

CSR as an Innovation Driver
Marella Caramazza
(General Manager, Istud)

My intervention is based on the results of a research project, carried out by ISTUD between 2001 and 2003, which made an in-depth analysis of the behaviour of 25 multinationals operating in Europe. At the heart of the project there was the fundamental hypothesis that it was not possible to define, in a univocal manner, the concept of social responsibility, but that the only way to understand this complex 'phenomenon' was to enter into direct contact with the organisations and with their way of living and interpreting social responsibility

The analysis of the results emerged from the field shows that CSR has a strong potential as innovation driver within organisations, leading companies to re-define their strategies, their organisational structures and even their corporate cultures.

The paper will present the impact of CSR on company's strategies and organisation and how this can contribute to create a socially oriented culture within organisations. In particular the paper presents a model describing the development of a socially responsible culture, which stresses its cyclical and evolutionary nature and sets out methods of action, cause represents a useful map to "classify" the various companies according to the stage of institutionalisation of CSR within each.