communicated and practiced amongst the employees.

Phase II: Organizing transactivity

involves stakeholder management, wherein stakeholdesr should be engaged early to identify issues, agree approaches to manage the social, economic, and environment risks and reviewing the outcomes. Stakeholder engagement is a key tool to management attention to high risk and opportunities as perceived by stakeholders. The tools applied for stakeholder management vary and are dependent on the stakeholder groups. Some examples are one on one meeting, public meeting, thematic workshop, community panel and participatory assessment workshops.

Phase III: Organizing the system

involves setting policies and objectives that support the business objectives. CSR practicing companies should consider all risk factors by analyzing the CSR competencies by promoting stakeholder engagement, impact assessment, planning, measurement and reporting. In setting objectives, management should consider the overall risk level of its activities and identifies those internal activities which requires a fully documented demonstration that risks have been reduced to as low as reasonable practicable.

Phase IV: Organizing accountability

involves implementation, monitoring, and corrective action. Performance indicators need to be established. This should be done in consultation with the stakeholders and should include other feedback like complaints. Regular community survey can help to track changes in community's perception of the companies' CSR management. An assurance program should be in place to assure the effectiveness of the management system. It includes a self-assessment and review by auditors independent of the facility. Appropriate assurance frameworks should be also implemented to ensure the information and stakeholders' base decisions as complete, accurate and reliable (p. 20-21).

Figure 2 CSR Management model (Wit & Schouten, 2006)

Source: Wit M., & Schouten E. (2006). CSR in the Extractive Industry: An Integrated Approach. In J. Jonker & M.de Witte (Eds.), *Management Models for Corporate Social Responsibility.* (p.20). Germany: Springer.

Given the two management models as the theoretical frameworks for corporate social responsibility, the author believes that these models can be implemented in Thailand. Although there is still no valid conclusion that leadership and vision are the genesis of all CSR success, but the author notes that most CSR award winning companies are those that address corporate social responsibility as one of the strategic policies. The question is: can Thai CSR practicising companies adopt these models due to differences in organizational factors, cultural orientation, economic factors, or societal factors? The author notes The Siam Cement Public Company Limited (SCG) has demonstrated the company's commitment for corporate social responsibility by stating the sustainability development as the main focus of the leadership and vision of the company, which is the primary stage or the genesis of the SIGMA Management Model and CSR Management model. Thus, SCG practice might be an inspiration for other CSR practicing companies to use these models for their companies——if they have a true determination for sustainability development and highlight stakeholder engagement as the strategic communication to corporate social responsibilities.

Leadership and Vision... The Genesis of SCG's CSR Management Model

With leadership and vision for sustainability development, SCG has been recognized by the Dow Jones Sustainability Indexes (DJSI) as the Gold Class Level of Building Materials & Fixtures Sector in 2010 due to the company's sustainability-driven business operation.

"Dow Jones Sustainability Indexes (DJSI) are the global indexes tracking the performance of the leading sustainability-driven companies worldwide. The indexes are used by global funds as benchmarks to manage their portfolios since DJSI companies yield good and sustainable returns to investors. SCG has been selected as a member of DJSI since 2004 and ranked in Gold Class of Building Materials & Fixtures Sector for three consecutive years from 2008-2010" (SCG, 2010).

From Corporate Sustainability Assessment, DJSI comprises and analyzes information of approximately 2,500 world leading listed companies in terms of sustainability before the top 10% of them are selected as DJSI members and categorized into three levels, which are Gold, Silver and Bronze based on their performance. And in 2010, 318 eligible companies from 57 Sectors are selected while

similar sectors are re-grouped into 19 Supersectors such as Construction & Materials Supersector comprising 2 Sectors, namely Building, Materials and Fixtures Sector and Heavy Construction Sector.

SCG has announced the leadership and vision:

"By the year 2015, SCG will be well recognized as innovative workplace of choice, and a role model in corporate governance and sustainable development. By 2015, SCG will be a regional market leader, contributing to the sustainable progress of ASEAN, and the local communities where SCG operates. Through SCG's world-class business practices, corporate governance principles and uncompromising safety standards, we are committed to creating value for our operational excellence, technology development and innovation will allow us to provide quality products and services in order to enhance the quality of life for all."

"We envision SCG to be a workplace with an open and energetic atmosphere. With our strong belief in the value of SCG's high competent people, we will be working together innovatively, while living SCG's four core values and firmly adhering to ethical conduct. By 2015, SCG will have developed a more diverse workforce with a customer-centric mindset and global perspectives. About a quarter of our people will reside outside Thailand, and at least half of our top executives will have living and working experiences abroad. With the full involvement of our people, about 50% of SCG's revenue will come from high-value products." (SCG, 2008)

SCG core values guide the ethical conduct by the Board of Directors, by management, and staff at all levels to demonstrate the organizational culture that stresses "Quality and Fairness." SCG core values are:

- *Adherence to Fairness: Providing clients and customers the best quality products and services at appropriate and fair prices.*
- *Dedication to Excellence: SCG earnestly focuses on excellence. In the midst of rapid changes and technology advancements, the group is facing very keen competition.*

- *Belief in the Value of the Individuals: SCG believes that employees are the most valuable assets. SCG owes its growth and prosperity to the contribution of its employees with competence, cardinal virtues and integrity.*
- *Concern for Social Responsibility: SCG behaves as a good corporate citizen in all communities and countries where we operate. We diligently perform our social duties and responsibility while engaging in activities to preserve natural and sustainability of the environment.* (SCG, 2008)

SCG is the only company in Thailand that has been selected and qualified as a member of DJSI. This achievement is yet another great pride of Thai company. Can SCG's CSR Management enlighten other Thai companies in relations to the CSR model of management? Based on SIGMA Management and CSR Management Model, the secrets of SCG pride can be revealed as follows:

1. SCG clearly identifies the leadership and commitment of the company in the SCG vision as "to be well recognized as innovative workplace of choice, and a role model in corporate governance and sustainable development." Both SIGMA Management Model and CSR Management Model clearly identifies company's leadership and vision as a genesis of the CSR success to create mechanism and initiatives strategically by managing CSR-in process first and later translating it into CSR-after-process in various CSR initiatives.

2. SCG clearly identifies the policy and guidelines for shaping SCG's sustainability development in SCG Sustainability Development Report (2010), and clearly explains the rules and regulations and reminds the employees not to neglect the ethical conduct expected from them in order to demonstrate the company's committed to be role model by a putting it into practice in SCG Code of Conduct (2007).

3. SCG implements the primary concepts of His Majesty the King 's "Sufficiency Economy" —moderation, wisdom or insight, and the need for built-in resilience

against the risks which arise from internal or external changes——as a strategic approach to manage the five capitals within the business operation. The Report on the SCG Application of Sufficiency Economy (2009) clearly explains how SCG has promoted CSR-in-process to enhance SCG vision for sustainability development. Recognizing the concepts of Sufficiency Economy as a framework for sustainability development, the report shows the company's accountability in managing the five capitals, by explaining how the company applies the three concepts of Sufficiency Economy to manage the five capitals in the business operation as well as prescribe the guidance amongst employees as the extent and the direction to which organization needs to go to promote sustainable development for the company and stakeholders, which is the essence of the SIGMA Management Model.

4. SCG translates the leadership and vision into action, by organizing transactivity with stakeholders, including employees, customers, business partners, competitors, creditors, society, and the environment. Based on the 2009 Annual Report, the company managed the stakeholder engagement strategically to promote corporate governance and sustainability development by translating CSR-in-process into CSR-after-process. Employee engagement is managed strategically to support employee volunteering, community/social projects, and environmental-driven initiatives.

- Promoting employee engagement, SCG organizes activities to promote a collaborative working environment to drive innovations and enhance the competence of employees and focuses on promoting employees' health, safety, as well as excellent working conditions and competitive remuneration. In addition, SCG encourages its employees and related parties to partake in activities that are beneficial to the community and society in order to achieve sustainable growth.

- Promoting community/social engagement, SCG supports activities which develop the quality of life and create happiness to community and society in which SCG operates both in Thailand and ASEAN countries. SCG has organized many CSR activities, especially those focusing on the development of youth's potential. Therefore, SCG focuses on developing children's potential in respect of education, science & technology, sports, and arts through a variety of activities. These include the financial supports provided to charitable organizations and foundations, provision of scholarships to students with good academic results, provision of "SCG Sharing the Dream" scholarships for youth in ASEAN, provision of the summer internship in the "SCG Excellent Internship Program", and establishment of the "SCG Badminton Academy", which is the first international standard badminton academy in Thailand with the aim to elevate the skills of young badminton players. "The Thailand Rescue Robot Championships" is also held to encourage the potential of youth in respect of innovation and technology. The Thai youth team won the World Rescue Robot for the 4th consecutive year; the victory that brought about the fame and pride to Thailand. These community and social project are systematically managed by CSR-after process to demonstrate the SCG vision.

- To promote sustainability in the environment, SCG sets the guidelines for sustainable development (2001), which are applied to the operations of all its businesses, aiming to set exemplary examples in respect of the environmental management and conservation. The green technology represents the dedication and determination of SCG that never stop creating and improving every business process for the better and sustainable environment. The concept is integrated in the designs of the plants, improvement and development of the production process, machinery and technology to make them more eco-friendly and to minimize the impact to the community. SCG ensures a systematic management is in place for its production process, products and services, restoration and improvement of natural resources, and environmental conservation under the concept of 3Rs (Reduce, Reuse/Recycle, Replenish). Additionally, the company constantly raises awareness regarding environmental conservation and encourages its employees and related parties to participate in saving the environment. In 2009, SCG has introduced SCG eco value

label as its own standard for eco-friendly products and services. The products and services that are certified by this label must be produced using special technologies which have the minimum effect on the environment and must be better than the traditional ones, based on the ISO 14021 standards. Moreover, all business units of SCG continuously attempt to reduce the emission of carbon dioxide or the greenhouse gases in the production of such products and services. SCG continues its focus on water conservation. The "SCG Conserving Water for Tomorrow" project is held for the 4th consecutive year. The company provides support to the community for check dam building, which can help maintaining the balance of nature and leading to sustainable growth of the community. At the end of 2009, SCG, together with communities and networks, has built more than 16,000 check dams. Moreover, the company also strives to build a check dam in people's mind to raise awareness of the public and the community about water and environment conservation in order to achieve the sustainable growth. These environmental-driven initiatives are examples of how SCG demonstrate its accountability toward the environment and other stakeholders, by translating the CSR-in-process into CSR-after-process. SCG identified the stakeholder management especially the employees as the key factors in managing CSR strategically in each process—starting from identifying the missions, goals, planning, implementation, and the evaluation—in alignment with the business operation. Most importantly, SCG recognizes that stakeholder engagement, especially employee and community engagement, is the thread to demonstrate SCG vision for sustainability development.

Using SIGMA Management Model and CSR Management Model, the best practice of SCG in CSR Model enlightens a secret success for CSR management model in Thailand. SCG supports that fact that "company' leadership and vision are the genesis of CSR success." Company's leadership and vision should have a clear and focused direction for sustainability development that related to the business operation first and are fully-driven by the employees. Then, the leadership and vision can be translated into CSR

initiatives, by implementing the stakeholder engagement as strategic direction to communicate in order to draw support and acceptance amongst employees, community, and environment as well as other stakeholders. In addition, CSR-in-process and CSR-out-process can also be applied as a guideline for each type of CSR initiatives as to how it should be organized and measured in the delivery phase suggested by the SIGMA Management Model (Knight, 2006) as well as in the Organizing the systems and Organizing Accountability phases suggested in the CSR Management Model (Wit & Schouten, 2006). Napoleon Bonaparte's saying, "Victory belongs to the most persevering" is a valid statement, and the company's perseverance will be recognized only if all companies demonstrate their corporate social responsibility with accountability. SIGMA Management Model and CSR Management Model are the secret of SCG victory and it certainly deserves to be revered and trusted as a "role model" for other CSR practicing companies in Thailand.

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