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The Extent to Which Multinational Organizations Follow Csr and Adjust Csr Strategy According to Regional Differences: a Comparitve Study Between Nokia and Coca Cola

Noor Ahmad Alkhudierat¹

Abstract: Corporate social responsibility is a relatively new concept that became widespread about three decades ago. Since then, it has become one of the most important aspects of designing and implementing business policies and strategies in organizations around the world. This paper aims to study the CSR reports of Nokia and Coca-Cola to discover the extent to which global companies apply the principles of corporate social responsibility in the following three aspects: the environment, employees, and society. The current study compares the policies of global companies in these areas and aims to determine whether global companies alter their social responsibility policies in different places around the world based on the cultural and social differences in which they perform their business activities. The research methodology is qualitative analysis based on secondary data such as previous studies and the analysis of the 2018 CSR reports of Nokia and Coca-Cola. The study concluded that the two companies do not apply social responsibility policies to the same extent and that companies do not follow different policies in different countries around the world.

KEYWORDS: Corporate Social Responsibility; multinational companies; cultural differences

JEL Codes: M16, M10, M14

Introduction

The emergence of the corporate social responsibility (CSR) concept dates back to the 1950s. During this time, companies began to re-examine their primary and conventional profit-driven goals to increase financial profits for the benefit of owners and investors and sought instead to expand their roles and responsibilities within the societies in which they operated.

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It was understood that modern intercontinental companies that are part of modern societies should provide greater consideration to customers, the environment, employees, and society.

It was also understood that this objective should be included in the development and formulation of business policy and strategy for companies, both externally and internally.

The importance of corporate social responsibility grew in the 1990s, and it became part of the infrastructure for organizing international multinational companies. This concept has become an important part of developing company plans, strategies, and policies to manage companies in an ethical manner, with attention to the impact of its business on customers, suppliers, employees, shareholders, communities, and other stakeholders as well as the environment. This helps build a positive company image in a manner that increases its competitive value and profits. It also supports individuals in attaining higher standards of living and a healthy and clean environment. Large companies are supposed to have a sense of responsibility towards the societies in which they operate, and they must increase their contribution to sustainable economic and social development.

Including the principle of corporate social responsibility when planning business has become increasingly important against the social, political, and economic changes ushered in by the era of globalization, which led to the resulting necessity to separate management from ownership and the emergence of giant multinational companies that was accompanied by the emergence and growth of community organizations. All of these factors affected institutional decision-makers and motivated them to adopt different policies that include the concept of corporate social responsibility in business planning. Accessibility to technology and communication has heavily influenced the bulk of these factors, which include increased global consumer awareness regarding environmental and social issues, the speed of access to information about the work of companies, the ability to monitor the environmental impact of organizations, and the extent of corporate contributions to society. Lobbying groups active in the fields of social, environmental, and employee rights, all of which have the ability to hold corporate policies accountable, have also played a significant role.

The great impact of values on corporate social responsibility means that they may differ in the frameworks of cultures and countries. For ex-

ample, the social role of companies carries more significance in developing societies or third world countries because local and/or national governments of these countries often cannot fulfill their economic, social, and service roles and obligations. This creates a motive for companies to adopt social responsibility programs that take into consideration the conditions and challenges of the society in which they operate. Social responsibility is an important tool for reducing the control of globalization and mitigating the damage caused by financial and economic crises in developing countries. It could be argued that social responsibility has become necessary to reduce poverty, support local communities, and improve living conditions for the neediest groups.

The increased interest within business organizations to invest into various social activities came after the wave of criticism that was directed against them. This wave of criticism included accusations that companies sought to maximize profit without considering the requirements of society and the environment in which they operate. Social responsibility began within companies through improving working conditions and increasing the quality of life of employees via increased wages and health care provision. The concept became more clear and meaningful when business organizations began to focus on societies by improving the quality of life and social solidarity within them.

Consequently, publishing corporate social responsibility reports has become increasingly important in recent years. The information provided in these reports concerning social and environmental policies and the interaction between companies and society has become indispensable because society has become interested in organizations that are committed to reporting their principles and activities. Corporate social responsibility reporting has also evolved into an accountability mechanism that affects the competitive advantage of companies, to say nothing of their market values, images, and, consequently, profits.

There are three main components of corporate social responsibility. The first is the environment, which includes reducing heat emissions, recycling, rationalizing the consumption of water and raw materials, and relying on renewable energy sources. The second is employees, which encompasses ethical practices and transparency in the work environment, providing a healthy and safe work environment, developing and training employees, ensuring diversity, inclusiveness, and gender equality, enabling workplace equality and access to leadership positions for women. The third component is society, which comprises supporting human rights

initiatives, protecting the rights of children and the vulnerable, supporting emerging projects and businesses, working for the health and well-being of society, improving infrastructure, and educating and training community members.

The paper begins with a literature review, followed by a description of research approach of this study, findings, and a subsequent discussion. Finally, the results are presented and discussed in light of future research opportunities.

Literature review

The state in contemporary society is less able to deal with the social needs and issues that have arisen due to the increasing interdependence and complexity in the modern social and economic environment (Parker–Braithwaite, 2003).

There is also a realization and awareness that social conflicts cannot be resolved by states alone within rapidly changing, modern societies, and that the classic division of labor between companies and the state must be reconsidered. (Scherer–Palazzo–Baumann, 2006).

In addition, commercial companies have become more important, creating incentives that have prompted scholars, company owners, managers, and shareholders to consider abandoning the classical model and adopting the new one. According to (Kreitner, 2001), “*many think the time has come to revamp what they believe to be an obsolete, classical economic model.*”

Therefore, the role of global companies in today’s business world must go beyond profit-making and ensure responsibility towards society and stakeholders (Harrison–Freeman, 1999). According to Davis (Davis, 1973), CSR requires ‘consideration of issues beyond the narrow economic, technical, and legal requirements of the company.

The concept of corporate social responsibility has witnessed amazing vicissitudes in recent years. However, the concept has not been adopted uniformly due to differing opinions about its potential utility and applicability. Sceptics see corporate social responsibility as inconsistent with sound business practices as it is not focused on wealth maximization. (Clement-Jones, 2005; Murray, 2005).

On the other hand, proponents believe that corporate social responsibility is essential to successful business operations. It also offers companies an opportunity to look beyond narrow financial profits to a broader social interest. (Jackson–Nelson 2004; Rudolph 2005).

The World Bank defines corporate social responsibility in the following manner: “Corporate Social Responsibility (CSR) is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve quality of life, in the ways that are both good for business and good for development” (Fox–Ward–Howard, 2002).

The Green Paper (Communities, 2001) defined CSR as “*a concept whereby firms decide voluntarily to contribute to a better society and a cleaner environment,*” and explained that it is performed by merging “*social and environmental aspects into business operations and their interaction with stakeholders*” (Communities, 2001).

On the other hand, the European Union believes that social responsibility is an act that companies undertake voluntarily (Akinyomi, 2013). UNIDO (2013) characterized CSR as a “*concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.*”

Carroll (1979) described CSR in more detail as: “*The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time*”. Carroll recognizes that a lack of corporate social responsibility leads to increased government laws and regulations, which will thus reduce the organizational efficiency of businesses.

Conversely, Milton Friedman argued that a company’s only social responsibility is to increase profits. The business sciences and society have since considered this an unacceptable standpoint. (Friedman, 1970).

Friedman justified his opinion that the application of corporate social responsibility leads to reduced profits and reduced benefits for organizations. Instead of corporate social responsibility, Friedman concentrated on the theory of stakeholders and its administrative importance, which focused on the relationship between the organization and the surrounding environment. In his view, the organization should expand its interest and focus to other groups that have a relationship with the organization in addition to the shareholders’ shares (Buhmann, 2011).

Among the advantages of corporate responsibility for companies: (1) Access to resources; (2) Improved employment of human resources; (3)

Improved product marketing; (4) Increased opportunities; And (5) Competitive advantage (Barnett–Salomon 2006).

According to Jiang and Wong (2016), the main activities of social responsibility are environmental protection; safety and security within company buildings; protecting the rights and welfare of employees and consumers; the well-being and development of society; and volunteer work. Important motives for companies to participate in social responsibility activities include company image, competitive value, and customer expectations. As it turns out, corporate social responsibility is extremely important to maintaining a positive corporate image and reputation (Zhao et al., 2012).

Owing to the value of corporate image and credibility in obtaining a competitive advantage, CSR is now being entrenched in business practice and is no longer regarded purely as a philanthropic concern, but as a way of achieving a balanced business orientation and gaining a strategic competitive advantage (Barthorpe, 2010).

CSR global companies

The interest international companies take in incorporating social responsibility into their business and strategy means caring about what stakeholders and different communities expect from them (Mark-Herbert–Von Schantz, 2007). Customer loyalty increases if companies follow a social responsibility approach while running their businesses (Brown–Dacin, 1997). For multinational companies, the basic rule in social responsibility is to meet stakeholder expectations, which requires corporate strategies based on these expectations (Communities, 2001).

According to Haniffa–Cooke (2005), a company's disclosure of its social responsibility activities in its annual report is affected by the size of the organization as the increase in activity of large organizations has a greater impact on society. Also, larger organizations are subject to more scrutiny than smaller organizations, so they are under pressure to reveal their social activities to show how legally and socially responsible they are (Cowen–Ferreri–Parker 1987). There is more than one way to determine the size of an organization. Haniffa and Cooke (2005) used total assets to express the size of the organization. In addition, the size of a company can also be determined based on the definition of SMIDEC (2006), which uses the number of full-time employees along with the annual sales turnover rate to distinguish between the size of the medium and small firms and the nature of their business.

Studies show that the extent of corporate social responsibility practices varies according to the size of the organization. Larger organizations exhibit more corporate social responsibility activities compared to smaller organizations, and this appears in the findings of other researchers as well (Haniffa–Cooke 2005). The reason may be attributed to the pressure placed on larger companies to act with social responsibility, as they have a great impact on society. Moreover, the financial condition of larger organizations is usually better than the financial conditions of smaller organizations; thus, they can implement a large number of corporate social responsibility activities. Therefore, the foregoing leads us to the conclusion that, in an effort to remain responsible and sustainable, larger organizations usually pursue corporate social responsibility activities to a greater extent than smaller organizations.

CSR in different cultures

Consumers from different cultural backgrounds have varying expectations regarding corporate social responsibility implementation in different regions; therefore, they expect different social performance (Abreu–David–Crowther, 2005). However, the studies on the performances and strategies of international companies in developing countries are limited and few as most studies focus on measuring corporate social responsibility in developed countries and Europe. (Rahman Belal, 2001). So it is difficult to assess the impact of multinational corporate social responsibility activities in developing countries (Kolk–Van Tulder, 2006).

The biggest challenge facing international companies operating in different regions and within diverse cultures around the world is to achieve social responsibility in line with these cultures, all in a way that simultaneously suits the company’s policy and stakeholders. According to Rosenzweig and Singh (1991), multinational companies “*are affected by a variety of environmental forces, some of which are specific to the host country and some of which are global in nature*”. They add that multinational companies “*face, at the same time, pressure for conformity to conditions in the local environment and an imperative for consistency within the multinational*” .

According to Muller (Muller 2006), there are different opinions about the method of choosing a strategy in multinational companies, including whether companies should use one standard and approved strategy in all the places in which they conduct business, or whether they should follow

different strategies that suit each region and its local culture. Some researchers believe that multinational companies will try to implement corporate social responsibility activities towards the communities in which they operate across the world to improve the well-being of individual societies, and this strengthens their belief that there is a positive relationship between international diversity and social responsibility (Bansal–Roth, 2000).

This puts two-way pressure on the company's management regarding its social responsibility policies: on the one hand, the company must manage its business in a way that suits local cultures, values, and concepts. On the other hand, it must remain committed to following standard principles when making decisions due to global concepts and values (Bartlett–Ghoshal 2002).

CSR Disclosure

Corporate social responsibility reporting is defined as the process of uncovering all social and environmental activities to which organizations are committed to reach specific interest groups within society and society at large. (Campbell, 2004; Gamerschlag–Möller–Verbeeten, 2011; Gray et al., 2001).

The disclosure of corporate social responsibility (CSR) began in Western countries, where developed countries implement many measures to push companies to disclose their activities and actions related to corporate social responsibility. For example, many social indicators have been implemented in the United States since 1990 (the Dominican Social Index). The European Commission also announced that European countries must implement the CSR from 2005 (Luetkenhorst, 2004). The United Kingdom also created the position of Minister for Corporate Social Responsibility, while the law in France obliges large companies to issue CSR reports. (Wanderley et al., 2008).

In addition to these changes in corporate social responsibility practices, several literature reviews that examine corporate social responsibility reports of the past few decades have been published (Perrini, 2005). Also, modern society is very interested in organizations and institutions that disclose their commitment to the principles of social responsibility and the activities that they undertake in their published reports (Fisher–Gunz–McCutcheon, 2001).

There are a variety of ways that organizations publish their information (newspapers, radio or television websites, emails to stakeholders,

and contacting the company in person). The most common way that all companies tend to use is the disclosure of annual reports, along with the use of social media available in the era of technology. All of these methods are important and effective for disseminating information to society (Arnold–Moizer–Noreen 1984).

Empirical research on corporate social responsibility reports examines the characteristics and company factors that influence the level of corporate social responsibility reports. Adam (2002) and Prado-Lorenzo et al. (2009) also confirmed that it is possible to classify the factors that may affect the level, quantity, and quality of CSR reports into three categories: (1) Company characteristics, such as size and industry; (2) Contextual factors such as country of origin, time, stakeholder pressure and the media and (3) internal factors, such as CEO policy or social reporting committee.

It is worth noting that the level of disclosure on corporate social responsibility has a positive relationship with the increase in the size of the company (Morhardt, 2010). Companies can use more than one method to disclose corporate social responsibility information to different stakeholders, but the company must choose the appropriate one according to the type of stakeholder, as some stakeholders prefer to use websites and emails to gather information concerning an organization's operations. However, researchers found that annual reports are preferred among users as the primary source of information to support investment decisions (Abu-Nassar–Rutherford, 1996).

Many previous studies have also shown that annual reports are the easiest and most important way to obtain information about the company's social operations as 88% of investors utilize them to make their decisions. Furthermore, the annual report is a reliable and valid way to obtain information compared to other methods (Al Shattarat–Haddad–Al-Hares, 2013).

Analyzing the content of the annual report is a way to study the extent of disclosure on corporate social responsibility and a tool for data collection, where qualitative and quantitative information is organized into different categories. Previous studies have greatly relied on annual reports to determine the characteristics and method of disclosing corporate social responsibility (Krippendorff, 2004; Guthrie–Farneti, 2008).

The author of the current study has studied many of the previous literature reviews and has analyzed the sources and perspectives of other

researchers in the field of social responsibility. There are high expectations concerning how international and large companies will implement the social responsibility to which they have committed themselves, particularly when their large corporate budgets, ability to bear the costs of actions and initiatives, and ability to influence society is considered. The author of the current study believes it is imperative to study the claims companies make to ensure that they really do follow social responsibility strategies in all their branches around the world. In addition, previous studies indicated that there are no special strategies for social responsibility in developing countries. Instead, companies follow standard strategies.

For this purpose, this paper studied the extent to which Nokia and Coca-Cola, two multinational companies operating in different sectors and many regions around the world, adhere to corporate social responsibility strategies. The current study compares these companies to determine whether they develop different strategies for different markets and cultures.

Companies

Nokia: a Finnish multinational telecommunications and information technology company headquartered in Espoo, Finland. Nokia is a leader in mobile and fixed network infrastructure with software, services, and advanced technologies to serve customers in approximately 130 countries around the world. In 2018, Nokia had six business groups, with operations in Europe, the Middle East & Africa, Greater China, North America, Asia-Pacific, and Latin America (“Nokia_People_and_Planet_Report_2018.Pdf” n.d.)

At the end of 2018, it employed approximately 101 000 people, out of which more than a third worked within our research and development (R&D) in Europe, North America, and Asia and around 0.8% in production (“Nokia_People_and_Planet_Report_2018.Pdf” n.d.).

Nokia’s vision: adheres to the highest ethical business standards as we create technology with social purpose, quality, and integrity (“Nokia_People_and_Planet_Report_2018.Pdf” n.d.).

Nokia states to have accepted the responsibility that comes with operating as a global market leader. The company’s operations affect a great number of people and communities all around the world, and the company believes that the best contribution it can make to sustainable development is to carry out its business in a responsible way. In 2018, Nokia increased

its work and commitment towards contributing to the 17 ambitious Sustainable Development Goals (SDGs) adopted by the United Nations Assembly in 2015. The company evaluated the relationship between the SDGs and its business, sustainability focus areas, materiality analysis, targets and the support it can provide in reaching these goals. This relationship has also been presented to Nokia's Board of Directors and the leadership team ("Nokia_People_and_Planet_Report_2018.Pdf" n.d.)

In 2018, it reviewed its SDG approach using the Practical Guide on Integrating the SDGs into Corporate Reporting, developed by the UN Global Compact ("The SDG-F Approach" 2014) and GRI ("GRI Standards English Language" n.d.).

As described in the Guide, Nokia has:

- defined priority SDGs, related targets and report content
- set business objectives and targets accordingly
- implemented / continue implementing defined actions
- collected, analyzed, and reported activities and performance-related data

Nokia has also reviewed other best practices such as GRI and UN Global Compact SDG Compass when reporting on the SDGs. In 2018, SDG reporting was recognized as the best in Finland's independent annual sustainability report competition ("Nokia_People_and_Planet_Report_2018.Pdf" n.d.).

During the year Nokia also renewed its commitment to the Finnish Commitment 2050 (Sitoumus2050) program and reported the progress of our target to connect the next billion ("Nokia_People_and_Planet_Report_2018.Pdf" n.d.).

Coca-Cola: An American multinational beverage company headquartered in Atlanta, Georgia. It manufactures, sells, and markets non-alcoholic beverages and juice concentrates. Coca-Cola currently offers more than 500 brands in more than 200 countries or territories with 70,000 employees ("Coca-Cola-Business-and-Sustainability-Report.Pdf" n.d.).

Coca-Cola's Vision: Across the globe and around the clock, we never stop working to give people the drinks they want and to improve the world we all share. We turn our passion for consumers into the brands people love and create shared opportunities through growth. That's the essence of our transformation ("Coca-Cola-Business-and-Sustainability-Report.Pdf" n.d.).

The GRI General Disclosures are specifically for The Coca-Cola Company in this article. The range is defined in the referenced documents for all other indicators. The company report on additional metrics that are

relevant to a wide range of stakeholders in addition to reporting on performance indicators required by the GRI. (“Coca-Cola-Business-and-Sustainability-Report.Pdf” n.d.)

Coca-Cola recognizes that it cannot achieve any one of the SDGs on its own. Yet, as a global company with a wide supply chain and consumer reach, Coca-Cola has a potentially significant role to play in meeting many of these ambitious aims. It has taken a closer look at where it can make direct contributions to the SDGs, whether through collaboration with their partners and industry peers, supplier engagement, or in other places where it has the leverage to amplify its positive impacts. As it looks back on the past decade, Coca-Cola has made sustainability progress. It particularly wants to note its progress on water replenishment and women’s empowerment. In 2015, Coca-Cola reached its 2020 target of returning to communities and nature an equivalent amount of the water used in its finished beverages, and it has exceeded its goal every year since. Coca-Cola has replenished more than 1 trillion liters of water to communities and nature over the past decade (“Coca-Cola-Business-and-Sustainability-Report.Pdf” n.d.).

In 2010, Coca-Cola launched the 5by20 program to help to empower 5 million women entrepreneurs by the end of the year 2020. The program is considered one of the most ambitious women’s economic empowerment initiatives ever undertaken by a commercial enterprise. By the end of 2018, the program had empowered more than 3.2 million women across 92 countries. From the Philippines to South Africa to Poland and beyond, it has provided training, mentorship, and other support (“Coca-Cola-Business-and-Sustainability-Report.Pdf” n.d.).

Research

Hypothesizes and Methodology

Hypothesis 1: Nokia and Coca-Cola multinational companies follow similar CSR strategies to the same extent.

Hypothesis 2: Nokia and Coca-Cola multinational companies practice different CSR strategies in different regional areas.

This research is a qualitative comparative study based on the analysis of CSR reports as sources of information, in order to measure the performance of social responsibility at Nokia and Coca-Cola. It was conducted

by reviewing relevant previous literature and the secondary data of CSR reports issued by the multinational companies - Nokia and Coca-Cola - on an annual basis to see if these companies follow their CSR strategies at the same level in all three aspects of corporate responsibility (environment, employees, and society). The research also aims to discover if these two global companies use different strategies in different regions in proportion to the various local cultures around the world.

Analysis

There are three basic elements of corporate social responsibility: the environment, people, and society. The researcher studied the practices and performance of the two companies in the three elements of social responsibility to analyze whether they apply social responsibility strategies in the three aspects to the same extent in their strategies.

The following table lists the three social responsibility aspects. It also delineates what these aspects comprise. This table will be utilized later in the analysis. The table has been constructed based on information from the corporate social responsibility reports of Nokia and Coca-Cola. These, in turn, rely on GRI standards (“GRI Standards English Language” n.d.) and SDG Goal (“The SDG-F Approach” 2014).

Table 1: CSR elements

Environment	People	Society
Waste management	Culture of Ethics and Integrity	Initiative and entrepreneurship
Energy and GHG emissions	Team development	Health and well-being of the community
The material used (recycled)	Health, safety, and well-being	Human rights
Nonmaterial Topics like water	Labor and human rights	Improving communities lives (infrastructure, technology)
	Diversity, Inclusion and Collaboration	Empowering women
	Employee Community Impact	educate and train community members

Source: Prepared by the researcher

The researcher studied the 2018 CSR data reports of Nokia and Coca-Cola and analyzed them based on the GRI standard as an indicator to evaluate CSR initiatives, which is the framework the company uses to support its sustainability reports, as it ensures the transparency and completeness of the information disclosed.

The companies publish these reports annually and make them available via open access on their respective websites. The reports demonstrate which CSR strategies companies follow, how the companies manage and measure the CSR goals, and how they draw their responsible business strategies to meet social responsibilities in their global operations.

The analysis shows that Nokia is concerned with the environment within its social responsibility activities. Although waste management represented in landfilled waste has increased, the rest of the company's environmental activities follow environmental social responsibility measures, such as reducing energy consumption and GHG emissions by using renewable energy sources and reducing electricity use in all the company's facilities. Hence, the GHG in all of the company's facilities has significantly decreased. In addition, it has conducted dedicated, one-to-one reviews with suppliers and engaged in collaborative emission reduction projects.

Moreover, the company is reducing material use (recycled) by using recycled materials in manufacturing and packaging. The company is also recycling its communication equipment and is increasingly using it. It has also reduced water consumption in its facilities.

The analysis showed that activities related to employees include following the Culture of Ethics and Integrity procedures, as Nokia was honored as the most World's Most Ethical Company, where the company trains its employees on work ethics.

It also works on developing and educating employees through the in-person or virtual workshops it holds. Nokia also focuses on employee health, safety, and wellness through involvement in health insurance and improving working conditions to reduce accidents.

The company also follows the necessary procedures for labor and human rights, represented in protecting the rights of children and preventing young workers from 15 to 18 years old from carrying out any dangerous and unhealthy work. Nokia has also established an ethical business-training unit. Nokia also protects employee rights by focusing on justice,

equality, development, training, education, diversity, equal opportunities, and non-discrimination between different groups of employees (gender, race, religion, and ethnicity). The company encourages diversity in its positions and fairness in its wages. It has sought to increase the percentage of women working in leadership positions and to increase the percentage of women employees. Nokia is also interested in merging its employees with the community by contributing to the training of people in local communities.

On the societal side, Nokia supports initiative and entrepreneurship by donating to universities to accelerate and develop scientific research and inventions. It is also concerned with providing programs related to the health and well-being of the community and assisting community members in developing new skills and personal effectiveness.

The company has many activities that are concerned with human rights and improving community life (infrastructure, technology). Examples include delivering technological solutions and radio networks to customers to an increasing number of people, and cooperating with selected partner organizations in the humanitarian field by providing Nokia Saving Lives solution to save lives. The company also provides ample opportunities to empower women and develop their capabilities by providing voluntary training from Nokia employees for girls in addition to many other activities concentrating on educating and training community members by investing in communities around the world, although donations in this area did decrease in 2018.

The researcher noticed that Nokia notably practices social responsibility activities in the three aspects and is keen to cover all aspects in an adequate and integrated manner.

The analysis of Coca-Cola uncovered that the company cares about the environment within its social responsibility activities. It executes waste management procedures represented in Waste Recycling and Waste Recovered. Concerning Energy and GHG emissions, the company reduces the total energy consumed in its facilities and reduces the percentage of CO₂ in Coca-Cola beverages.

The company also considers material use (recycled) by manufacturing recyclable packages and using recycled materials in the packaging; the packages that are put on the market are recycled, collected, or re-filled. The Coca-Cola Company is also reducing the use of Nonmaterial Topics

like water to ensure that all the water used in its beverages is safely returned to nature. The company also uses ingredients based on sustainability standards.

Regarding the employee aspects, the analysis showed that activities related to the Culture of Ethics and Integrity procedures at Coca-Cola encourage its employees to report any potential violations of its policies through multiple channels, including the Ethics Hotline. The SGP is in line with its Human Rights Policy. In 2018, the company provided 22 training programs to bottlers, suppliers, and auditors around the world to help them uphold the values outlined in the SGP program. In terms of team development activities, The Coca-Cola Quality, Safety and Environment (QSE) Capabilities Team implements programs designed to improve operational performance, such as the QSE Professional Excellence Program, the Intensive Training and Development Program, and the QSE College, which provides online quality, safety, and environmental training for businesses and corporate units as well as packing partners worldwide.

Moreover, the company pays attention to health, safety, and wellness. It supports and continuously develops safety and health programs, conducts unannounced audits through its direct operations and its partners, and tries to increase safety in the workplace.

The company also follows the necessary procedures for Labor and Human Rights, as the audit and review indicated that the company's facilities comply with human rights policies and that the percentage of child labor and forced labor in the company is zero. The company also provides training programs for bottlers, suppliers, and auditors around the world to help them support the values outlined in the Supplier Guidelines.

Concerning Diversity, Inclusion, and Collaboration, the company has increased the proportion of women in leadership positions. For Employee Community Impact, the company strives to make a positive impact in the communities associated with its business and to stimulate local and national economies in every market in which it operates by supporting human rights across the supply chain, empowering women, supporting more sustainable agricultural practices, or charitable initiatives.

On the societal side, the company also showed weakness in the application of social responsibility policies, as it did not mention information regarding support for initiative and entrepreneurship.

Nevertheless, for policies related to the health and well-being of the community, the company supports the World Health Organization's recommendations, which state that people should limit their daily intake of added sugar. This inspired the company reduce the use of sugar in its products. For example, in 2018, Coca Cola removed 425,000 tons of sugar from its products by creating new recipes and smaller package sizes. The company also works to ensure that its operations contribute positively to freshwater and healthy marine ecosystems around the world in order to use these same resources to provide access to safe drinking water and sanitation. With the help of restored natural water cycles, the company is taking advantage of multiple aspects of its value chain and the people and communities it serves.

Pertaining to human rights, at the end of 2018, audits found 96 percent of company-owned facilities to be in full compliance with its Human Rights Policy. The remaining facilities are working on action plans for alignment in the near term.

Audits of suppliers and independent bottlers were conducted worldwide to verify compliance with Supplier Guiding Principles: 25,000+ audits since 2003, 2,800 audits in 2018

However, the company's activity in the field of Improving communities' lives (infrastructure, technology) has been significant. It has donated to support local communities, has supported water projects around the world, and has launched projects to make cities completely free of waste. The company's biggest achievement was the donation of one billion dollars over 34 years to various organizations around the world to protect the environment and deliver clean water to millions of people around the world.

The company also has many projects to empower women, and these projects increase annually by a large percentage in different countries around the world. The company also increases funding for women empowerment projects in addition to donating to organizations concerned with empowering women around the world through the Coca-Cola Foundation.

Along with other activities in educating and training community members, the company invests a fixed portion of its revenue in local communities.

The current study noticed that Coca-Cola practices social responsibility activities in the three aspects, but to different degrees, as it focuses

on the environmental and employee aspects significantly, but does not cover the community aspect completely.

Conclusion

The current paper studied CSR strategies and policies by reviewing and investigating different research studies on the subject. The paper also examined reviews of social responsibility in two multinational companies, Nokia and Coca-Cola. The CSR reports of these two companies were analyzed as examples to determine the CSR strategies and goals. Subsequently, the paper aimed to determine to what extent Nokia and Coca-Cola adhered to their comprehensive strategies in their practices. The overarching aim of the paper was to examine the extent of social responsibility policies in all its dimensions with the same depth and focus.

The current study also explored whether the companies alter CSR strategies in different regions around the world in accordance with national and cultural differences.

CSR Reports are the most reliable way to disclose information related to corporate activities, and it is one of the best and fastest ways to collect data quickly and inexpensively.

The researcher sought to study the hypothesis by analyzing the CSR report of the two companies – Nokia and Coca-Cola – and compare the theoretical goals with real practices at all levels of corporate social responsibility. The level of implementation of practices in the different dimensions of social responsibility was also examined and a comparison of the activities of the two companies was performed.

The following table summarizes this analysis:

Table 2: Analysis of Nokia and Coca-Cola CSR reports

Elements for CSR	Companies	Nokia	Coca-Cola
Environment			
<i>Waste management</i>		Low	Low
<i>Energy and GHG emissions</i>		High	Medium
<i>The material used (recycled)</i>		Medium	High
<i>Nonmaterial Topics like water</i>		Low	High
People			
<i>Culture of Ethics and Integrity</i>		High	High
<i>Team development</i>		High	Medium
<i>Health, safety, and wellness</i>		High	Medium
<i>Labor and human rights</i>		Medium	High
<i>Diversity, Inclusion and Collaboration</i>		Medium	Low
<i>Employee Community Impact</i>		High	Medium
Society			
<i>Initiative and entrepreneurship</i>		High	No information
<i>Health and well-being of the community</i>		High	Medium
<i>Human rights</i>		High	High
<i>Improving communities lives (infrastructure, technology)</i>		High	High
<i>Empowering women</i>		High	High
<i>Educate and train community members</i>		High	High

Source: Prepared by the researcher

This paper rejected the first hypothesis because the two global companies do not necessarily apply social responsibility strategies at the same depth. The analysis revealed that Nokia and Coca-Cola are both motivated to apply social responsibility policies in the three aspects (environment, employees, and society), but that they apply these with different focuses.

Nokia has a medium focus on the environmental side, and a high focus on the employee and community side. Conversely, Coca-Cola showed a high focus on the environmental side and a medium focus in the employee and community aspects.

The second hypothesis was rejected based on analysis, research, and the companies' CSR reports. The researcher found that in their standard

strategies, Nokia and Coca-Cola make no mention of using different policies in different regions around the world, and there are no differences between national strategies and international strategies.

Study limitations

The researcher faced several limitations during conducting this study. First, there are a limited number of comparative studies on social responsibility among multinational companies and the measurement of corporate social responsibility in general. Second, this study used content analysis; a method that is subject to human error. Third, through a literature review, only a small number of studies that have developed an accredited tool for distinguishing corporate social responsibility were discovered.

Future studies

In the future, this study may be used as an introduction to research studies to enhance the findings of the current study and increase the generalizability of the results. Therefore, the study recommends that future studies may take more than one way to explain these results, and why global companies focus on aspects of social responsibility in different ways.

First: Future research can use the questionnaire method to determine accurately the causes and perceptions of managers as they develop policies and strategies for corporate social responsibility activities, why they focus on certain aspects and explain the reasons for that, and what influences manager decisions during policy development.

Second: This study focused solely on CSR reports to collect data. Future research can be developed by using other sources to collect data to determine the level of social responsibility applications such as questionnaires and personal interviews.

Third: Future research could be a transnational study comparing social responsibility policies of global companies with branches around the world. A possible research focus would be to compare the areas on which companies concentrate regarding different cultural and social contexts and examine the impact of these on planning and designing strategies. Social responsibility policies with cultural and social differences in different regions could be another research aspect worth exploring, with a special emphasis on considering how different cultures contribute to building individual behaviors, perceptions, and attitudes.

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