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FINAL THESIS

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Hungarian University of Agriculture and Life Sciences
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Institute of Agricultural and Food Economics
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Corporate Social Responsibility in Emerging Markets: case analysis of International and local company

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I.   Introduction

Corporate Social Responsibility (CSR) involves the concept of businesses extending their responsibilities beyond profit generation and cash flow to encompass a broader commitment to social and environmental well-being. In today's dynamic business environment, CSR has gained immense significance. It is seen as a strategic imperative that transcends philanthropy and compliance, playing a pivotal role in shaping a company's reputation, competitiveness, and long-term sustainability (*HBS Online*, 2021)

Businesses are increasingly aware of the impact they have on various stakeholders, including customers, employees, communities, and the planet. As a result, CSR initiatives have become instrumental in addressing pressing global issues such as climate change, social inequality, and ethical business practices. Firms that prioritise CSR demonstrate their commitment to ethical conduct, environmental stewardship, and social welfare. This reduces regulatory risks, improves brand loyalty, draws in top talent, and cultivates goodwill (*What Is CSR? | UNIDO*, n.d.).

In today's business environment, corporate social responsibility is not only a moral decision; it is a strategic requirement that unites corporate goals with the advancement of society, benefiting both businesses and society as a whole.

Telecommunication giant, Nokia, has been chosen as a first research target for this academic work as an example of an international company who is actively promoting the ideas of CSR across the world.

Nokia is a well-known multinational technology and telecommunications company with a long history of supporting corporate social responsibility in emerging markets, particularly India. Nokia was established in 1865 as a pulp mill in Finland and has since grown to become a world leader in services, technology, and infrastructure for telecommunications. Nokia's commitment to conducting business ethically and generating beneficial social and environmental consequences is reflected in its CSR policy. There are several fundamental ideas that form the basis of the company's CSR strategy such as environmental stewardship, innovation for social groups, ethical business practices, diversity and inclusion, community engagement and human rights (Karabell & Cramer, 2010).

Shogay's Family, a well-known group of small enterprises in Shymkent, Kazakhstan, has been chosen as a second research target for academic work as an example of a local socially responsible business in emerging market in order to know the perspective of a small company in the context of CSR.

"Shoqay's Family" is a group of three small enterprises including: barbershop, coffee shop and soccer club. All three enterprises are under one brand, Shoqay's. The company is named after one of the first representatives of Kazakh intelligentsia, political and social figure, Mustafa Shoqay. "Shoqay's Family" actively support local NGO, "Sen:Social", through which they organise local events for local people such as charity, hackathons, cultural and social activities, sport events, discussions with city officials and civilian representatives. The main mission of Shoqay's Family is to promote the idea of unity and prosperity through connecting NGOs, government and society in order to build an overall prosperous community in the cities they operate.

There are several important reasons for selecting these two companies, who mostly operate thor CSR activities in emerging markets, in order to analyse, synthesise and examine the topic of Corporate Social Responsibility.

First of all, there is a diversity in company size and reach. One company is a large, multinational corporation, while the other is a smaller, locally-focused business. Comparing them allows to evaluate how CSR practices vary based on the size and global reach of the company.

Secondly, there are diverse business sectors. The companies operate in entirely different sectors which enables them to explore how CSR practices differ across industries. Another one is the varied scope of CSR Impact. Nokia has a potentially global CSR impact, while the local "Shoqay's Family" focuses on community well-being. This diversity in the scope of CSR impact offers rich grounds for comparison.

There is a possibility of studying how each company engages with local and global stakeholders in their CSR initiatives in emerging markets, which can provide insights into the different challenges and opportunities companies face. By comparing two diverse companies, there is an opportunity to identify best practices, lessons, and potential areas for improvement that can benefit both organisations and the broader field of CSR in emerging markets. In essence, the rationale for this comparison is to gain a deeper understanding of how CSR is implemented and its impact in companies with different sizes, scopes, and business contexts. It also allows drawing meaningful insights for practitioners and researchers interested in CSR, whether they work in multinational corporations or smaller local businesses.

The study's purpose is to conduct a thorough investigation into CSR in emerging markets. There were chosen one international and one local companies as a case study to investigate on it. It seeks to explore the distinctive opportunities and challenges for international and local businesses, emphasising positive relationships with local NGOs, market access, and risk mitigation. The research aims to understand the determinants and consequences of CSR engagement in these markets, particularly focusing on the governance environment. As part of scholarly inquiry, the study contributes to existing literature, identifies research gaps, and proposes future avenues for investigation. Additionally, it underscores the significance of CSR for businesses in emerging markets, offering practical recommendations grounded in cultural understanding and governance considerations. Ultimately, the study aims to advance knowledge and promote sustainable CSR practices that enhance credibility and foster a lasting competitive advantage in the dynamic context of emerging markets.

The research questions and objectives of this study aim to compare the Corporate Social Responsibility practices of a global telecommunications company and a local business.

Research Questions:
- How do the CSR practices of the telecommunications company and the small service business differ in terms of strategy and scope in emerging markets?
- What are the primary motivations behind the CSR initiatives, and how have these motivations changed over time in emerging markets?
- In emerging countries, how do the two companies involve their stakeholders in making decisions about their CSR plans?
- What obstacles and opportunities do telecommunications companies and small service businesses have in emerging economies when adopting CSR programs?
- What indicators does each organization employ to assess CSR performance?

Objectives:

- Compare the CSR strategy, goals, and practices of a multinational telecoms company and a local service provider in emerging markets..
- To understand both companies' CSR motivations and how they've changed in emerging regions.
- To identify and analyse the challenges and opportunities faced by the telecommunications company and the small sized local business in implementing their CSR programs in emerging markets
- To ascertain the major performance metrics used in this study and to look at how each firm assesses the influence and efficacy of its CSR initiatives.

These research questions and objectives guide the study's investigation into the CSR practices of the two companies, providing a structured framework for the research and analysis.

In today's business environment, this research discusses the growing significance of CSR in developing economies. The study clarifies the various approaches to CSR and their effects in developing countries by contrasting two organizations with different sizes, industry, and reach. The results further our knowledge of how businesses may match their CSR initiatives with both local and global commercial goals and the welfare of society. In addition, the research provides useful information for companies, legislators, and CSR professionals who want to improve their ethical business practices in developing economies and other areas.

This study's scope includes a thorough examination of the local services industry and the chosen telecoms company's CSR tactics, incentives, effects, and difficulties. It looks at how they interact with stakeholders, assess the success of their CSR efforts, and match their CSR goals with their basic business principles.

II.   Literature Review

Evolution of CSR. Historical perspective

Over time, corporate social responsibility has evolved from a charitable endeavor to a crucial component of corporate strategy. It comprises an organization's pledge to behave morally and responsibly by taking into account how its actions affect the environment and society (Kotler & Lee, 2011). This commitment goes beyond making a profit; it also includes a greater focus on the welfare of society and the environment.

To begin with, what exactly are emerging markets, and how are they defined? Economies in emerging markets are defined as those that are quickly industrializing, expanding faster than average, and undergoing societal transformations. These economies are beginning to transition from low- to middle-income, usually in tandem with increased industrial output, urbanization, and technological advancements. While there isn't a widely accepted list of emerging markets, emerging markets often refer to countries that have the potential for significant infrastructural development, increasing consumer classes, and fast economic expansion (Savitz, 2013).

The development of CSR can be traced through the history of business practices, from the early charity activities of companies to address people's issues to a more comprehensive and integrated approach to ethical initiatives. Over time, CSR has changed from more philanthropy to sustainability, environmental stewardship, and ethical behaviour. While not a formal CSR case, it is often considered one of the earliest examples of a business taking a socially responsible stance. In the late 19th century, Cadbury, a British chocolate supplier, implemented various social and employee welfare programs, including providing housing and clean drinking water. This approach to social reform within the workplace set an early stage for responsible business practices. The company built a model village called Bournville, located near its factory in Birmingham, England. In Bournville, the company provided high-quality housing for its workers, complete with gardens, community facilities, and green spaces. The aim was to create a healthier and more pleasant living environment for employees and their families (Winston, 2014).

Different theories and models have been proposed to systemize and guide CSR practices. One such framework is the stakeholder theory, which posits that businesses should consider the interests of all stakeholders, including customers, employees, communities, and investors, in their decision-making processes (Savitz, 2013). The Triple Bottom Line model, on the other hand, suggests to consider three dimensions: people, planet, and profit (Freeman,

2010). The Triple Bottom Line model supports an vast and balanced path to corporate responsibility. Instead of focusing only on earnings, it calls for an external assessment of a company's performance and impact. This model the interconnectedness of these three areas and suggests that success in one area should not come at the expense of the other two. The TBL model is often associated with sustainability reporting, where companies provide detailed points about their performance in each of these three areas. By counting and documenting on the Triple Bottom Line, companies can show their dedication to social and environmental responsibility in addition to financial success, which is crucial in the everyday business landscape where sustainability and CSR are increasingly critical to stakeholders, including investors, customers, and the public (Savitz, 2013).

Carroll's CSR Pyramid model traces four obligations that a business should fulfil, including economic, legal, ethical, and philanthropic responsibilities, all of which are interconnected and integral to CSR. The choice of theoretical framework can affect a company's CSR practices and system, shaping its objectives and strategic direction. (Carroll, 1977) The foundational layer of the pyramid represents a company's primary responsibility: economic performance. In this context, businesses are expected to be profitable and generate financial returns for their shareholders and investors. Without economic viability, a company cannot complete any of its other obligations(Carroll, 1977).

The next layer represents legal responsibilities. In this category, companies are required to stick to laws and regulations governing their operations. This includes following business laws, labor laws, environmental regulations, and other legal requirements. Meeting legal obligations is considered a basic CSR responsibility.

The third layer includes ethical responsibilities. Beyond mere legality, companies are expected to conduct their operations with a strong ethical footing. This includes principles such as fairness, honesty, integrity, and respecting the rights and satisfaction of all stakeholders, including employees, customers, and the broader community. Ethical responsibilities go above legal requirements and are seen as voluntary but highly influential.

The top layer of the pyramid means philanthropic responsibilities. These are considered the most voluntary but aspirational CSR activities. Companies engage in philanthropy by supporting charitable initiatives and community tasks, contributing to social causes, and making donations to support education, healthcare, and other community needs. Philanthropic activities are seen as contributions back to society that go beyond legal or ethical conditions(Carroll, 1977).

The key message of Carroll's model is that CSR goes above profit generation and lawful compliance. It emphasizes the value of ethical behaviour and emphasises the importance of businesses giving back to society via voluntary acts of charity. Carroll's CSR Pyramid serves as a framework for companies to comprehend and suspend their various duties to stakeholders, society, and the environment. It's an influential example in the field of CSR and corporate ethics.

For example, Patagonia, an outdoor clothing company, proceeds beyond the traditional four layers of Carroll's pyramid by actively addressing environmental concerns. The company has embraced sustainable practices, such as using recycled fabrics and underestimating its carbon footprint. Patagonia's dedication to environmental stewardship demonstrates how some players extend their CSR to contain environmental responsibilities (Kortum, 2018).

Understanding the motivations driving CSR initiatives is essential for understanding why companies engage in CSR. Motivations can be various, varying from ethical considerations to economic benefits. Some companies embark on CSR actions due to ethical or moral motives, aiming to contribute positively to community and mitigate harm. Others may engage in CSR as a response to legal conditions, ensuring compliance with laws.

Economic reasons involve recognizing the possible financial benefits of CSR, including enhanced brand standing and consumer loyalty. It is important to bear in mind that organizations must work to align their CSR goals with their company goals if they intend to succeed (Amrousy, Gavious, Katz, and Yosef 1691). Companies that wish to maintain a fortunate public image and secure a competitive edge may also engage in CSR activities. The inspirations after CSR can vary between companies, influenced by factors such as size, industry, and corporate culture.

Shift from philanthropy to strategic CSR

Emerging markets, usually found in regions of Asia, Africa, Latin America, and parts of the Middle East, are undergoing substantial economic growth. This growth is propelled by factors such as urbanisation, industrialization, and the rise of a burgeoning middle class. As these economies grow, they present exceptional business opportunities for companies aiming to expand their market presence, diversify earnings streams, and capitalise on the increasing purchasing power of consumers in these regions.

The demographic dividend is an important variable donating to the growing relevancy of emerging markets. A significant number of these markets show a substantial number of young people, which presents a demographic advantage compared to a big and rather efficient

labor force. The presence of a youthful people not only promotes economic activity but also gives rise to a customer base characterized by a wide range of markets and preferences, compelling enterprises to adapt their tactics in order to effectively serve this dynamic market (Accorsi & Bhat, 2023).

The significance of CSR has greatly increased alongside the economic growth of emerging countries. CSR is no longer perceived as an optional or voluntary practice, but rather as an important strategy for companies that do business in these specific regions. The growing markets meet a range of socioeconomic and environmental problems that require a comprehensive strategy to conduct business. This course extends outside the exclusive objective of profit maximisation and include ethical, sustainable, and socially responsible methods (Sisodia et al., 2003).

CSR programs in emerging markets encompass a wide range of activities that aim to tackle many concerns, including but not limited to community development, education, environmental sustainability, and healthcare. Business enterprises acknowledge the intrinsic link between their prosperity and the welfare of the societies in which they function. The implementation of CSR initiatives at a local level not only has a positive impact on social growth, but also plays a significant role in cultivating positive perceptions, trust, and brand loyalty among customers within these specific markets. (Boubakri et al., 2021)

Furthermore, the digital rotation has significantly contributed to enhancing the influence of CSR in emerging countries. The advent of technology has facilitated the democratization of information access, hence enabling companies to enhance their meeting with community members in a more efficient manner. Digital platforms play a crucial role in promoting transparency and facilitating effective communication for organizations. These venues provide an avenue for companies to encourage their CSR projects and energetically connect with various stakeholders, such as customers, employees, and regional authorities (Accorsi & Bhat, 2023).

The significance of CSR in emerging markets is further emphasized by the notion of sustainable development. There is a growing understanding among firms regarding their responsibility to promote sustainable practices that have a good impact on the economic, social, and environmental aspects of the places in which they operate. Sustainable CSR efforts are in line with the developmental objectives of rising market nations, resulting in a mutually beneficial situation where companies flourish and communities benefit.

CSR in Different Industries

The performance of CSR varies between sectors. The telecommunicarions sector, characterised by major international enterprises, and the HoReCa sector, comprising local coffee shop, barbershop businesses, exhibit divergent methods to CSR as a result of their different company structures and operating areas. Manufacturing companies may prioritise waste reduction, enhancement of energy efficiency, and the adoption of fair labor standards. As an illustration, Nike has developed a sustainable manufacturing and sourcing program aimed at mitigating waste generation and enhancing labor conditions across its supply chain (*Digital Marketing Institute*, 2022). Retail and industrial firms may prioritise the implementation of fair trade policies, responsible sourcing strategies, and employee welfare initiatives. An example of corporate sustainability efforts can be observed in the case of Patagonia, It has effectively enforced a comprehensive program aiming to reduce the environmental influence of its products and supply chain. The business has also shown that it is dedicated to fair labor standards and environmental action. Certain service industries, including insurance, banking, and telecommunications, could give a lot of importance to things like transparency, confidentiality of information, and community engagement. T-Mobile introduced a program to provide low-income households with free internet access in addition to support for digital literacy projects (*Digital Marketing Institute*, 2022). Banks and investment organisations may prioritise the integration of environmental, social, and governance (ESG) criteria into their processes, alongside their commitment to fostering community development and advancing financial literacy. An illustration of this may be seen in the actions taken by Bank of America, whereby the institution has initiated a program aimed at mitigating its carbon emissions and endorsing the utilization of renewable energy sources. Additionally, the bank has made substantial investments in the realm of affordable housing and community development (*Digital Marketing Institute*, 2022). Organizations operating within the energy and utilities industry may engage in efforts aimed at mitigating their environmental impact by diminishing their carbon emissions, shifting towards sustainable and renewable energy sources, and enhancing overall energy efficiency. As an illustration, Tesla has initiated a program aimed at expediting the shift towards sustainable energy, alongside its endeavors in the development of electric automobiles and energy storage solutions. Pharmaceutical companies may prioritize the comfort of their environmental footprint, the provision of safe water to communities, and the facilitation of research and development efforts aimed at addressing global health concerns. One exemplary case is the implementation of a program by Johnson & Johnson aimed at mitigating its carbon emissions and supporting the use of renewable power sources.

Additionally, the company has dedicated efforts towards the creation of pioneering healthcare solutions and the provision of assistance to international health projects (*Digital Marketing Institute*, 2022). As an additional example, Ford has put in place a program to lessen its carbon footprint, promote renewable energy sources, create electric and hybrid cars, and assist with community mobility projects. Speaking of the IT sector, Microsoft has put in place a program to lessen its carbon footprint and promote renewable energy sources. It has also been creating cutting-edge technological solutions and assisting with efforts related to workforce development and education.

These illustrations show how CSR approaches vary throughout businesses and are often customized to meet the particular requirements and difficulties that each sector faces. Corporate Social Responsibility (CSR) has a beneficial influence on a company's value and reputation, as well as employee happiness and productivity, regardless of the sector. Companies may improve their brand image, provide long-term value for their business, and contribute to the welfare of society and communities by including CSR into their daily operations.

The role of CSR in branding and reputation management.

CSR initiatives have been identified as a highly efficient and financially practical approach to developing favorable perceptions and establishing respectable reputations among partners and customers.According to Reckmann (2023), CSR enables organizations to enhance their reputation among different stakeholders, including lenders, investors, competitors, employees, and suppliers (Cataylser, 2022). Some of the advantages of corporate social responsibility include the ability to attract highly skilled individuals, enhance worker engagement, and generate financial profits for the organization. Internally, corporate social responsibility (CSR) confers advantages to a firm through the mitigation of attrition rates, augmentation of group productivity, and enhancement of team well-being. According to Mahmood and Bashir (2020), the capacity of CSR to convert brand reputation into brand equity leads to the emergence of a better robust brand. Organizations have the capacity to incorporate brand and reputation management as integral components of their overarching corporate strategy through the implementation of CSR activities (Mahmood & Bashir, 2020). Organizations have the potential to strengthen their corporate image by engaging in philanthropic contributions, minimizing their carbon emissions, embracing fair trade practices, and establishing scholarship programs, all while avoiding the need for explicit emphasis on the return on investment of corporate social responsibility (CSR) initiatives (Campbell, 2023).

The literature review provides an overview of the progressive transformation of CSR from a philanthropic endeavor to an essential strategic component in contemporary corporate

operations. The examination of CSR theories and frameworks has contributed to the establishment of a theoretical basis, which has shed light on the various complex aspects of CSR, such as its impact on branding and reputation management.

Nokia's CSR Journey

Nokia and its CSR practices

Nokia, a multinational leader in technology and telecommunications, has positioned itself at the vanguard of CSR, integrating sustainability principles into its business practices. Nokia's CSR initiatives reflect a complete commitment to environmental stewardship, social responsibility, and ethical company conduct. Iin terms of environmental sustainability, Nokia has adopted a circular economy strategy with an emphasis on waste reduction and product recyclability (Nokia CSR report, 2021). The company's focus on developing energy-efficient networks helps it achieve its objective of reducing carbon emissions. Nokia has shown its commitment to ecologically trustworthy operations by setting ambitious targets for decreasing greenhouse gas emissions as part of its dedication to combating climate change (Nokia CSR report, 2021).

Overview of the Nokia's CSR initiatives and strategies

As a multinational corporation, Nokia demonstrates a steadfast dedication to creating value for many communities that are pertinent to its operations, with a particular emphasis on emerging areas. Nokia's CSR endeavors in India are primarily directed towards augmenting the well-being of indigenous communities and facilitating avenues for people to engage in meaningful and effective activities via technological interventions (Nokia CSR report, 2018). Nokia India demonstrates a commitment to its CSR policy by placing emphasis on the preservation of a cleaner environment and the promotion of safety and resilience among children and their communities, as outlined in the Nokia CSR report of 2018. Currently, Nokia's corporate social responsibility initiatives are implemented in eleven states within India, namely Haryana, Uttar Pradesh, Rajasthan, Maharashtra, Tamil Nadu, Andhra Pradesh, Karnataka, Assam, Delhi, Bihar, and Telangana (India Corporate Social Responsibility | Nokia, 2019). Smartpur is a central corporate social responsibility initiative undertaken by Nokia. It aims to show digitally connected ecosystems wherein beneficiaries utilize digital technologies to improve their overall well-being (Nokia CSR report, 2023). According to the Nokia CSR report of 2021, the primary objective of Nokia's Smartpur program is to manage the digital divide by facilitating digital connectivity and access to rural communities in India. The company's CSR efforts encompass programs aimed at enhancing overall living standards and contributing to

the well-being of the communities in which Nokia operates, as well as society as a whole. (*India Corporate Social Responsibility | Nokia*, 2019).

Nokia's CSR efforts are centered around the objective of advancing technological innovations that seek to tackle societal challenges and facilitate transformative outcomes. These efforts aim to improve the adaptability and efficiency of enterprises, while also promoting the development of societies into more enlightened and sustainable entities (Nokia CSR report, 2023). The major themes of Nokia's CSR policy, as outlined in the Nokia CSR report of 2023, encompass three core topics that demand societal attention. These topics include the imperative of maintaining connectivity for both objects and individuals, the importance of environmental preservation, and the responsibility to responsible actions in critical situations. Nokia demonstrates a steadfast dedication to fostering sustainable and inclusive economic and social growth through its corporate social responsibility (CSR) endeavors. Nokia's corporate social responsibility (CSR) efforts are in accordance with the company's primary areas of focus, namely Corporate Community Investment. These programs also stick to the regulations outlined in the Companies Act of 2013 and the Companies (CSR Policy) Rules of 2014. Nokia's CSR purpose centers around the promotion of technological advancements aimed at addressing societal challenges and facilitating novel opportunities. This objective aims to improve the intelligence and sustainability of communities, while also fostering increased agility and efficiency within enterprises.

Analysis of the Nokia's CSR impact

The CSR impact of Nokia is in agreement with its business services and is carried out through partnerships with local non-governmental organizations (NGOs) and volunteer organizations.

In the Indian telecommunications industry, it is noteworthy that each call made incorporates a Nokia network component, hence highlighting the significant presence of Nokia Radio, which caters to around one-third of the total mobile user base. Nokia's provision of communications infrastructure extends to the Indian Railways, encompassing the Kolkata Metro, as well as the Indian Defense Department, as stated in the Nokia CSR report of 2021. Simultaneously presenting its financial worth, Nokia prioritizes corporate social responsibility (CSR) initiatives that revolve around education, the establishment of digital infrastructure in rural areas, and the preservation and repair of urban wetlands.

The integration and educational continuance of out-of-school children from migrant labourer households in Bangalore and Indirapuram are being facilitated through the

collaborative efforts of Samridhdhi Trust and Nokia. The program provides children who are not already enrolled in school with a comprehensive education of high quality, together with a friendly environment and other structures such as vehicle, counseling services, midday meals, school supplies, uniforms, and more. A significant portion of the program's participants originate from poor backgrounds and have undergone distressing childhood adventures. These experiences encompass engaging in rag picking, assuming household responsibilities, caring for younger siblings, as well as being exposed to drug abuse, domestic violence, and criminal activities in their past (India Corporate Social Responsibility | Nokia, 2019).

Through the utilization of Nokia and Samridhdhi's educational expertise, Nokia has successfully confronted a diverse range of children via their initiative. A significant proportion of the participants in the program are individuals who are the first in their families to pursue higher education, originating from socioeconomically underprivileged circumstances. Upon signup, students may need help in order to successfully finish their academic pursuits. Consequently, the program comprises of two components: additional courses designed to provide assistance to enrolled students, with the objective of minimizing attrition rates, and remedial bridging education aimed at facilitating the admission of out-of-school kids from migrant homes. Through the implementation of this special approach, the organization aims to facilitate the operation of helping children surmount barriers to their registration in educational institutions and actually integrate them into classrooms that are suitable for their age class. Furthermore, it endeavors to provide that individuals actively pursue post-secondary education. Sports, extracurricular activities, and value-based life skills programs are integral components of the intervention aimed at ensuring comprehensive growth in children. The aforementioned development has led to a notable improvement in accessibility, an enhancement in academic performance, and an elevation in self-confidence among the children. One crucial aspect of the curriculum that ensures students' proficiency in technology is the provision of opportunities for them to engage with innovation and technological advancements (Nokia CSR report, 2021).

Global trends and challenges

As corporate social responsibility (CSR) undergoes a transformation from a peripheral endeavor to a fundamental component of corporate strategy, several significant topics are influencing the interaction between businesses and society at a worldwide level. In the ever-evolving realm of Corporate Social Responsibility, numerous worldwide patterns and obstacles are exerting an impact on the approaches adopted by enterprises, specifically within the framework of developing economies (Mosca & Civera, 2017).

First and foremost, sustainability assumes a prominent position. The concept of sustainability has assumed a prominent position within the realm of corporate social responsibility (CSR) due to the escalating worldwide apprehensions around climate change. Companies globally, including those operating in developing economies, are increasingly embracing sustainable practices, thereby connecting their corporate social responsibility (CSR) endeavors with international sustainability objectives. One illustration of a corporation that has demonstrated its dedication to sustainability is Unilever, a multinational company operating in the consumer goods industry. Unilever has made a firm commitment to sustainability by implementing its comprehensive initiative known as the "Sustainable Living Plan." The organization prioritizes the mitigation of environmental harm, the enhancement of public health and well-being, and the improvement of livelihoods. Unilever demonstrates adaptability in emerging countries by implementing sustainable practices that specifically target local concerns, like water scarcity and waste management (Aslaksen et al., 2021).

Furthermore, there is a worldwide resonance in advocating for social equality and inclusion, which extends to emerging economies as well. Corporate social responsibility (CSR) programs are actively engaged in the mitigation of social disparities, the advancement of diversity, and the provision of support to underrepresented communities, thereby making significant contributions to the enhancement of social cohesion. Mahindra & Mahindra, a prominent Indian multinational vehicle manufacturer, places significant emphasis on social equality by implementing several programs such as Project Nanhi Kali. This effort is specifically designed to provide educational support to impoverished females, hence addressing the educational disparities prevalent in society. The organization demonstrates a proactive approach in promoting diversity and inclusion among its employees, thereby making a significant contribution to the social development of the communities in which it operates. There is a growing trend among businesses to actively involve a wide range of stakeholders, such as governmental bodies, non-governmental organizations (NGOs), local communities, and consumers. Collaborative corporate social responsibility (CSR) projects are becoming increasingly prominent in emerging economies, as they strive to implement contextually appropriate endeavors that effectively contribute to community development (Aslaksen et al., 2021).

Another important aspect to consider is cultural sensitivity. The significance of cultural variations in the effectiveness of corporate social responsibility (CSR) programs in emerging economies cannot be overstated. The comprehension and acknowledgement of indigenous

cultures are imperative in order to guarantee that corporate social responsibility endeavors are in accordance with the ideals and anticipations of the community.

CSR in Shoqay's Family industry

Since Shoqay's Family consists of 1 coffee shop, 2 barbershop and 1 sport complex, the group of company can be settled as an small enterprise joint focusing in services in B2C segment which is very similar for HoReCa industry. From sustainability practices and ethical sourcing to community engagement and employee welfare, HoReCa initiatives underscore the sector's commitment to responsible business practices. As the HoReCa industry continues to evolve, the integration of CSR not only aligns with global trends but also positions businesses as agents of positive change within their communities and the broader hospitality landscape (Galero, 2023).

Shoqay's Family and its CSR practices

The research regarding the Shoqay's Family was made through real world engagement with several events by the company and direct interview with its owner and CEO, Toktar Aimbekov.

As a company which was founded in 2014, Shoqay's Family started from a small ground floor commercial real estate that has been transformed to a family oriented premium male barbershop. The founder of the company, studying his bachelor in Michigan, USA, Toktar Alimbekov came back to Kazakhstan to start an enterprise in order to try out all knowledge and experience that have been gained during his studies. In the beginning stage of the project, the barbershop's name was not "Shoqay's" as it is now, but "Chaplin's", the name of the famous actor and trailblazer of silent film art, Charlie Chaplin. In just the first 6 to 9 months of active business activities, Chaplin's Barbershop achieved breakeven and in just 1.5 years the barbershop has become one of the popular places among citizens of the city of Shymkent. The main reason behind such success was not only the enterprise's professional approach for every client but community engagement events which took place every Friday at the front yard of the barbershop. Mostly it was an open air musical stage where any kind of person could perform and could have an opportunity to show their artistic talent. Through such community engagement projects, the company started to attract a lot of young people who started to attend every event regularly and build an inclusive cluster of art musicians. The open air stage, which was built and covered its maintenance by Chaplin's management, played a role of platform for beginner singers and anybody who has a talent but no opportunity to try to sing in front of an

audience. This small but efficient project took rapid growth and barbershop owner Toktar and his team started to evolve the project to the next level of CSR, to cover as much of the Shymkent citizens' life sector where business can be beneficial as possible.

Following the plan, his team and Toktar launched an official NGO in the city called "Sen:Social" which was directly founded from Chapin's barbershop's CSR investment budget. The NGO aimed to build multiple clusters in different fields of the Shymkent citizens life such as art, city security, education, ecology, travel, charity and entertainment. At the same time, Chaplin's Barbershop has experienced re-branding into Shoqay's Family by acquiring a local coffee shop and football sport centre. Main reason for such a huge shift was the philosophy of the project based on the story of the founding fathers of Kazakhstan independence. Mustafa Shoqay was a political figure that actively participated in the liberation and independence movement of current Kazakhstani territories, in the beginning from the Russian Empire and later from Soviet Bolsheviks. Mustafa Shoqay lived in the same period of time with Charlie Chaplin and shared the same values which were based on peace and liberation from oppression such as Soviet and Nazi aggressions. At the age of 26, he became the first Prime Minister of the independent republic Turkestan Autonomy which collapsed after the Soviet invasion in late 1910s. After successfully escaping to Paris, he started actively criticising the Soviet policy and injustice activities in Central Asian society through European mass media and became one of the main representatives of Central Asians and enemies of the Soviet Union. Since Kazakhstan was a part of the USSR for 70+ years, Mustafa Shoqay's name was hidden under propaganda which led to misevaluation of his role in Kazakhstan's history.

The main mission of Shoqay's Family as a brand was to raise an attention among young people about the significance of Kazakh history through such current business methods. By naming the company in the beginning after Charlie Chaplin, the enterprise attracted all western wing people who are mostly undereducated in terms of national history and by targeting their mind the company rebranded in 25th of December which is the day of death of Charlie Chaplin (16.04.1890-25.12.1977) and birthday of Mustafa Shoqay (25.12.1890-27.12.1941). Such branding management which aligns with national history and goes parallel with historic order and business activities, strengthens the philosophy and overall value of the brand itself.

From 2014, Shoqay's Family with collaboration with its partners such as the Government of the Shymkent and other local enterprises funded more than 100 local and national events including 3 republic entrepreneurial hackathon which covered thousands of participants all around Central Asia. After the hackathons top 10 projects were involved for the accelerator, the platform where projects launch into business, for implementation. The

Shoqay's Family invested and attracted its partners for investments to outstanding and potentially beneficial projects to solve local issues of the Shymkent city and beyond.

III. Methodology

In this section, the methodology used to address the research questions and objectives. The goal is to provide a comprehensive understanding of the study's design, participant selection, data collection, and analysis processes.

In order to find out the importance of CSR activities and its value within the company, a questionnaire was taken among Nokia employees in the Budapest office. There were 250 participants, answering 7 questions about Nokia's CSR policy with its current challenges and possible solutions. Responses were collected via online questionnaire Google form through the company's social employee channels. By comprehensively detailing the procedures in addressing the research questions, readers gain insight into the systematic approach guiding the study about the CSR of Nokia in emerging markets.

The research design chosen for this CSR study is survey and personal interviews with top management of both companies. These designs were selected due to its alignment with the nature of the research questions, allowing for a systematic investigation and analysis.This choice was made after a thorough review of alternative designs, with a deliberate emphasis on ensuring the chosen design's appropriateness for the research context. The sampling method employed was chosen strategically to obtain a representative and diverse sample, fostering the applicability of findings to a broader population.

A detailed step-by-step procedure was followed during the study. This included:

1. Preparation of research questions and goals.
2. Review existing literature
3. Identification of target participants
4. Pilot testing the survey
5. To launch the survey
6. Collection and data analysis

The comprehensive approach to data collection is selected, encompassing the online Google Forms tool methods, and the overall strategy for ensuring data accuracy. Ethical considerations are detailed before survey launch, addressing not only the overarching ethical framework but also the specific steps taken to secure informed consent,such as pre info about the secure data and that questionnaire has only research purposes.

In conclusion, the methodology section provides a comprehensive overview of the study process pertaining to Nokia's corporate social responsibility (CSR) policy and its level of involvement with employees. The comprehensive analysis emphasizes the careful preparation, deliberate evaluation, and strategic decision-making that informed every aspect of the technique. By thoroughly examining the complexities of the research design, the process of selecting participants, collecting data, and analyzing it, readers are provided with a comprehensive comprehension of the methodological foundations that influence the outcomes of the study.

IV. Results and Analysis

As it is indicated in *Figure 1.*, among 250 participants, 16.1% percent of the respondents stated that Nokia's CSR activities impact is high, giving 5 out of 5; while 32.3% respondents gave 4 out of 5 and the almost the same 32.3% amount of participants gave 3 out of 5 mark. 9.7% of respondents gave 2 out of 5 and the rest 9.7% gave 1 out of 5.

Figure 1: Survey among Nokia's employees. Question 1
(Source: own independent research at Nokia Hungary (2023))

On a scale of 1 to 5, how would you rate the impact of Nokia's Social Responsibility on the communities Nokia serve? (1 = Very low impact, 5 = Very high impact)
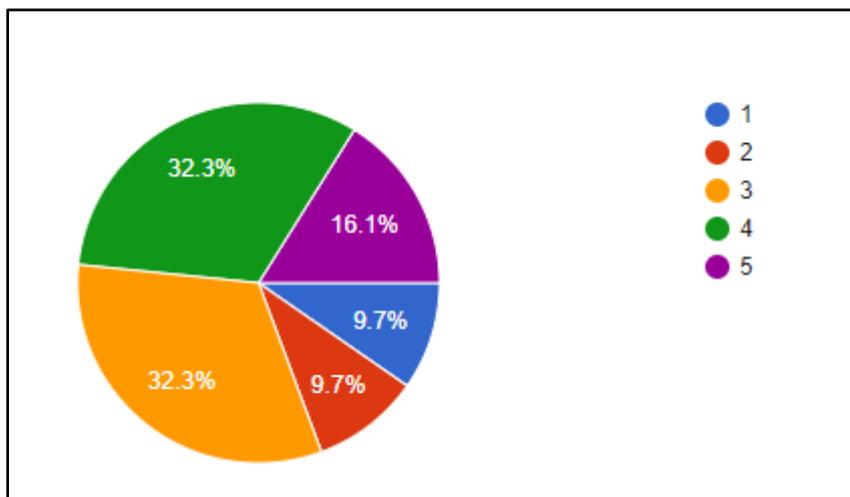
As it is shown in *Figure 2.*, 87.1% respondents stated that CSR activities contribute positively to Nokia's reputation while 12.9% think differently.

Figure 2: Survey among Nokia's employees. Question 2.
(Source: own independent research at Nokia Hungary (2023))

In your view, does Corporate Social Responsibility activities contribute positively to Nokia's reputation?
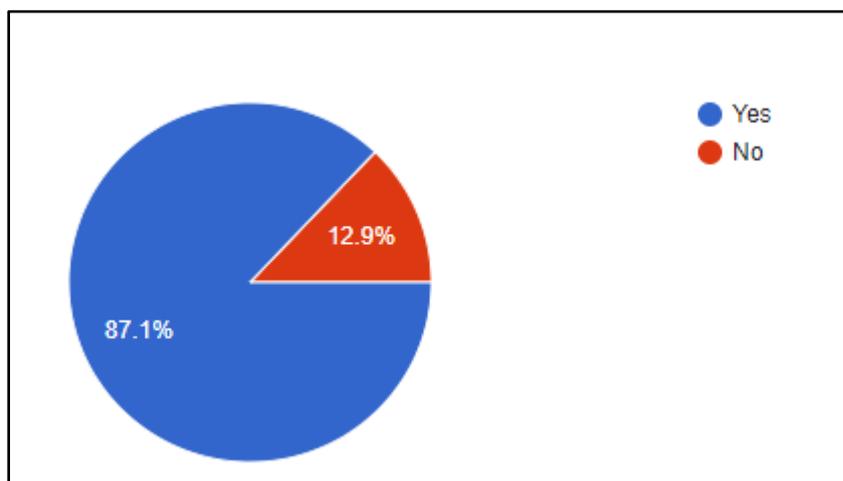
As it is specified in *Figure 3*., 83.9% of respondents think that Nokia's CSR aligned with the company's core values while the other 16.1% gave the answer "no".

Figure 3: Survey among Nokia's employees. Question 3.
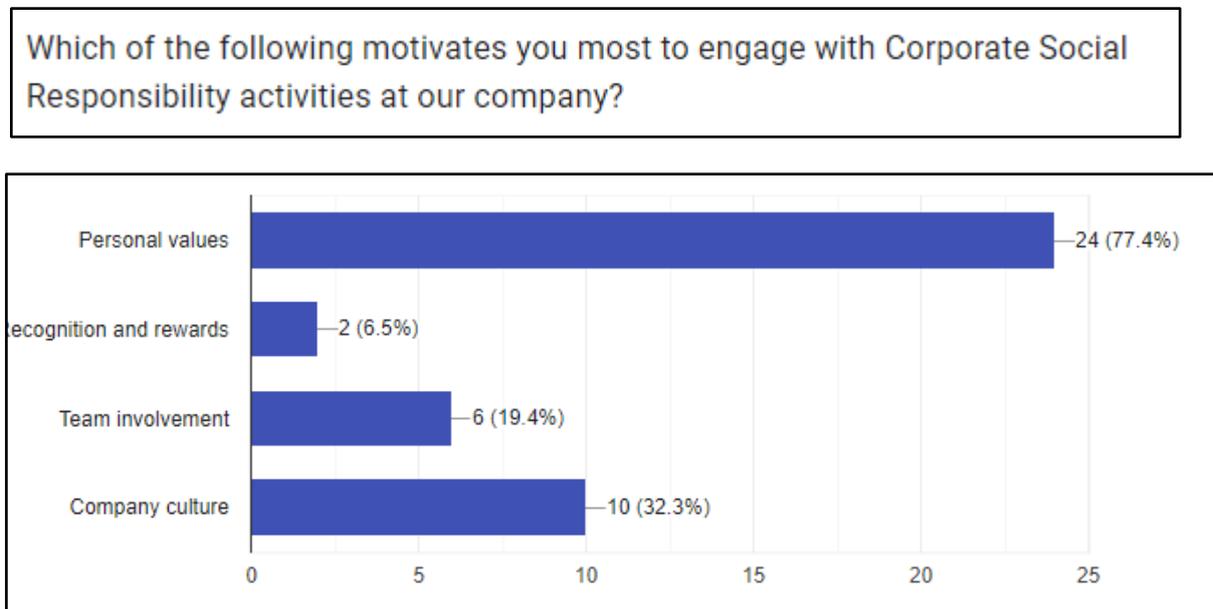(Source: own independent research at Nokia Hungary (2023))
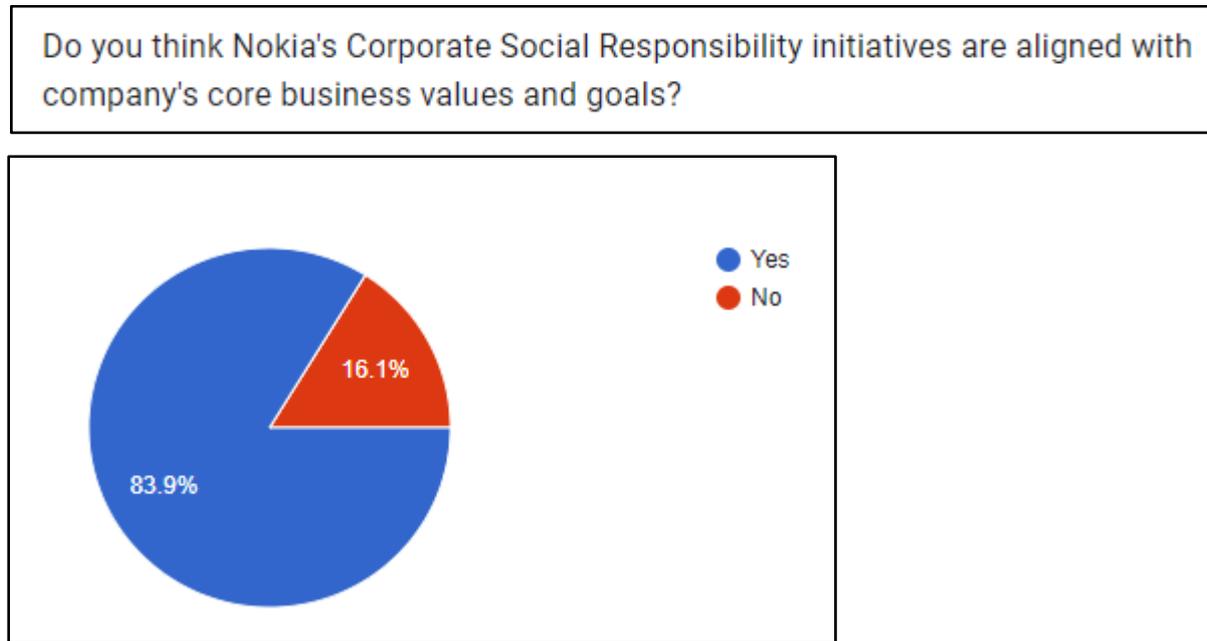
In *Figure 4*., it shown that 45.2% of participants state that Resource allocation is the main challenge in CSR implementation. While 25.8% think it is measurement and evaluation and 19.4% of them think it is alignment with core business values. The rest 9.7% state that it is stakeholder engagement level.

Figure 4: Survey among Nokia's employees. Question 4.
(Source: own independent research at Nokia Hungary (2023))
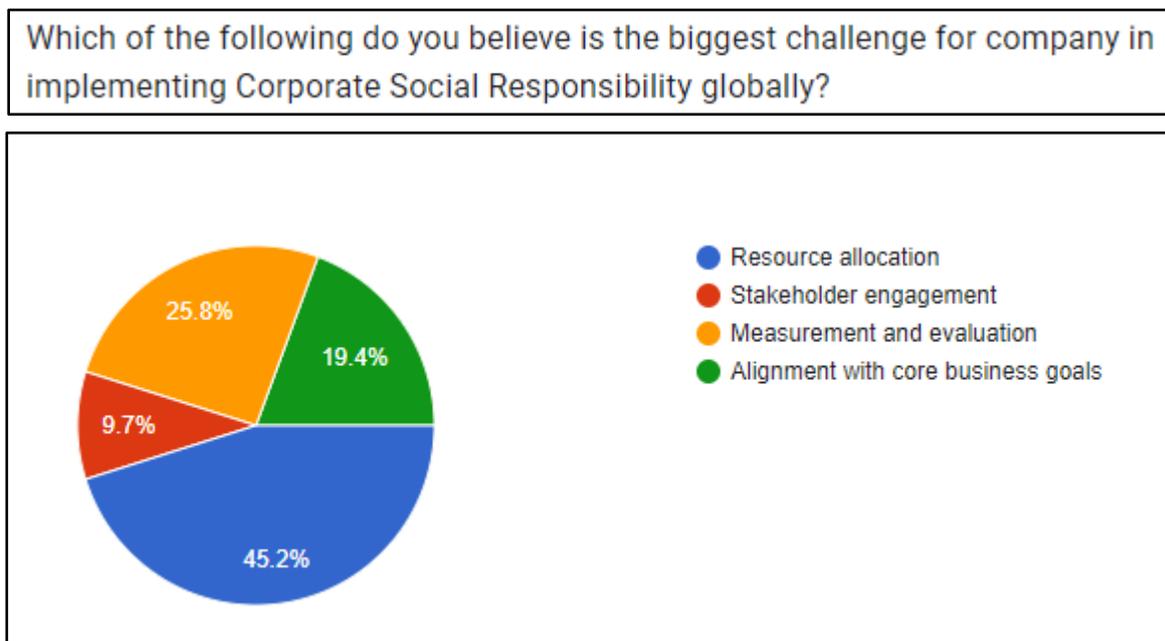
According to *Figure 5*., the main reason why Nokia employees engage in CSR initiatives and activities is because of alignment of personal values with 77.4%, while the next reason is the company's culture which indicates exactly 32.3%. Team involvement becomes the third in the ranking with 19.4% and recognition and reward 6.5%.

Figure 5: Survey among Nokia's employees. Question 5.
(Source: own independent research at Nokia Hungary (2023))

There were a number of events that the majority of the employees were involved in among Nokia's CSR initiatives. Particularly:

Figure 6: Survey among Nokia's employees. Question 6.
(Source: own independent research at Nokia Hungary (2023))

"Volunteering European Athletics Championships, Girls in Tech"

"Building popular houses in Sao Paulo, Social running event for raising funds to help children"

"Re-forestation project - planting trees in an area affected by summer fires."

"Diversity & Inclusion, ESG Environment as a competitive advantage "

"Was aware about a day organized with Baheya initiative in Egypt for early detecting women breast cancer."

"Shoebox charity 2023, InDaHouse Hungary summer camp support & renovation"

There were suggested a number of insightful solutions to improve the effectiveness of Nokia's CSR programs. Precisely:

Figure 7: Survey among Nokia's employees. Question 7.
(Source: own independent research at Nokia Hungary (2023))

Promoting it more on a daily basis and more transparency in resource allocation, making sure the help truly goes to the main purpose of the programs.

Planning them on the long term, so people can book this in their agendas with time.

More time allocation to be deducted from working hours

More education and creating responsibility culture

Additional focus on local community programs

Focus in specific programs each year and monitor/commnicate the success throughout the year

Global coordination of programmes for a given cause. It could show the support of Nokia for the given cause better, if the actions spanned multiple countries in sync (maybe even at the same time), both internally but especially externally.

"Promoting it more on a daily basis and more transparency in resource allocation, making sure the help truly goes to the main purpose of the programs."
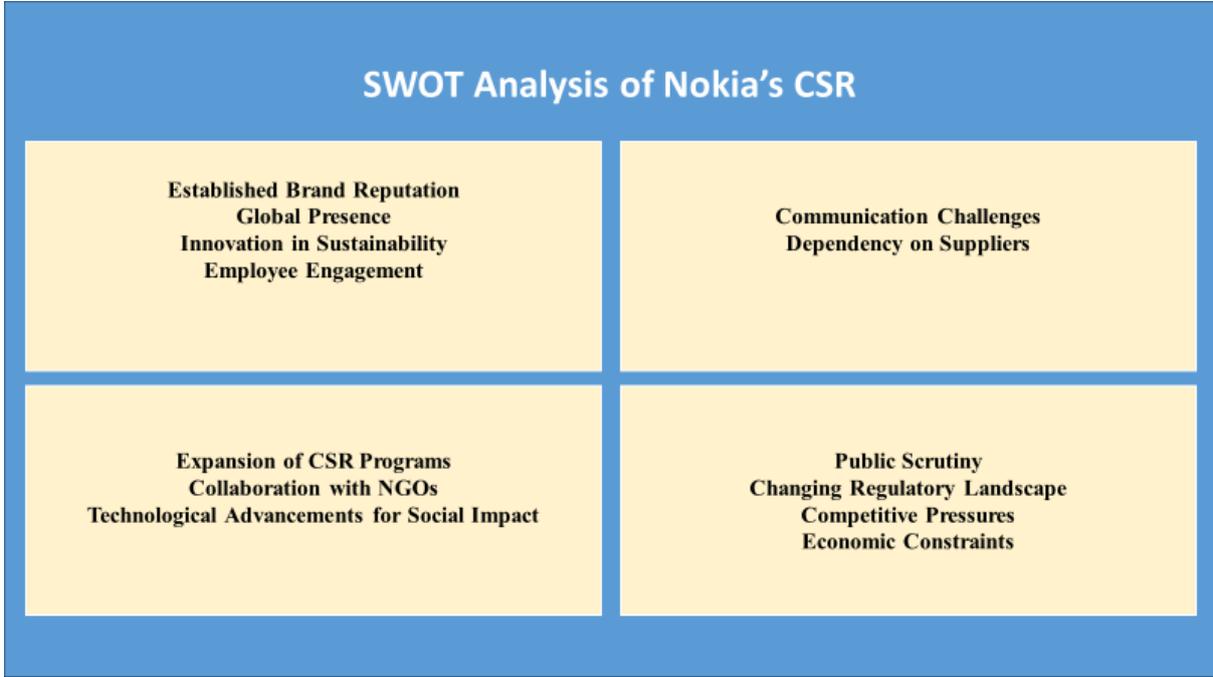
"Global coordination of programmes for a given cause. It could show the support of Nokia for the given cause better, if the actions spanned multiple countries in sync (maybe even at the same time), both internally but especially externally."

"continue to do it any time possible; not for good reputation or tax reduction, but for people. Cause Nokia is "connecting people"."

"Increase transparency of the landscape of such activities and allocate resources"

SWOT Analysis of Nokia's CSR.

There are several different strengths, weaknesses, opportunities and risks on Nokia's CSR.

SWOT Analysis of Nokia's CSR

Established Brand Reputation
Global Presence
Innovation in Sustainability
Employee Engagement

Communication Challenges
Dependency on Suppliers

Expansion of CSR Programs
Collaboration with NGOs
Technological Advancements for Social Impact

Public Scrutiny
Changing Regulatory Landscape
Competitive Pressures
Economic Constraints

Strengths

1. **Established Brand Reputation**

   1.1 Nokia possesses a substantial historical background and a firmly recognized brand, thereby offering a robust basis for corporate social responsibility endeavors.

   1.2 The effectiveness of corporate social responsibility (CSR) programs can be enhanced through a positive brand perception.

2. **Global Presence**

   2.1 Nokia's activities span across multiple nations, so enabling its corporate social responsibility (CSR) activities to exert a wide-ranging influence.

   2.2 The company's global reach allows it to effectively tackle a wide range of social and environmental challenges.

3. **Innovation in Sustainability**

   3.1 Nokia has exhibited a steadfast dedication to fostering innovation in the realm of sustainability, as seen by its various efforts such as eco-design and the development of energy-efficient devices.

   3.2 The integration of sustainability principles into the design of products has the potential to appeal to consumers who prioritize environmental consciousness.

4. **Employee Engagement**

   4.1CSR activities have the potential to positively impact employee morale and engagement.

   4.2 Engagement in initiatives related to social responsibility has the potential to foster a favorable organizational climate.

Weaknesses

1. **Focus on Specific CSR Areas**

   1.2 Nokia's CSR agendas may indicate attention on certain areas, potentially resultingneglect of other significant social or environmental dimensions.

2. **Communication Challenges**

   2.1 Communicating CSR efforts effectively to stakeholders may be challenging.

3. **Dependency on Suppliers**

   3.1 Nokia's CSR efforts may be affected by the practices of its suppliers.

   3.2 Dependency on external entities might limit the company's ability to control and enforce CSR standards throughout its supply chain.

4. **Opportunities**

   4.1 Expansion of CSR Programs

4.2 Nokia has the opportunity to expand its CSR initiatives into new areas or regions.

5. **Collaboration with NGOs**

   5.1 Collaborating with non-governmental organizations (NGOs) can strengthen Nokia's CSR efforts.

   5.2 Partnerships with NGOs can provide additional resources and expertise to address complex issues.

6. **Technological Advancements for Social Impact**

   6.1 Leveraging arising technologies for social impact, such as mobile technology for education or healthcare, gives an opportunity

   6.2 Nokia can align CSR ambitions with its core competencies in technology and innovation.

Threats

1. **Changing Regulatory Landscape**

   1.1 Evolving regulations connected to CSR may pose challenges.

   1.2 Adapting to new or changing conditions can be resource-intensive.

2. **Public Scrutiny**

   2.1 Increased public scrutiny of corporate behaviour may expose any shortcomings in Nokia's 2.2 CSR practices.

   2.3 Negative publicity could damage the company's reputation.

3. **Competitive Pressures**

   3.1 Competitors with strong CSR initiatives may affect consumer choices.

   3.2 Failure to keep pace with industry standards in CSR could result in a loss of market share.

4. **Economic Constraints**

   4.1 Economic downturns may lead to budget constraints for CSR initiatives.

   4.2 Financial challenges could impact the company's ability to fund and sustain social responsibility programs.

Nokia's CSR initiatives have several strengths that align with its brand reputation and global presence. However, addressing weaknesses and capitalising on opportunities while navigating potential threats will be crucial for the sustained success and positive impact of its CSR efforts. Ongoing review and adaption to changing conditions will contribute to the overall effectiveness of Nokia's CSR initiatives.

Shoqay's Family Analysis

There was conducted personal interview with the Founder and CEO of "Shoqay's Family", NGO "Sen:Social". The interview was in online format via video call. There were 7 questions asked. The written form of the interview is attached below.

Interview with the Founder and CEO of the "Shoqay's Family" and "Sen:Social".

Interview №1

1. What motivated you to start CSR initiatives by Shoqay's Family?

- Well… My motivation stems from a belief in the interconnectedness of business, society, and government. Inspired by the principles of Milton Friedman, I see CSR not as a mere charity activity but as a strategic unity of business goals with social well-being. Recognizing the potential for positive impact, I founded Shoqay's Family with a commitment to contributing meaningfully to the communities we serve.

2. What are the primary objectives and goals of your CSR efforts?

- Thanks for question. The primary objectives of our CSR initiatives at Shoqay's Family are twofold: first, to create a positive and sustainable impact on the local community, and second, to align our business practices with ethical, social, and environmental considerations. Our goals include fostering community development, promoting environmental sustainability, and enhancing the well-being of our employees, customers, and citizens of the city of Shymkent.

3. How do you engage with your local stakeholders, such as customers, employees, and the community, in shaping your CSR initiatives?

- Hmm… I would say, we prioritise engagement through open dialogue and collaboration. Regular communication with local officials, customers, employees, and influencers helps us understand their needs and concerns. Our NGO, Sen: Social, acts as a bridge, facilitating connections and partnerships that amplify the impact of our CSR initiatives.

4. How do you measure and evaluate the impact of your CSR initiatives on the local community or your company's operations

- We employ a comprehensive approach to impact measurement, utilising both quantitative and qualitative metrics. We sometimes have problems with measurements. Feedback from local people help us for improvement.

5. What are some of the challenges or obstacles you have encountered in implementing and maintaining CSR initiatives in a Shoqay's Family?

- Implementation challenges often include resource management and the need for continuous adaptation to people's needs. Keeping ta balance between financial sustainability and impactful initiatives is an ongoing challenge.

6. How do you involve your employees in CSR efforts? Do you have any employee volunteer programs or initiatives?

- Great question to be honest. Employee engagement is in our CSR philosophy. We encourage our employees to actively participate in events and activities. These initiatives not only contribute to our social impact but also foster a sense of purpose and pride among our team members.
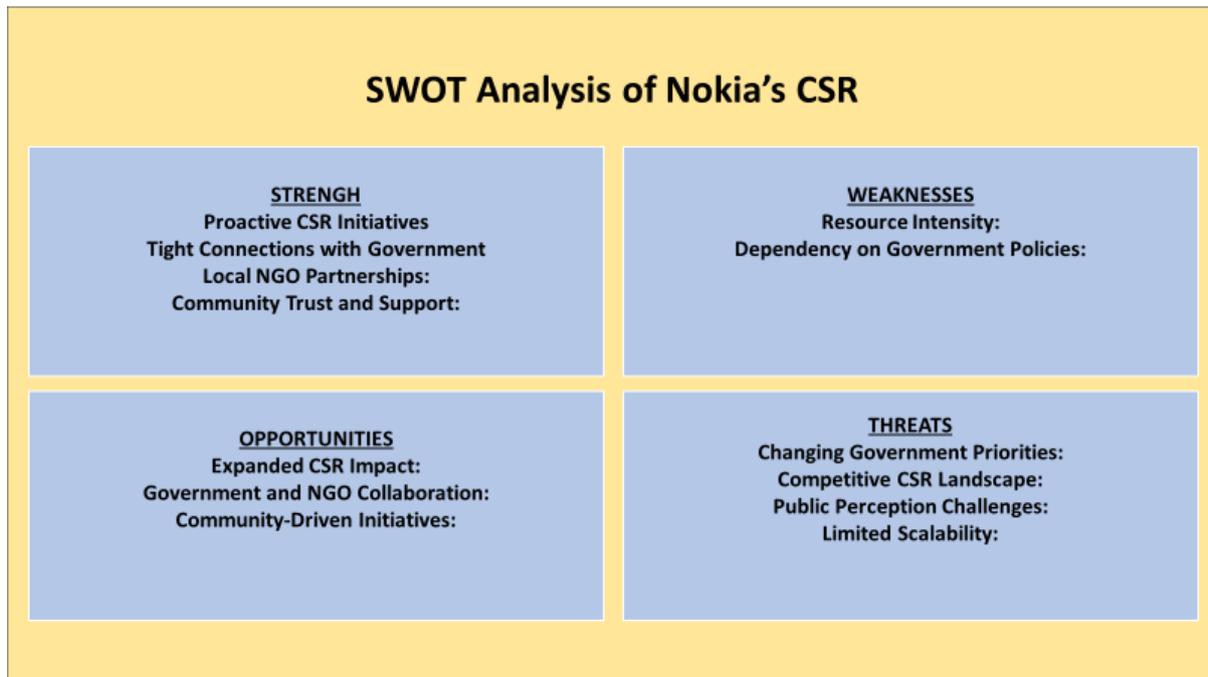
7. How has your commitment to CSR impacted your business, both positively and, if applicable, any challenges that arose?

- Our commitment to CSR has gave us numerous positive. It has highered our brand reputation, increased customer loyalty. Employees are more engaged and motivated, contributing to a positive workplace culture.

According to the interview, Toktar Akimbekov's commercial project works tightly with city NGOs, city officials, independent social media influencers and other institutions including his own NGO "Sen:Social". The primary objective of the CSR policy of the Shoqay's Family is to build an environment in the city of Shymkent where talents can evolve their ideas and transform them into practice. Toktar Alimbekov believes that businesses, NGOs and government should work together in order to build a healthy and responsible society. The CSR policy of Shoqay's Family is based on the ideas of American economist Milton Fridman and his ideas of connection of government, business and society.

SWOT Analysis of Shoqay's Family

The SWOT Analysis of Shoqay's Family is indicated below

SWOT Analysis of Nokia's CSR

STRENGH
Proactive CSR Initiatives
Tight Connections with Government
Local NGO Partnerships:
Community Trust and Support:

WEAKNESSES
Resource Intensity:
Dependency on Government Policies:

OPPORTUNITIES
Expanded CSR Impact:
Government and NGO Collaboration:
Community-Driven Initiatives:

THREATS
Changing Government Priorities:
Competitive CSR Landscape:
Public Perception Challenges:
Limited Scalability:

Strengths

1. Proactive CSR Initiatives

1.1 The company's proactive CSR activities can enhance its reputation and brand image.

1.2 Positive social and environmental impact can attract socially conscious customers and foster customer loyalty.

2. Tight Connections with Government

2.1 Strong ties with the government provide the company with potential policy support and insights.

2.2 Collaboration with the government can lead to favorable regulations and business environment.

3. Local NGO Partnerships

3.1 Collaborating with local NGOs strengthens the company's social impact and community engagement.

3.2 Partnerships with NGOs bring additional resources, expertise, and networks to address community needs effectively.

4. Community Trust and Support

4.1 Proactive CSR, government connections, and NGO partnerships contribute to building trust within the local community.

4.2 Positive relationships with the community can result in customer loyalty and positive word-of-mouth.

Weaknesses

1. Resource Intensity

1.1 Maintaining proactive CSR initiatives may be resource-intensive for a small company.

1.2 Balancing financial constraints with the desire to make a positive impact could be challenging.

2. Dependency on Government Policies

2.1 Overreliance on government connections may make the company vulnerable to policy changes.

2.2 Changes in government leadership or policies could impact the company's CSR strategies.

Opportunities

1. Expanded CSR Impact

1.1 The company has the opportunity to expand its CSR activities into new areas or initiatives.

1.2 Diversifying CSR efforts can address a broader range of social and environmental issues.

2. Government and NGO Collaboration

2.1 Strengthening collaboration with the government and local NGOs can lead to more impactful initiatives.

2.2 Joint projects and programs can leverage combined resources and expertise.

3. Community-Driven Initiatives

3.1 Empowering local communities through CSR initiatives can result in sustainable, community-driven projects.

3.2 Involving communities in decision-making enhances the effectiveness of social programs.

Threats

1. Changing Government Priorities

1.1 Shifts in government priorities may alter the level of support for CSR initiatives.

1.2 A change in political climate or leadership could impact the company's ability to align with government goals.

2. Competitive CSR Landscape

2.1 Increased emphasis on CSR in the industry may create a competitive landscape.

2.2 Staying ahead of industry standards is essential to maintain a distinctive position in CSR.

3. Public Perception Challenges

3.1 Despite proactive CSR, public perception challenges may arise.

3.2 Communicating CSR efforts effectively and managing public relations is crucial to avoiding misconceptions.

4. Limited Scalability

4.1 The size of the company may limit the scalability of CSR activities.

4.2 Balancing growth and maintaining impactful CSR may require strategic Planning.

V. Conclusion and Summary

This thesis launched a thorough review of Corporate Social Responsibility initiatives in emerging economies, specifically concentrating on two unique companies: Nokia, a multinational technology corporation, and a local consortium of small businesses known as "Shoqay's Family" company. The results from these various entities offers significant perspectives on the role and influence of corporate social responsibility in growing countries such as India and Kazakhstan.

Key Findings

Nokia's CSR Initiatives

1. Global Impact and Innovation

- Nokia's enduring dedication to CSR is apparent in its extensive worldwide endeavors aimed at promoting environmental sustainability and fulfilling social obligations.
- The company's commitment to addressing social concerns is exemplified by its innovative approach, namely in the areas of eco-design and energy-efficient goods.2. Brand Reputation and Employee Engagement
- The established brand reputation of Nokia is indicative of the good impact resulting from its CSR endeavours.
- CSR programs have a dual impact on organizations, influencing both external perceptions and internal employee involvement, thereby boosting the company's internal culture.

Shoqay's Family CSR

1. Proactive Community Engagement

- The local company's CSR initiatives demonstrate a proactive approach to community engagement.
- Collaborations with local NGOs and strong government ties have positioned the company as a community-driven entity, establishing trust and support.

2. Resource Challenges and Scalability

- The company faces challenges related to resource intensity due to its smaller scale, highlighting the delicate balance between financial constraints and impactful CSR efforts.

- Scalability concerns underscore the need for strategic planning to navigate growth while maintaining a focus on social responsibility.

Implications and Contributions

Lessons for Emerging Markets

1. Strategic Partnerships

The results indicate that the effectiveness and scope of CSR programs are greatly improved by the establishment of strategic partnerships. This is evident in both worldwide collaborations, such as those observed in Nokia's case, and local engagements, as exemplified by the local company's interactions with non-governmental organizations (NGOs).

2. Balancing Scale and Impact

The results indicate that the effectiveness and scope of CSR programs are greatly improved by the establishment of strategic partnerships. This is evident in both worldwide collaborations, such as those observed in Nokia's case, and local engagements, as exemplified by the local company's interactions with NGOs.

Recommendations for Future Research

1.Comparative Studies

Future research endeavours could explore comparative studies across various industries and sizes of companies in emerging markets to deepen our understanding of the nuanced challenges and opportunities in CSR implementation.

2. Longitudinal Analysis

A longitudinal analysis of CSR activities in emerging markets would provide valuable insights into the evolution of corporate practices, allowing for a more comprehensive assessment of their long-term impact.

Conclusion

This thesis has provided insights into the complex and diverse nature of corporate social responsibility (CSR) initiatives in emerging economies, utilizing case studies from a multinational technology organization and a small-scale local commercial venture. The results highlight the shifting nature of CSR implementation, where there is an intersection of global and local factors, resulting in a diverse range of obstacles, achievements, and insights.

As the awareness of businesses regarding their contribution to public well-being grows, the implications of this research have broader significance beyond specific instances. The thesis reveals strategic collaborations, creative approaches, and community-driven initiatives that can serve as significant benchmarks for firms as they navigate the intricate landscape of corporate social responsibility (CSR) in emerging economies.

In summary, this study adds to the expanding pool of knowledge regarding CSR in emerging countries, providing practical perspectives for organizations aiming to harmonize profit-driven goals with substantial social and environmental impacts. In light of the dynamic nature of the global business environment, the experiences of Nokia and the Shoqay's Family serve as valuable illustrations of the significance of adaptation, collaboration, and a resolute dedication to constructive transformation.

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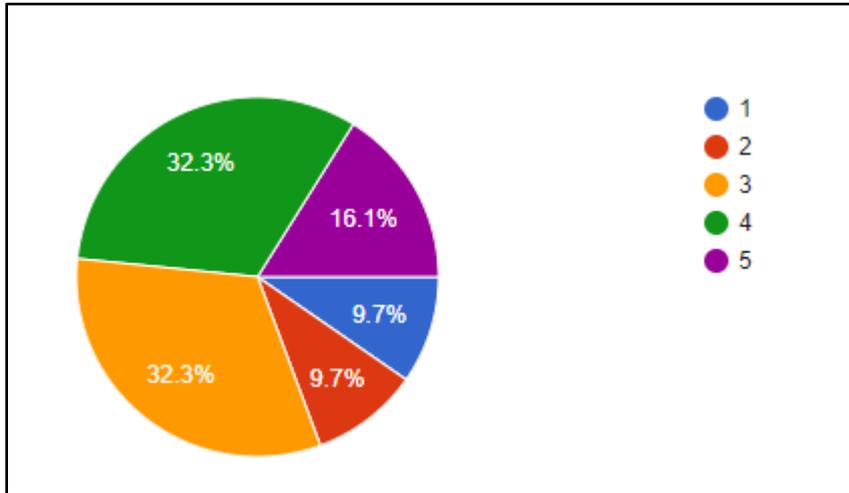
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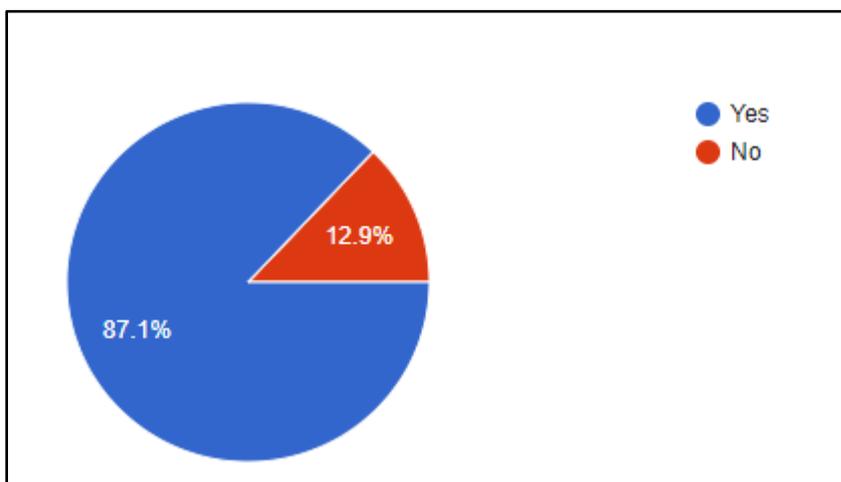
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Annexes

Figure 1: Survey among Nokia's employees. Question 1
(Source: own independent research at Nokia Hungary (2023))

On a scale of 1 to 5, how would you rate the impact of Nokia's Social Responsibility on the communities Nokia serve? (1 = Very low impact, 5 = Very high impact)
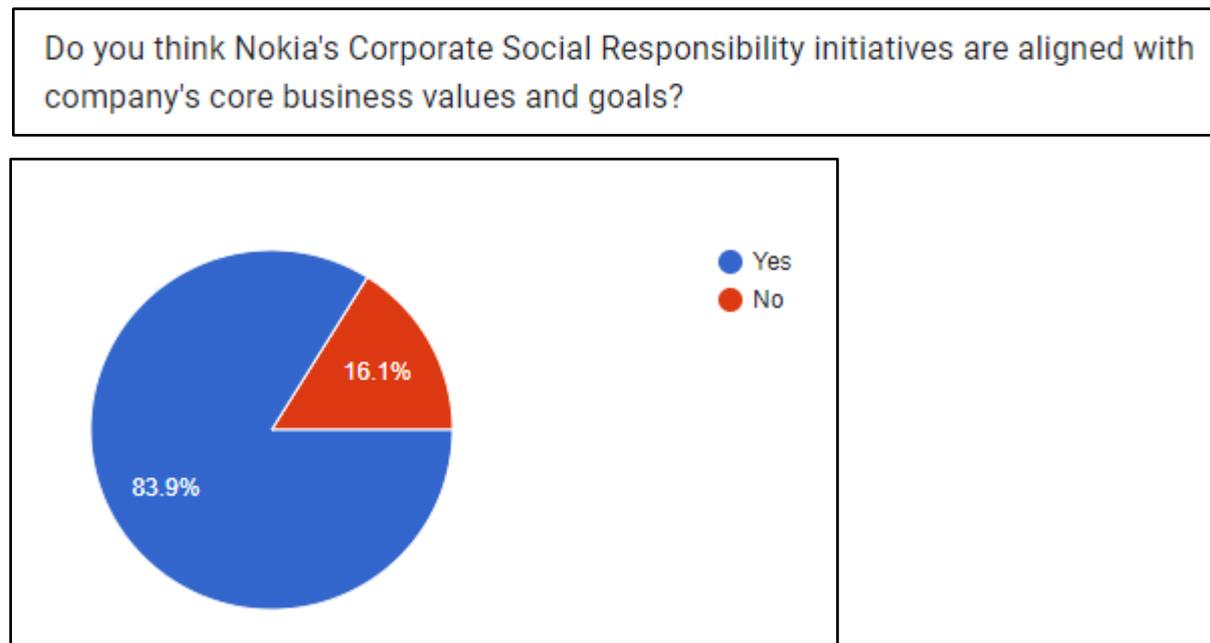

Figure 2: Survey among Nokia's employees. Question 2.
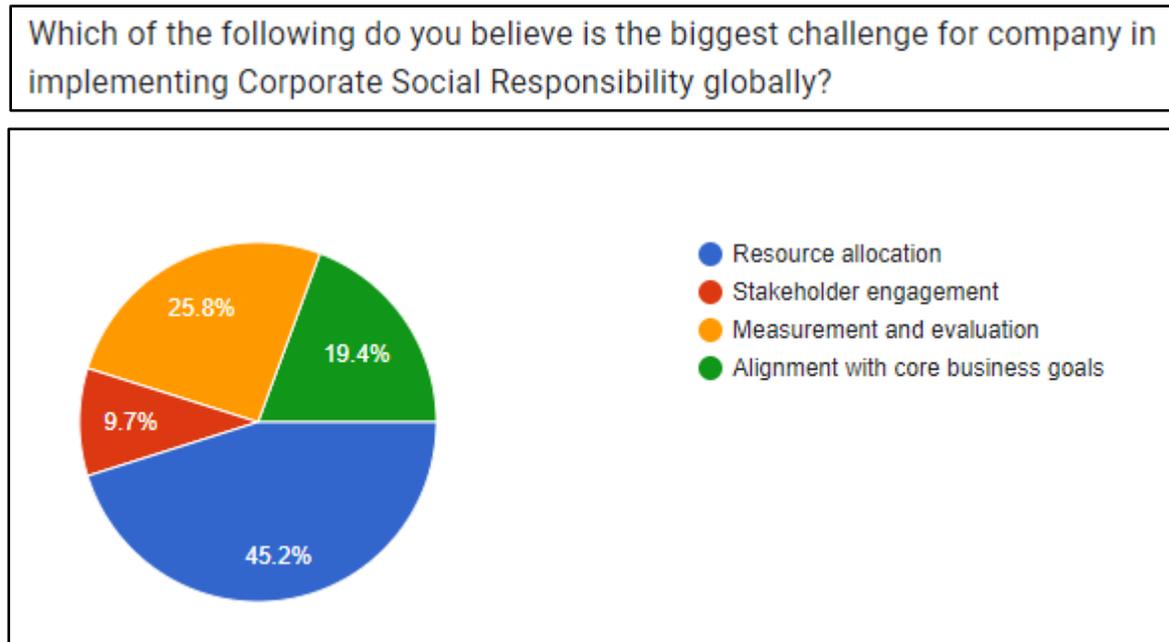(Source: own independent research at Nokia Hungary (2023))

In your view, does Corporate Social Responsibility activities contribute positively to Nokia's reputation?
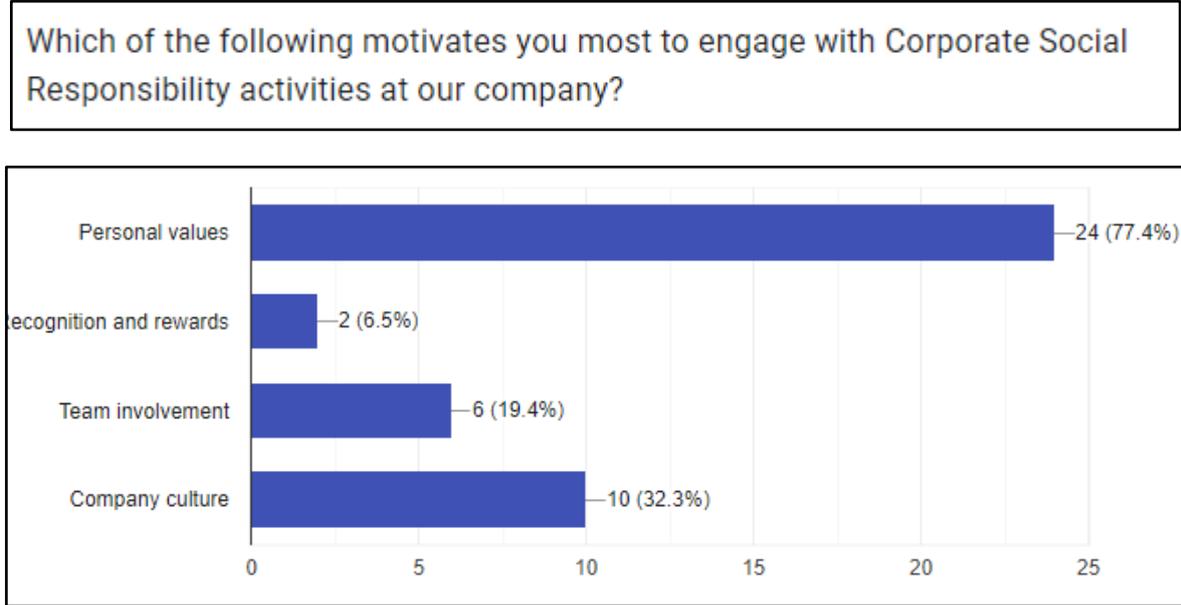
Figure 3: Survey among Nokia's employees. Question 3.
(Source: own independent research at Nokia Hungary (2023))

Do you think Nokia's Corporate Social Responsibility initiatives are aligned with company's core business values and goals?

Figure 4: Survey among Nokia's employees. Question 4.
(Source: own independent research at Nokia Hungary (2023))

Which of the following do you believe is the biggest challenge for company in implementing Corporate Social Responsibility globally?

Figure 5: Survey among Nokia's employees. Question 5.
(Source: own independent research at Nokia Hungary (2023))

Which of the following motivates you most to engage with Corporate Social Responsibility activities at our company?

- Personal values — 24 (77.4%)
- Recognition and rewards — 2 (6.5%)
- Team involvement — 6 (19.4%)
- Company culture — 10 (32.3%)

There were a number of events that the majority of the employees were involved in among Nokia's CSR initiatives. Particularly:

Figure 6: Survey among Nokia's employees. Question 6.
(Source: own independent research at Nokia Hungary (2023))

Please list one or two Corporate Social Responsibility activities or projects you've been involved in or aware of within the company

Donation to support civilians during the region conflict.

StrongHer

Re-forestation project - planting trees in an area affected by summer fires.

Kazakhstan Day

Diversity & Inclusion, ESG Environment as a competitive advantage

donate used laptops to school, voluntary work

Food donation to Portugal's Food Bank

Was aware about a day organized with Baheya initiative in Egypt for early detecting women breast cancer.

Volunteering for children education initiatives

Nokia's mandatory social responsibility online training

STEM Event for Girl Scouts

Ethical business trainings

Shoebox charity 2023, InDaHouse Hungary summer camp support & renovation

Figure 7: Survey among Nokia's employees. Question 7.
(Source: own independent research at Nokia Hungary (2023))

Please share one specific suggestion for improving the effectiveness of Nokia's Corporate Social Responsibility programs

Communication of programs and trustworthy measurements of real value and impact of program(s) in question.

continue to do it any time possible; not for good reputation or tax reduction, but for people. Cause Nokia is "connecting people".

I believe Nokia could support children education in every country it is based in the direct proportion of the local need. Could be a global program that would help shaping the future

Women focused initiatives, the seem to start and stop and run too independently.

Engage more of our own employees.

Create fantastic products to support the human world, through push internal improvement to be able to achieve that as soon as possible.

Promoting it more on a daily basis and more transparency in resource allocation, making sure the help truly goes to the main purpose of the programs.

Planning them on the long term, so people can book this in their agendas with time.

More time allocation to be deducted from working hours

More education and creating responsibility culture

Additional focus on local community programs

Focus in specific programs each year and monitor/commnicate the success throughout the year

Global coordination of programmes for a given cause. It could show the support of Nokia for the given cause better, if the actions spanned multiple countries in sync (maybe even at the same time), both internally but especially externally.

DECLARATION

the public access and authenticity of the thesis

Student's name:	Yessengeldin Beibarys
Student's Neptun code:	OAECQF
Title of thesis:	Corporate Social Responsibility in Emerging Markets: case analysis of International vs local company.
Year of publication:	2023
Name of the consultant's institute:	Institute of Agricultural and Food Economics
Name of consultant's deparment:	Department of Agricultural Management and Leadership Science

I declare that the final thesis/thesis/dissertation/portfolio submitted by me is an individual, original work of my own intellectual creation. I have clearly indicated the parts of my thesis or dissertation which I have taken from other authors' work and have included them in the bibliography.

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Date: 2023 year 11 month 5 day

Student's signature

STATEMENT ON CONSULTATION PRACTICES

As a supervisor of Yessengeldin Beibarys OAECQF, I declare that the final thesis has been reviewed by me, the student was informed about the requirment of literary sources management and its legal and ethical rules.

I <u>recommend</u> the final thesis / dissertation / portfolio to be defended in the final examination.

The thesis contains a state or official secret: yes   <u>no</u>*[1]

Date: _2023 year _11_ month __13 day

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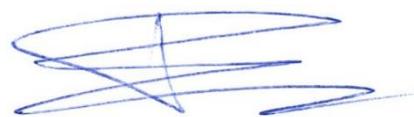
_____
Internal supervisor

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[1] The appropriate one should be underlined.