

# The 3-S Framework of CSR in China: Stakeholder Partnerships, Shared Value and Sales

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Cite as:

Singh Ramendra, Sy-Changco Joseph , Chen Junsong (2019), The 3-S Framework of CSR in China: Stakeholder Partnerships, Shared Value and Sales. *Proceedings of the European Marketing Academy*, 48th, (1963)

Paper presented at the 48th Annual EMAC Conference, Hamburg, May 24-27, 2019.



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## **Abstract**

Given that CSR has taken roots in China only less than three decades ago, most firms in China, have to balance business objectives along with social objectives. In this context, we explore in this article through in-depth interviews of CSR heads of 15 firms in China, how the firms leverage CSR to enhance existing business or seek new business by building stakeholder partnerships, while balancing social objectives which face close scrutiny from the state or local governments. The results from our qualitative study leads to the development of the 3-S framework. This framework suggest that CSR in China is a three-pronged approach along the dimensions of: (1) business and sales leveraging CSR, (2) Using CSR to develop stakeholder partnerships, which includes partnerships with local governments as well as suppliers, and (3) leverage CSR to create shared value in the society. We also discuss implications of the proposed framework.

**Keywords:** *CSR; China; SV*

**Track:** Social Responsibility & Ethics