Raising the bar: from corporate social responsibility to corporate social performance

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Abstract

Purpose – Consensus is emerging that companies should be socially responsible although the nature and degree of responsibility continues to be the source of debate. This continued debate allows the buck to be passed. The paper aims to propose a shift in view from corporate social responsibility to corporate social performance (CSP) as a means to assess CSR policies and practices. A harmful product category was chosen to illustrate how corporate social performance using a consumer's point-of-view can be assessed.

Design/methodology/approach – Literature concerned with alcohol knowledge was used to design a survey to consider whether consumers were adequately informed about alcohol. A convenience sample was used to survey Australian adults. A total of 217 surveys were analysed.

Findings – Australian alcohol marketers are currently considered socially responsible promoting an "enjoy responsibly message" amongst many other policies and programs. A shift in view from corporate social responsibility to corporate social performance (CSP) would change the outcome. Consumers are not fully aware of safe consumption levels of alcohol and these data are consistent with US and UK studies. A shift in view would suggest that companies need to revise their policies and practices.

Research limitations/implications – This study was based on a small convenience sample that varied slightly from the Australian population. Future studies, on a larger scale, are required to ensure representativeness, while replication in other countries is encouraged.

Practical implications – To meet their social obligations, marketers must ensure consumers are armed with sufficient knowledge to make informed decisions. Consumers need to be able to distinguish between safe and risky alcohol consumption levels and they need to know the number of standard drinks/units in alcoholic beverages.

Originality/value – The paper shows that there is considerable room for improvement from key players in the Australian alcohol industry.

Keywords: Corporate social responsibility, Consumer behaviour, Customer information, Alcoholic drinks, Australia

Introduction

One of the best-known corporate social responsibility (CSR) models is Carroll's (1991, 1999) CSR pyramid, which presents company responsibilities as comprising economic, legal, ethical and philanthropic dimensions. According to this model businesses are expected to be profitable, obey the law, be ethical, and to be good corporate citizens (Carroll, 1991, 1999). This presents a problem for some product marketers.

To fulfil their economic responsibilities, marketers of products such as alcohol must simultaneously increase volumes sold, gain efficiencies in production or achieve sales growth and cost efficiencies. In stable markets where there is little population growth, an increase in the volumes sold introduces a conflict, because in order to sell more consumers need to drink more, thus increasing certain health and social risks.

While low to moderate alcohol consumption may offer some protective health effects, high alcohol consumption increases the risk of heart, and vascular diseases, stroke, liver cirrhosis and some cancers (e.g. Blume and Resor, 2007). In Australia the total volume of beer consumed grew nearly 3 per cent, to 1.8 billion litres in 2005, following a 4 per cent increase in 2004. These growth rates exceeded population growth rates, which are reported by the Australian Bureau of Statistics (2006b) to average 1.3 per cent in Australia in the same time period. These statistics suggest that the average Australian may be consuming more alcohol. This is further supported by the Australian Bureau of Statistics, who report that one in every eight adults drank at high or risky levels and this proportion is rising (Australian Bureau of Statistics, 2006a). While Australian alcohol marketers are meeting their economic responsibilities, they may not be ethically or philanthropically responsible.

A leading beer marketer in Australia acknowledges that "minimising the potential negative impacts of alcohol is a shared responsibility" with a stated aim "to ensure that products are in all cases enjoyed responsibly by informed adults" (company websites) however statistics suggest the proportion of people who are drinking at risky/high levels has increased from 8.2 per cent in 1995, to 13.4 per cent in 2004/2005 (Australian Bureau of Statistics, 2006a). The statistics certainly suggest alcohol is not always enjoyed responsibly by informed adults in Australia. This raises the question, "Are all adults fully informed about alcohol?" To be fully informed about alcohol and its effects, adults would need to understand what constitutes low/moderate and finally high levels of alcohol consumption. If adults are unaware of risky consumption levels they are inadequately equipped to make informed decisions about safe consumption levels and hence, responsible alcohol consumption.

This paper considers the consumers point of view, exploring Australians' knowledge of alcohol. After assessing the current knowledge base of consumers, the paper proposes that it may be time to move academic debate from debating how companies should be responsible and to whom, towards a more performance based view.

Literature review

Corporate social responsibility (CSR) contributes positively to market value, partially through customer satisfaction. For example, Luo and Bhattacharya (2006) calculated that, for a typical company in their sample with an average market value of $48 billion, a one unit increase in CSR ratings resulted in approximately $17 million more profits on average in subsequent years. There is little doubt that corporate social responsibility is an important component of businesses leading to customer loyalty, support from stakeholders and improved corporate reputations (Maignan et al., 2005).

CSR is essentially a social contract requiring commitment to behave in an ethical and responsible manner, to "minimise the negative impacts and maximise the positive impacts" (Maignan et al., 2005) on issues important to stakeholders (Jonas et al., 2000; Maignan et al., 2005; Moir, 2001; Pettigrew, 2002). Consensus is emerging that companies are responsible to stakeholders. However, the nature, degree and scope of CSR, continues to be debated by academic researchers. For example Lantos (2001), considers that companies must be economically, legally and ethically responsible but not philanthropically responsible. This view is supported by others. Consider Blythe (2006) who states "societal marketing is a lovely idea but one which might be difficult to push through at a board meeting". The views of these authors are contrary to others (e.g. Carroll, 1979; Mascarenhas, 1995) who argue that in addition to economic, legal and ethical responsibilities, companies must be responsible to society as whole.

A further grey area in the academic literature relates to stakeholders, with researchers debating who exactly companies should be beholden to. For example, some researchers (Kotler and Lee, 2005) define CSR with respect to the general community or society, while other researchers (Craig Smith, 2003;

Maignan et al., 2005) restrict their audience for CSR to corporate stakeholders, including affected local communities (displayed graphically in Figure 1).
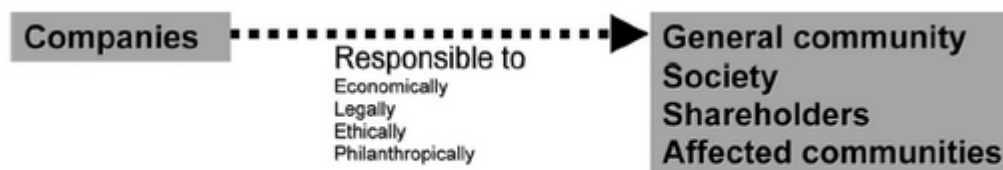
Figure 1 Corporate Social Responsibility

To summarise, research efforts have largely centred upon defining CSR, distinguishing between the various types of CSR programs (examples include Bhattacharya and Sen, 2004; Kotler and Lee, 2005), identifying the positive impact of CSR initiatives (Lafferty and Goldsmith, 2005; Licthenstein et al., 2004; Sen et al., 2006) and debating the nature and scope of corporate social responsibility. These endeavours have assisted us to identify practices that can be considered socially responsible. Indeed, companies are now given corporate social responsibility ratings (for example see www.reputex.com). These ratings assess the programs and policies that a company puts in place. While companies implement programs and policies that are deemed socially responsible, the core focus remains on achieving financial success. Rather than standing accountable for the welfare of society and warning the population about potential health and safety consequences in product use (Hill et al., 2005), companies continue to seek to maximise profits. This is especially evident with regards to the marketing of alcohol (Lantos, 2001).

The case of alcohol

Many Australians accept that alcohol plays a big part in their social int eractions and customs. This social "norm" can lead to high levels of alcohol consumption and binge drinking resulting in long-term and acute health and social problems (Jonas et al., 2000). A number of factors influence the consumption of alcohol including easy access to alcohol, personal values and expectations of life experiences, social interactions, and family beliefs related to drinking (Jonas et al., 2000). Adolescents and young adults are particularly affected by peer pressure when choices about the consumption of alcohol or drugs are concerned (Hood, 1996; Jonas et al., 2000; Rose et al., 1992).

A good deal of research exists to suggest that excessive alcohol consumption can be harmful (Carroll, 1991; Griffin and Weber, 2006). Drink driving is a prime cause of traffic accidents and other related fatalities in teenagers (Fox et al., 1998). According to Fox et al. (1998, p. 59) who cite Strasburger and Brown (1991) "alcohol use is involved in half of those automobile accidents, as well as approximately one third of all homicides and suicides among the teenage demographic." Adolescent drinking has also been attributed to "violent gang activities, poor school performance, intimate partner violence, risky sexual behaviours, sexually transmitted diseases, sexual assault and acquaintance or date rape" (Hill et al., 2005, p. 258).

There are short and long term health risks associated with light, moderate and heavy alcohol consumption (Queensland Health – Alcohol, Tobacco & Other Drug Services, 2002) that can result in early and late consequences (Burge and Schneider, 1999; Alcohol Research and Health, 2000; Jonas et al., 2000; MacKinnon et al., 2000). Short-term health risks stated by Queensland Health – Alcohol, Tobacco & Other Drug Services (2002) are: dehydration, headaches, vomiting, hangovers, anxiety, depression and other mood changes, impotence and reduced fertility, impairment of co-ordination and movement and injury or death from accidents, falls, attacks, and suicide attempts.

Sustained heavy use of alcohol can result in serious health problems with nearly every organ system in the human body being affected (Alcohol Research and Health, 2000). Long-term health risks include alcohol dependence (Queensland Health – Alcohol, Tobacco & Other Drug Services, 2002), cirrhosis of the liver, pancreatic disease, cardiovascular disease, neurological disorders, cancers (Blume and Resor, 2007; Burge and Schneider, 1999; MacKinnon et al., 2000; Tavani et al., 1999; Wannamethee and Shaper, 1999), foetal abnormalities (Malet et al., 2003; Jonas et al., 2000; MacKinnon et al., 2000) memory loss and

impaired ability to learn, liver cancer (Alcohol Research and Health, 2000; Queensland Health – Alcohol, Tobacco & Other Drug Services, 2002), and hypertension (Alcohol Research and Health, 2000).

In summary, there is a lot of evidence suggesting that sustained high alcohol consumption increases risk of disease, accidents and death. As stated at the outset of this paper there is also evidence suggesting that alcohol products are being sold in ever increasing quantities in Australia and that more Australians are consuming alcohol at risky/high levels than ever before. If alcohol marketers were responsible, surely they would ensure consumers are aware and hence warn the population about potential health and safety consequences associated with risky levels of alcohol consumption, as part of their moral obligations.

This paper takes a consumer viewpoint to consider social responsibility, exploring Australians' knowledge of alcohol. To be adequately informed and hence able to choose to drink responsibly, adults would need to understand what constitutes low/moderate and finally high levels of alcohol consumption, in addition to understanding the health risks associated with excessive alcohol consumption. If adults are not sufficiently aware of risky consumption levels they are inadequately equipped to make informed decisions about safe levels of alcohol use and this would suggest that marketers may not be responsible.

Method

A convenience sample was chosen for this exploratory research as this sampling method is not as costly as random sampling methods (Pride et al., 2006). A total of 400 surveys were distributed to a combination of friends, relatives, work colleagues and students on campus. The cover letter and front page of the survey highlighted that respondents needed to be 18 years or older. The survey contained three sections.

The first section contained 20, seven-point items, where 1 indicated a consumer strongly disagreed with the statement, 7 indicated strong agreement with the statement and 8 indicated the respondent did not know. Seven-point scales were chosen based on Green and Rao's (1970) seminal recommendation because seven points allowed sufficient discrimination between categories. Some measures were designed to capture consumer knowledge of the relationships between alcohol consumption and various health states and behavioural states (e.g. violence and inhibitions). Measures were selected after consulting key health bodies (e.g. the World Health Organisation) and literature considering health knowledge (e.g. Blume and Resor, 2007)[1]. Further items were developed to measure consumer attitudes towards responsible alcohol consumption and responsible alcohol marketing. Covert observations of underage drinkers and current marketing activities were used to generate further items for the survey. Three beverages considered to have an appeal to younger drinkers were chosen. Items seeking consumer opinions on the current marketing messages were also included in the survey.

The second section contained 16 questions to assess what Australians knew about alcohol consumption levels, drink driving limits and the number of standard drinks contained in popular alcoholic beverages. Consumers were asked to nominate safe, risky, high risk and binge drinking levels for males and females, the number of drinks that males and females can drink in the first hour and subsequent hours and the number of standard drinks contained in different alcoholic beverages. Answers were considered to be correct and were awarded a score of 1 if the respondent provided a correct answer or an answer that was lower than the correct answer.

Information on drinking levels was obtained from the Australian Bureau of Statistics (2006a) and these guidelines were consistent with World Health Organisation guidelines. The final section collected demographic data, along with two questions asking consumers to nominate the number of alcohol drinks consumed per week and per day.

Participation in the survey was voluntary and an incentive draw offering participants a 1 in 100 chance of winning a cash prize was offered to encourage response. The total number of surveys returned was 217, which represents a response rate of 54 per cent. According to (Sitzia and Wood, 1998) in the late 1990s response rates for face-to-face approaches were typically 77 per cent. The authors acknowledge the 54 per cent response rate may indicate a social desirability response and self-selecting biases and the results of this study may not be generalisable to the Australian adult population. The adult sample allowed the researchers to achieve maximum diversity within the sample collected, as recommended by Blair and

Zinkhan (2006). The procedures used to report the findings are described along with the results in the next section.

Results

The sample characteristics are reported in Table I and key statistics are compared to Australian Bureau of Statistics data. A majority of respondents were aged below 44 and were single. In this sample 53 percent were male, 36 per cent were single and 58 per cent were married. The household size was slightly higher (2.96) in this sample when compared with the national average (2.5). A total of 29 percent of the sample was aged between 18 and 24 years and 38 per cent of the sample was aged over 45 years. More than half of the respondents had an annual income of $55,000 or less. The annual household income of this sample was slightly lower (approx. $70 less per week) than the national average household income.

|		%
Age	18-24	28.4
	25-34	19.5
	35-44	14.0
	45-54	20.5
	55 +	17.7
Gender	Male	53.5
	Female	46.5
Level of education	High school	37.2
	Diploma	15.3
	University degree	30.2
	Post-graduate degree	17.1
Marital status	Married	57.7
	Single	35.8
	Divorced/separated	4.7
	Widow/widower	1.9
Household size	1	8.4
	2	36.9
	3	20.6
	4	18.2
	5	15.9
Annual personal income ($AUD)	Less than 35,000	40.6
	35,000-44,000	11.9
	45,000-54,000	10.9
	55,000-64,000	7.4
	65,000-74,000	7.4
	75,000-84,000	5.9
	85,000-94,000	1.0
	95,000-104,000	3.5
	105,000 and over	11.4

Table 1 Demographic profile of the sample (n = 217)

Compared to Australian Bureau of Statistics Census data the sample has a slightly lower income than the Australian average and the average number of people in the household was slightly higher than the Australian average. Attitudes towards the impact of alcohol on various health states, attitudes towards responsible alcohol consumption and responsible alcohol marketing are reported first. The proportion of respondents who did not know and the mean score for respondents answering the question are reported in Table II.

Approximately one-half of respondents did not know that drinking increases the risk of breast cancer amongst females, throat cancer and the costs to Australian society that are associated with the misuse of alcohol. Of particular interest is that while respondents disagreed, with a mean score of 3.2, that alcohol is enjoyed responsibly in all cases respondents report that they are responsible drinkers with a mean score of 5.8. These results are indicative of a social responsibility bias.

	Mean	SD	n	Proportion of respondents who do not know (n = 217) (%)
Binge drinking can lead to an increased incidence of violence	6.40	1.01	209	3.7
High alcohol consumption increases the risk of heart disease	6.03	1.18	192	11.1
I enjoy consuming alcohol responsibly	5.83	1.50	215	0.9
I am informed about the effects of alcohol consumption	5.75	1.22	214	1.4
One in eight Australian adults drink alcohol at high risk levels	5.67	1.22	152	29.6
A standard drink is the amount the average body can process in one hour	5.55	1.67	198	8.3
Alcohol is a depressant drug	5.50	1.62	204	6.0
The estimated economic cost of alcohol misuse to the Australian community is likely to exceed $10 billion each year	5.42	1.35	118	45.4
Vodka Cruisers have been designed to attract underage drinkers	5.32	1.74	180	16.7
Low alcohol consumption may offer some protective health effects	5.24	1.55	209	3.7
Pulse has been designed to attract underage drinkers	5.05	1.66	99	54.2
In low quantities, alcohol causes people to become less inhibited	4.79	1.60	208	3.7
Smirnoff Double Black has been designed to attract underage drinkers	4.73	1.73	139	35.6
Alcohol ads encourage irresponsible drinking	4.51	1.73	214	0.5
High alcohol consumption increases the risk of stroke	4.33	1.67	172	20.4
High alcohol consumption increases the risk of throat cancer	4.14	1.93	113	47.7
Moderate alcohol consumption may offer some protective health effects	3.96	1.69	203	6.5
Marketers encourage consumers to drink alcohol responsibly	3.61	1.66	214	0.5
Drinking alcohol increases the risk of breast cancer among females	3.55	1.75	105	51.6
In all cases, alcohol is enjoyed responsibly by informed adults	3.17	2.06	208	3.3

Table II Perceptions relating to alcohol
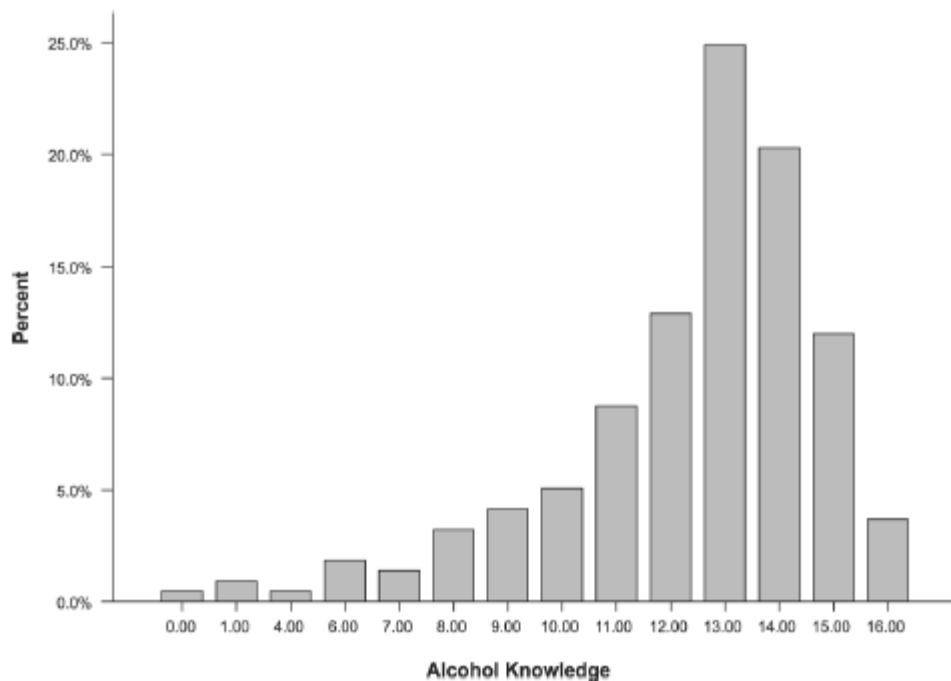
Figure II Alcohol knowledge (n ¼ 217)

Importantly, these findings are consistent with Green et al. (2007) whose US study using a college student sample reported a lack of knowledge of the short- and long-term risks associated with drinking.

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The second section of the survey comprised a total of 16 items, to gather information on the consumers' knowledge of alcohol consumption levels, standard drinks and legal drink driving limits. Test scores for respondents for all 16 knowledge items are summarised in Figure 2. Less than 5 per cent of Australian adults in the sample answered all   questions correctly. These results suggest there are "knowledge gaps" for the overwhelming majority of the Australian adult population. Approximately two in three respondents were between 75 and 94 per cent correct. These results suggest that one in four Australian adults is not armed with sufficient knowledge to make informed decisions about the amount of alcohol they are consuming.

Statement	Proportion stating correct answer or less (%)
A 750 ml bottle of wine (12% alc./vol.) contains seven standard drinks	29.5
A 375 ml full-strength beer (4.9% alc./vol.) contains 1.5 standard drinks	55.3
A 30 ml spirit nip (40% alc./vol.) is one standard drink	94.0
The legal blood alcohol limit for drink driving is 0.05	91.7

Note: Respondents who provided an answer that was lower than or matched the correct response were considered to have answered the question correctly

Table III Proportion of respondents who answered the question correctly

Statement	Proportion stating correct answer or less (%)
Average consumption of up to 4 standard drinks per day is considered "low risk" for a male	97.2
Average consumption of 5-6 standard drinks per day is considered "risky" for a male	87.6
Average consumption of 11 or more standard drinks per day is considered "high risk" for a male	92.2
Males binge drink when they drink 7 or more standard drinks on any single occasion	45.2
Males can drink 2 standard drinks in the first hour, to stay within legal blood-alcohol levels for driving	82.5
Males can drink 1 per hour after that, to stay within legal blood-alcohol levels for driving	93.1

Note: Respondents who provided an answer that was lower than or matched the correct response were considered to have answered the question correctly

Table IV Proportion of respondents who answered the question correctly

Statement	Proportion (%)
Average consumption of up to 2 standard drinks per day is considered "low risk" for a female	87.1
Average consumption of 3-4 standard drinks per day is considered "risky" for a female	80.2
Average consumption of 7 or more standard drinks per day is considered "high risk" for a female	85.3
Females binge drink when they drink 5 or more standard drinks on any single occasion	46.5
Females can drink 1 standard drinks in the first hour, to stay within legal blood-alcohol levels for driving	71.9
Females can drink 1 per hour after that, to stay within legal blood-alcohol levels for driving	95.4

Note: Respondents who provided an answer that was lower than or matched the correct response were considered to have answered the question correctly

Table V Proportion of respondents who answered the question correctly

The proportion of respondents answering each question correctly was considered next to understand the "knowledge gaps". The proportion of respondents answering each item correctly is reported in Tables III-V. While the majority of respondents knew that the legal blood alcohol limit for driving in Australia is 0.05, less than 1/3 of respondents knew that a standard 750 ml bottle of wine contains seven standard drinks and more than one-third of respondents did not know that a 375 ml full-strength beer, containing 4 per cent alcohol, contained 1.5 standard drinks.

These findings are consistent with research conducted in the early 1990s by Carruthers and Binns (1992) and also by Lader and Meltzer (2002). Carruthers and Binns (1992) identified that the level of knowledge of the alcohol content in a variety of beverages and the knowledge of the term "standard drink" was poor. While the Lader and Meltzer (2002) study identified that more than one in five beer drinkers did not know the correct standard drink serving size for beer in the UK. Furthermore, there is evidence to suggest that wine is likely to be served in amounts well in excess of a standard drink when people are out (Banwell, 1999). These data indicate that consumers may not be sufficiently informed.

Most adults knew the levels associated with low risk alcohol consumption for males. One in two Australian adults did not know that males binge drink when they drink seven or more standard drinks on

any single occasion and approximately one in five adults did not know how much males can consume in the first hour to avoid exceeding legal blood alcohol limits.

Once again, most people knew the levels associated with low risk alcohol consumption for females. However, the proportion of people who know the levels associated with low risk drinking for females was lower than it was for males. Of concern is that one in two Australian adults did not know that females binge drink when they drink five or more standard drinks on any single occasion and approximately one in three adults did not know how much females can consume in the first hour to avoid exceeding legal blood alcohol limits.

While respondents perceive (mean rating of 5.75 on a seven-point scale) they are informed about the effects of alcohol consumption, this research suggests there is considerable room for improvement. Taken together, the results of this research suggest that Australians may not be fully informed about alcohol. According to this exploratory study, respondents were not sufficiently aware of the health effects associated with high risk consumption levels, binge drinking levels, the number of standard drinks contained in key alcoholic beverages and the number of drinks that people can consume to safely drink and drive.

Discussion

Australian alcohol marketers are currently considered socially responsible, promoting an "enjoy responsibly message" amongst many other policies and programs. We recommend a shift in ideology from corporate social responsibility (CSR) to corporate social performance (CSP). Assessing corporate social performance (CSP) would require CSR programs and policies to be assessed. Rather than considering the policies and programs that have been introduced, CSP would require companies to report on the effectiveness of the programs and policies implemented. This is illustrated in Figure 3.

Figure 3 Corporate social performance

Considering the data presented in this paper, this alternate view may force us to reconsider whether alcohol companies are indeed socially responsible. Consumers are not fully aware of safe consumption levels of alcohol and these data are consistent with US and UK studies. A shift in view from CSR to CSP would suggest that companies need to revise their policies and practices.

This research contributes to the CSR literature, using the alcohol industry as a case in point. Obligations must extend to the consumers of products, in a case where excessive use of the product is harmful and consumers are not sufficiently aware of the damage that can be caused by excessive consumption, recommended consumption levels, and the basis for calculating consumption, e.g. standard drinks in the case of alcohol. We propose that obligations to consumers may need to be encompassed in CSR definitions, where excessive product use is considered harmful, if companies are to be declared responsible. In the case of alcohol, marketers should only be deemed responsible if customers are adequately informed about low risk, risky and high risk consumption levels.

Consideration of corporate social performance would enable us to move our understanding beyond the benefits of corporate social responsibility for companies (Lafferty and Goldsmith, 2005; Licthenstein et al., 2004; Sen et al., 2006), to the types of policies and programs that companies can use, the groups that companies are responsible to and distinguishing between the types of responsibilities that companies face (Bhattacharya and Sen, 2004; Kotler and Lee, 2005). While these endeavours "help managers to systematically think through the major social issues being faced" (Carroll, 1979, p. 503) they do not equip us with an understanding of which programs and policies are more effective in correcting the harm that has been done, or preventing the possible damage that a product can cause.

Some authors (e.g. Griffin and Weber, 2006) have considered the policies and practices implemented by companies, however their efforts have not been directed towards assessing the effectiveness of these endeavours, e.g. whether an implemented program has reduced the incidence of drink driving. It is time for researchers and managers alike to consider social performance rather than social responsibility.

Research limitations and future directions

This study must be viewed in light of some key limitations. Firstly, a convenience sample was used in this study resulting in a sample that deviated marginally from the Australian population. To overcome this limitation a larger sample is recommended. A larger sample would enable the knowledge of drinking groups to be compared and contrasted. Future research endeavours should consider the knowledge of non drinkers, low risk, risky and high risk drinking groups to ascertain which group programs and policies should be directed towards. Future endeavours need to consider the knowledge of females and males separately as the alcohol recommendations differ according to gender.

Selected measures were used in this study to understand what people knew about the risks associated with risky levels of alcohol consumption. This was not an exhaustive list and our understanding of people's knowledge is limited to this list. This represents an avenue for future research.

Managerial implications

In this study awareness of the legal blood alcohol limit was high, while the knowledge of the number of standard drinks in a bottle of wine or a can of full-strength beer was markedly lower as was peoples' knowledge of the number of standard drinks that could be consumed to safely drink and drive.

These findings have important implications for marketing managers and road safety bodies. Initiatives, e.g. standardising serving sizes to one standard drink or communicating the number of standard drinks in alcohol served, would clearly benefit the Australian community. Alternate messages, centring on the number of drinks per hour need to be communicated by road accident commissions.

Conclusions

This research suggests that the mechanisms for rating corporate social responsibility should be amended to ensure the effectiveness of the programs and policies that are put in place, are rigorously assessed. Using current views of corporate social responsibility, we may conclude companies marketing alcohol are doing so in a responsible way, based on policies and programs, such as the "enjoy responsibly" messages placed on product packaging and financial support of drink driving campaigns. Amending our current view of corporate social responsibility to thoroughly assess the effectiveness of these programs from a consumer viewpoint may lead to an entirely different assessment. Following the approach reported in this paper we may conclude there is considerable room for improvement before we deem key players in the Australian alcohol industry to be socially responsible.

Note
1 The authors acknowledge the list used in their survey was not exhaustive. Use of an exhaustive list would have fatigued respondents completing their survey.

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