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Tools to Create Appropriate Perception of CSR and PR Practitioners Support

The role of PR practitioners in boosting understanding of CSR performances is ambiguous. It is widely acknowledged by numerous researches that PR is about sharing the relevant information with stakeholders, creating strong relationship, organizing efficient communication process, promoting company image etc. On the other hand, goals of CSR concept are barely corelated with PR one, nevertheless this research uncloses the way PR practitioners could become a significant subject of CSR strategy at the enterprise.

According to that the idea of getting acquainted with the tools that could help PR practitioners to support CSR concept is nucleus for my research. The literature on the subject [Garsten, 2018; Mundy, 2015; Muzykant, 2018; Okafor, 2018] has repeatedly discussed the role of PR practitioners in the concept of CSR and as much as I am concerned the key success point is efficient use of different tools. The crucial question for me was what kind of tools PR practitioners could use to support CSR expeditiously.

Hypothesis of my research is that PR practitioners could undertake the support in understanding and implementing CSR strategy with a help of appropriate tools. The aim of the paper is to collect tools useful for understanding and achieving social needs as well as for implementing principles of CSR. When we are talking about such kind of tools appears a question. What kind of tools bridges PR and CSR goals in term of creating added value for business and society? In this research, I will try to answer this question and approve mentioned hypothesis.

Throughout the research I utilized common as well as some specific methods. The research is based mostly on the analyzing the scientific within articles, academic books and reports. In terms of methods used in the research I could dive two stagers. Firstly, I performed active search for the suitable scientific outcomes in the subject with a help of variety online and of-line databases, like Google Scholar, National Library of Poland, Main Library of the Mazovian Voivodship, Library of the Sejm (Parliament), Library of the Warsaw University, Library of Warsaw School of Economics, etc. Secondly, I analyzed the results by using such techniques as highlighting the key words with help of apps, grouping sources of information etc. Thanks to these and other techniques I was able to get through each piece of scientific information expeditiously. Furthermore, I managed to find as much as possible tools that could be used for better understanding and implementing CSR principles as well as for sharing the information regarding CSR performances of the company.

Consequently, I aggregated tools into two lists: qualitative and quantitative, which have appropriate characteristics of

the methods. To be more precise, tools from the qualitative list are more likely to be used for getting the intention towards CSR performances as well as providing better understanding of the social and environmental activities through intermediation and dissemination. On the other hand, tools that are in the quantitative list help to make strong justification of CSR concept based on real numbers and magisterial indexes as well as allowance to obtain analytical data regarding CSR related issues.

Qualitative tools eligible for better understanding perception of CSR by stakeholders

In the times of fourth technical revolution it is crucial to be aware of the tools that are maintenance the subject you are dealing with. In my case, the idea was to make a long list of tools applicable for scientists and practitioners, which are working in the field of CSR. Such knowledge will expeditiously boost the efficiency of the CSR performances. The importance of study was approved by numerous of researched [Grancea, 2017; Santos, 2017], which paid scientific attention to understand the motives of stakeholders towards CSR performances. Those researches become a fundament for my study. It sounds nucleus to find a suitable tool to deal with a specific social deed. Federation of Small Businesses published interesting figures regarding that: *45% of respondents considered that social and environmental responsibility could be a useful marketing tool for business but over a third of respondents (31%) were ambivalent about the marketing opportunities CSR provides* [Federation of Small Businesses, 2007, p. 19]. Accord-

Table 1 **Qualitative tools eligible for better understanding CSR**

Research tool	Essence of a tool and the opportunity to use it in the framework of CSR concept
Analysis of archival information	The matter of a tool is to gain and analyze insights through a systematic interrogation of the documents, texts, and other material artifacts regarding specific topic as well as subject [Ventresca, 2001, p. 2]. This tool could be used to obtain and to check relevant pieces of information regarding social activities, environmental support and other aspects of CSR. For instance, as a source could be used companies reports, archives of newspapers and journals etc.
Case study	The detailed examination of a single example of a class of phenomena. Nevertheless, a case study cannot provide reliable information about the broader class. But it is often useful in the preliminary stages of an investigation since it provides hypotheses which may be tested systematically [Abercrombie, 1994, p. 46]. This tool is mostly using "how?" and "why?" questions. It could be useful for analyzing the attitude and perception of different CSR performances by stakeholders.
Communication analysis	The analysis in historical, social, and political dimensions that includes mediated and no mediated channels. It helps to define the quality of the correlation between stakeholder groups and organization. If the communication analysis does not flow two ways, it is an incomplete picture [Clark, 2000, p. 375].
Communications audit	The method for assessing communication practices in order to provide the guidance in relation to the establishment of an effective communication strategy. This approach is widely known for the measurement of internal communications [Quinn, 2004]. Could be helpful to acquire data that will clarify the CSR strategy of a company and is going to be used to analyze efficiency of CSR performances.
Communication-management approach	Utilizing the knowledge of identifying stakeholder groups and a corporation's responsibility to make stronger the relationship through effective communication [Clark, 2000, p. 373].
Company's website	A connected group of pages on the World Wide Web containing information on business activities of the company and other information regarding organization. Such kind of tool is eventually utilized for dissemination the results of CSR performance, CSR strategy, CSR principles of the company etc.
Conceptual analysis	The method is useful to study and modify the explicit conceptual theory of language. It aims to obtain the better knowledge of the language. In addition, it is usually carried out in the form of research into its conceptual network. [Kosterec, 2016]. It could be used to study pre-existing relations in a CSR theory that may show unknown relations, which should be tested.

Discourse analysis	This is the analysis of the written, vocal, or sign language-use. For instance, analyzing the discourses of CSR performances – ways of talking, writing, drawing and thinking about CSR – that have changed over the decades could help to find the tendency and to highlight the core factors that stimulates positive perception of CSR.
Focus group	A research technique that collects data through group interaction on a topic, for example: perception of different CSR performances. The technic could be used not only by researchers but also by practitioners in the field of CSR or PR. This definition has three essential components. First, it clearly states that focus groups are a research method devoted to data collection. Second, it locates the interaction in the group discussion as the source of the data. Third, it acknowledges the researcher's active role in creating the group discussion for data collection purposes [Morgan, 1996, p. 130].
Online panels	It is a group of selected scientists and practitioners in the field of CSR who have agreed to provide information at specified intervals over an extended period. As a result, we get objective and unbiased date gained by experienced specialists as well as experts in the specific branch of study.
Literature review	The method that could be applied to comply and evaluate the researches, publications, printed and online press, social media available on a CSR topic or related topics.
News conferences	It is a media event where newsmakers invite journalists, media staff or other specialists in specific theme to chat, exchange experience, listen and answer crucial questions. For the CSR needs this tool could be applied as the way of disseminating CSR outcomes and sharing the information about prospects steps concerning CSR performances.
Press releases	Have a form of written or recorded communication directed to the assignment editors and journalists for announcing newsworthy appointments. It could be used to inform media about new CSR performance or CSR outcomes.
Print and broadcast editorials	Written or communicative editorial content that is distributed via sufficient media channels. Useful for dissemination of CSR performances.
Public relations audit	It is an analysis of an organization's communications – internal and/or external – designed to „take a picture" of communication needs, policies, practices and capabilities, in order to make informed economic decisions about future objectives of the organization's communication. This is a two-part appraisal that evaluates current practices and then suggests areas of improvement. First, is the report based on interviews with key people both inside and outside the organization, an analysis of the ways and means by which the organization is communicating, and a summary of findings of the research. Part two is the preparation for recommendations depending on further management review [Verstappen, 2001, p. 3].
Radio and TV talk shows (mostly on the local radio stations and channels)	A television or radio event where one person (expert) or group of people discusses various topics (for instance CSR activities of a company, or specific CSR performances as well as theoretical aspects of the concept).
Stakeholder analysis	It is mostly used to develop a sense (the historical, social and political dimensions') of the needs and wants of those who are either critical to the corporation's existence or capable of expressing significant concern [Clark, 2000, p. 374]. The tool could be used to identify real attitude of stakeholders towards CSR principles.
Strategic planning for public relations	It is an overall framework, focus on CSR goals, which will guide long-term relations planning and ongoing relationship building of an organization. Could be undertaken through identifying each target audience with which the company is planning to establish or maintain a relationship within the framework of the CSR strategy.
Training handouts	It could be any type of training manuals, books, booklets, instructions or guidelines conducted to improve the quality of a definite social task and to support trainers. Could be used in training sessions to provide basic information, some insights as well as good practices and relevant exercises devoted to social responsibility field.
Two-way symmetrical communication	The process of exchanging the information where the company and various publics can share information regarding specific issue and the decision-making process will rely on arguments from both sides [Clark, 2000, p. 367]. It can be used to transmit information concerning CSR performance from one stakeholder to another (for instance from clients and consumers).

Sources: own study.

ing to figures, respondents are more likely to percept CSR as marketing tool. Many researches provide us with the similar results but it is important to keep in mind that acknowledgement of CSR could be adjusted by an appropriate use of tools. This research gives a clue of what kind of tools worth to use to achieve your pivot goal.

Obviously, there is a need in qualitative and quantitative tools to understand and acknowledge concept of CSR in the most relevant way. The qualitative tool (Table 1) is about finding the essence of CSR from the stakeholder's perspective. At the same time, some of these tools could be used for the dissemination.

Taking into consideration the above it can be concluded that there is an option to use variety of tools to create appropriate perception of the company based on CSR performances. In addition, there are tools useful for disseminating the CSR outcomes of the enterprise. Nevertheless, in our days to ensure objective perception of CSR are needed quantitative tools. Such group of tools can supplement the knowledge of CSR with analytical background.

Quantitative and duo functional toolseligible for better understanding perception of CSR by stakeholders

Analytics and numbers are helping to justify efficiency of CSR and to create background for better understanding of concept of CSR. Date regarding CSR is needed for enterprises to analyze costs and outcomes regarding CSR performances. In addition, the date could help to understand what exactly stakeholders are likely to acknowledge as CSR performances. Quantitative and duo functional tools (Table 2) could be suitable for getting analytical data devoted to CSR.

Table 2 consists of variety types of tools but all of them could be utilized to amplify the understanding and perception of CSR. Having a wide scope of tools increases chances to find appropriate one. On the other hand, these tools could give the numbers that will justify company's social performances. Nevertheless, it is important to keep in mind that: *the effect of CSR may become more powerful for a company having a poor business situation than for a company having a good business situation* [Kim, 2011, p. 650]. It means that implementation of CSR is worth to tree if you have poor financial performance. This should motivate shareholders and CEO to implement CSR principles into business strategy.

Worth mentioning that social responsibility of the company mostly depends on the CEO's and top managers decisions. Taking into consideration that fact, the role of PR in this case is to consult shareholders as well as company's management regarding corporate functions, social performances and representing the company all over the world [Benn, 2010, p. 419]. Mentioned above tools could help practitioners to build a strong justification of CSR benefits based not only on theoretical evidences but also on real numbers and facts. Qualitative tools listed on the table capable to provide shareholders with the wide scope of date that helps to understand what CSR is about. Due to the wide number of tools it facilitates the search of appropriate date for each group of stakeholders.

Conclusions

Summing up the above considerations, the variety of tools aggregated in this research is going to facilitate job performances of PR and CSR practitioners. Throughout this research the ways tools could benefit CSR goals and help to disseminate the performance were showed. The list of 30 different tools are applicable for wide scope of tasks concerning perception of CSR concept as well as social and

Table 2 **Quantitative and duo functional tools eligible for better understanding CSR**

Research tool	Essence of a tool and the opportunity to use it in the framework of CSR concept
Content analysis – Quantitative	It is the analysis of the content of communication, which involves classifying contents in such a way that it becomes possible to bring out their basic structure. The term is normally applied to the analysis of documentary or visual material rather than interview data, but it could be applicable to analyze surveys [Abercrombie, 1994, p. 85]. This technique could be used to analyze surveys regarding CSR strategy as well as CSR performance in order to classify content according to some reconsidered categories.
Corporate Sustainability Index – Quantitative	Index is based on an analysis of corporate economic, environmental and social performance of the entities. The index shows a rate of companies that operate in a sustainable and ethical manner.
Environmental monitor – Quantitative	This scientific method is essentially an observation of the environment. The purpose of the method is to collect data that can derive knowledge. Objective observations produce sound data, which generates valuable information. Information-derived knowledge usually leads to an enhanced understanding of the problem/situation, which improves the chances of being aware of as much as possible specific facts [Artiola, 2004, p. 2]. Such kind of monitoring is significant because the environment is the core part of the CSR concept. By having strong data base regarding environmental issues PR practitioners will be able to make exponential image of socially responsible company.
Fact sheets – Qualitative or Quantitative	It is a presentation in a concisely way that contains significant pieces of information regarding CSR outcomes as well as outputs, usually using tables, diagrams on a single printed page.
Interviews – Qualitative or Quantitative	Conversation with the respondent to provide information relevant to the research area. Interviews may either be formal, using a structured interview schedule, or informal. An interviewer is able to follow up points made by the interviewee [Abercrombie, 1994, p. 221]. This tool is relevant to gain information regarding attitude of respondents towards CSR performance or CSR strategy of the company.
Questionnaire – Qualitative or Quantitative	Used in survey research. A set of questions given to respondents and designed to provide information relevant to the research area [Abercrombie, 1994, p. 341]. With the help of this tool, the information regarding CSR performance could be gained.
RACE framework (research, action, communication, and evaluation) – Quantitative	These formulas set out to solve an organizational or image problem by using primary or secondary research techniques to uncover it and communication tactics (issue ads, news releases, and the like) to remedy it [Clark, 2000, p. 367]. With the help of this framework stakeholders could be categorized into the groups. But the main idea of using this tool is to evaluate the attitude of the stakeholder's groups towards different features of CSR performances.
Social audit – Qualitative and Quantitative	It is a tool with a help of which government or business departments can plan, manage and measure non-financial activities and monitor both internal and external consequences of the departments' social and commercial operations. Social Audit is an independent evaluation of the performance of an organization as it relates to the attainment of its social goals. It is an instrument of social accountability of an organization. In other words, Social Audit may be defined as an in-depth scrutiny and analysis of the working of any public or business utility vis-a-vis its social relevance. Social Auditing is a process that enables an organization to assess and demonstrate its social, economic and environmental benefits. It is a way of measuring the extent to which an organization lives up to the shared values and objectives it has committed to itself. It provides an assessment of the impact of an organization's nonfinancial objectives through systematic and regular monitoring based on the views of its stakeholders [Social Audit, 2005, p. 9].
Sociology experiment – Quantitative	Experiments aimed to measure the influence of independent variable (the "cause") towards dependent one ("the effect"). The key features of an experiment are controlled over variables, precise measurement, and establishing cause and effect relationships. To establish cause and effect relationships, the independent variable is changed, and the dependent variable is measured; all other variables (known as extraneous variables) are controlled in the experimental process [https://revisesociology.com/2016/01/13/experiments-in-sociology/]. Could be used for measuring the attitude towards CSR principles or specific CSR activities.
Survey – Quantitative	Survey research is the systematic gathering of information about individuals and collectivities, using interview or mail questionnaire methods to elicit information directly. Also, the part of survey research is to clarify received results in terms of statistical analysis [Abercrombie, 1994, p. 420]. This approach will help to collect date regarding impact that CSR provides on the respondents. In addition, it could be useful to understand the motives of stakeholders regarding CSR performances as well as concept of CSR in whole.

Sources: own study.

environmental performances of a company. On the other hand, some tools are extremely useful for gathering relevant information form the stakeholders and helping to understand CSR performances in the smoothly way. The rest pivot outcomes of the research are below.

There are lots of individuals that perceive CSR strictly as marketing tool. Indeed, that is very important for all of them to be acquainted with the essence of the notion. Aggregated in this article tools can help to disseminate the knowledge regarding CSR and amplify the awareness of the concept and related activities among stakeholders. Consequently, stakeholders will understand the real mater of being socially engaged and environmentally friendly.

All mentioned in the research tools were dedicated to qualitative or quantitative group. Furthermore, each tool is characterized from the prospective of social responsibility and the ability to facilitate the dissemination and promotion process. The point is to show the scope of tasks that could be resolved in the sphere of qualitative as well as quantitative tools. This approach will facilitate the search for tools according to the type and the purpose of use.

Tools useful for conducting CSR concept are taken from the different scientific fields. To be more efficient in using these tools we need to involve specialists with appropriate competences. That is why cooperation between CSR and PR should benefit company and cultivate achieving social needs expeditiously.

Qualitative tools aimed to collect the date regarding stakeholder's attitude towards CSR concept as well as social and environmental performances of the company. With a help of such sort of tools interviewer will get the opportunity to create realistic set of components that represents the stakeholder's perception of socially responsible activities of the entity.

At the same time, in qualitative pool of tools are items that will facilitate and expedite the dissemination process. These tools help to cover broad scope of stakeholders as well as to prepare strong justification of CSR performances. Such kind of data is going to be understandable for variety of individual's mindsets because it will consider different sources as well as points of view on the issue.

Quantitative tools could be useful, firstly, to show a relevant data regarding variety aspects of social and environmental performances of the company. That gives the opportunity to analyze figures, which represents CSR activities from different perspectives. Such kind of tools are popular not only for justification needs but also for promoting the engagement of the company into CSR. Secondly, some of the tools could be used for obtaining information and changing it into the relevant date that could be used for analytical needs.

It is important to understand that CSR can improve reputation and create good image for the company. And it seems to be a tough goal to do it without wide scope of appropriate tools. That is why this article aggregates best available tools applicable to boost awareness of CSR performances. At the same time most of the tools are useful for disseminating as well as promoting social and environmental activities of the company. Due to the research, working together PR and CSR practitioners have much more chances to reach settled goals expeditiously. Nevertheless, it is important to keep in mind that the implementation of the CSR foremost depends on CEO and shareholders. To amplify the level of understanding, engaging and supporting the CSR there is a need to increase number of conferences, training, forums, round tables and other events for owners of the business, CEO's, executives, bosses, etc. concerning importance, usefulness and

necessity of implementing CSR initiatives into business strategy. The list of tools presented in my research will be able to facilitate the process.

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