

Running head: CORPORATE SOCIAL RESPONSIBILITY AND BRANDING IN THE
ENERGY SECTOR

Exploring the Role of Corporate Social Responsibility and its Influence on Branding:
A Grounded Theory Case Study of Hydro Ottawa

Master's Thesis Presented by:

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Abstract

The following research examined the role of corporate social responsibility (CSR) and its influence on branding in the energy sector. This research took place at Hydro Ottawa because it is a power distribution and a power generation company, with a mixed private and public business model operating in a monopolistic context, which is a well-rounded example that can be transferred to other organizations and other sectors. This research followed a case study approach guided by Strauss and Corbin's (1990, 1998) grounded theory. This study attempted to answer the following research question 1) Who are the main stakeholders at Hydro Ottawa and what type of influence do they have on the development of their CSR and branding strategies? 2) How is CSR enunciated and applied at Hydro Ottawa? 3) How does CSR shape the brand image of Hydro Ottawa? In order to explore the research questions, the data collected for this study consisted of interviews, organizational documents, as well as observation. Due to the time limitation for a master's thesis, six participants were chosen for interviews, which were later transcribed, coded and analysed by the researcher. The findings indicated that building a CSR strategy based on a healthy organizational culture, stakeholder needs, and the triple bottom line (financial, social, environmental) led to CSR essentially becoming the brand. The brand can then be communicated and shaped from and inside-out (from the employees to the external stakeholders)/outside-in (from external stakeholders to inside the organization) approach. Based on a grounded theory analysis, the researcher created a step-by-step prescriptive model that could be used to advance corporate social responsibility into Hydro Ottawa's brand as well as offer a critical perspective of the findings.

Table of Contents

Abstract.....	ii
Acknowledgement.....	v
Chapter 1: Introduction	1
1.1.1. Hydro Ottawa Holding Inc.	2
1.1.2. Understanding Electricity in Ontario.	3
1.2. Corporate Social Responsibility	6
1.2.1 Triple Bottom Line.....	7
1.2.2. Communicating CSR.....	9
1.3. Branding.....	10
1.4. Theoretical Perspective.....	10
1.5. Research Methodology	11
1.6. Structure of Thesis.....	12
Chapter 2: Literature Review	13
2.1. Corporate Social Responsibility	13
2.1.1 Defining CSR.....	14
2.1.2. History of CSR.....	16
2.1.3 Triple Bottom Line.....	19
2.1.4. Communicating CSR.....	28
2.1.5. Criticism of CSR.....	30
2.2. Branding.....	32
2.2.1. Brand as Product	33
2.2.2. Brand as Organization.....	35
2.2.3. Brand as Person.....	36
2.2.4. Brand as Symbol	36
2.3. Conclusion	37
2.4. Theoretical Framework.....	38
2.4.1. Stakeholder Theory.....	38
2.4.2. Systems Approach.....	41
2.4.3. Maps and Models.....	41
2.4.4. Conclusion.....	43
Chapter 3: Methodology.....	44
3.1. Research Design	44
3.2. Research Questions:.....	46
3.3. Data Collection	46
3.4. Analysis	50
3.4.1. Open Coding.	51
3.4.2. Axial Coding	52
3.4.3. Selective Coding	53
3.5. Trustworthiness.....	54
Chapter 4: Findings and Analysis	56
Figure 1: Grounded Theory Paradigm model:.....	59
Creating a brand identity at Hydro Ottawa based on a CSR strategy.....	59
4.1. General Findings	60
4.2. Advanced Analysis and Interpretation	72
4.3. Appendix J: Inside-out/outside-in approach to branding CSR at Hydro Ottawa	86

Chapter 5: Conclusion	88
5.1. Limitations	89
5.2. Future Research Recommendations	90
References	92
Appendices	101
Appendix A: Interview Participant List	101
Appendix B: List of Internal Documents for Data Analysis	102
Appendix C: Analysis Tools	104
<i>Figure 0.1: Coding Classification</i>	<i>104</i>
<i>Figure 0.2: Research journal, list of memos NVIVO</i>	<i>111</i>
Appendix D: Intersol's Stakeholder Identification Methodology	114
Appendix E: Intersol's Stakeholder Identification Methodology	116
Appendix F: Stakeholder maps	119
<i>Figure 1.1: Traditional Firm-Centric Stakeholder Map</i>	<i>119</i>
<i>Figure 1.2: A More Complex Firm-Centric Stakeholder Map.</i>	<i>119</i>
<i>Figure 1.3: Firm-Centric Stakeholder Map: Internal and External Stakeholders</i>	<i>120</i>
<i>Figure 1.4: Non Firm-Centric Stakeholder Map</i>	<i>120</i>
Appendix G: CSR the Inside-Out Approach	121
<i>Figure 2.1: The Inside-Out Approach to CSR Management</i>	<i>121</i>
<i>Figure 2.2: Inside-Out Approach to Communicating CSR</i>	<i>121</i>
Appendix H: Stakeholders in the contemporary marketing context	122
Appendix I: Aaker's Brand Identity System Model	123
Appendix J: Inside-out/outside-in approach to branding CSR at Hydro Ottawa	124
Appendix L: Consent Form	127
Appendix M: Letter of Recruitment	129
Appendix N: Original Interview Instrument	130

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Chapter 1: Introduction

The current climate change crisis is bringing global attention to the environmental and social impacts of our actions. Individuals, as well as organizations, are being prompted to change their behaviours in order to improve the deteriorating state of the planet. The campaign from the 1980's "reduce, reuse, recycle" (Reduce, Reuse, and Recycle Revisited, 2014, para 1) is now encouraged through numerous campaigns and programs in Canadian cities. For large corporations, abiding by environmental laws means a substantial financial and human resource commitment, which must be balanced with their corporate obligations. Thus, this study explores corporate social responsibility (CSR) as a strategy that can be utilized by organizations to balance their financial, social, and environmental obligations, and how the latter can influence the corporate brand.

Hydro Ottawa Holding Inc. is chosen to explore CSR and branding in this research for numerous reasons. First and foremost, the focus on electricity is significant because it has important social, economical, and environmental consequences, at both the micro level as well as macro level. It has an impact on humanitarian and political issues, as well as being closely linked to climate change due to energy consumption patterns in industrialized societies. North Americans are so heavily reliant on electricity that it is even considered to be an emergency service, the lack thereof can cause social chaos and in extreme cases even death (Yuen, 2013, J. Toronto Sun). Secondly, electricity generation relies on natural resources, and so by the very nature of its operations, has a critical impact on the environment. It is a private corporation, with a public shareholder (Corporate, Hydro Ottawa, 2013), making it an interesting case for CSR.

Finally, since it is a service-based industry, it is more difficult to brand than a consistent product, because it relies on human beings who are by their nature inconsistent (Aaker, 1996).

This study explores what is necessary in the creation of a CSR strategy, what is required for it to cater to the needs of stakeholders, how it can encompass the triple bottom line (financial, social and environmental responsibilities), how it affects the organizational culture and what type of influence it can have on the corporate brand. The following section describes Hydro Ottawa Holding Inc. and the context in which it operates in order to explain the regulatory system and associated stakeholder. Next there is a brief overview of CSR, branding, theoretical knowledge, and research methodology. The chapter concludes with an overview of the structure of the thesis.

1.1.1. Hydro Ottawa Holding Inc.

The scope of this study is limited to Hydro Ottawa Holding Inc., which “... is a private for-profit company that is wholly-owned by the City of Ottawa and governed by an independent Board of Directors appointed by its shareholder” (Corporate, Hydro Ottawa, 2013). Hydro Ottawa opened its doors in 2000 following the amalgamation of Casselman Hydro Inc., Goulbourn Hydro Electric Commission, Kanata Hydro-Electric Commission, Nepean Hydro-Electric Commission, and the Hydro-Electric Commission of the City of Gloucester (Amalgamated, Ontario Energy Board, 2013).

Hydro Ottawa Holding Inc. owns and operates Hydro Ottawa Limited, a distribution company, which receives electricity from the Ontario grid, and converts it to under 50 000 volts to distribute it to homes and to businesses in the Ottawa area. Hydro Ottawa also generates electricity through Energy Ottawa Inc., which is sold to the Ontario grid (Corporate, Hydro

Ottawa, 2013). Hydro Ottawa provides electricity to more than 310,000 customers, however as a distribution company they only receive 20% of the customer's bill. The remainder of the bill is allocated as follows: 53.7% Electricity Charge to Ontario Power Generation (OPG), 11.5% HST, 7.4% Hydro One Transmission, 3.4% Independent Electricity System Operator (IESO), and 4% to the Government of Ontario for Debt Retirement Charge (Billing, Hydro Ottawa, 2013). This is important for customers to understand; when billing fees are raised it may be one of the other organizations that is responsible, but it reflects poorly on Hydro Ottawa. The next section gives a brief overview of the organizations involved in Hydro Ottawa's bill as well as other regulatory entities and stakeholders.

1.1.2. Understanding Electricity in Ontario.

In order to explore the branding and CSR strategies at Hydro Ottawa, it is important to understand the complicated web of governmental and private corporations that regulate and manage electricity in Ontario. Even when analyzing each entity one by one, it is not clear where one's mandate ends and the other begins because they all work together to some degree. Nonetheless, energy conservation is a point of focus for most of the organizations including Hydro Ottawa, Natural Resources Canada (NRCan), Ontario Energy Board (OEB), Ontario Ministry of Energy (OME), Ontario Power Authority (OPA), OPG, and Hydro One. By focusing on conservation, these collective organizations are ensuring system reliability and environmental sustainability for the future.

At the federal level, NRCan is responsible for ensuring that Canada's energy needs are met in a sustainable and economically viable way, "NRCan's expertise in the areas of energy efficiency, and energy sources and distribution allows us to provide useful energy resources and help Canadians benefit economically, environmentally, and socially from the secure and

sustainable production and use of Canada's energy resources" (Natural Resources Canada, 2013, para 3). NRCan funds and conducts research to improve Canada's energy infrastructure and to encourage sustainable power generation, transmission and distribution, to improve environmental concerns, reliability of service and Canadian economy. They are also involved in enabling and integrating the smart grid, which not only allows consumers to identify their consumption patterns, but also allows them to sell energy surplus back to the grid (Natural Resources Canada).

The OEB regulates the electricity and gas sectors and is responsible for ensuring the industry's financial transparency, rate setting and protecting consumers (Ontario's Electricity Sector – An overview, Hydro Ottawa, p. 3). They also promote and facilitate energy efficiency, renewable energy production and the use of the smart grid. The OEB reviews and sets distribution and transmission rates, and provides licensing to Ontario's energy sector (What we do, OEB, 2012).

The OME creates policies that focus on the grid's 'reliability and productivity'. They promote energy conservation, safety procedures and sustainable generation (Ontario's Electricity Sector – An overview, Hydro Ottawa, p 3). The OME has taken drastic measures to ensure a greener future, by being the "1st jurisdiction in North America to eliminate coal as a source of energy [which is the...] single largest climate change initiative in North America" (Clean Energy, Ontario, Ministry of Energy, 2014, para 4-5).

The OPA's mandate is to forecast electricity demands and ensure reliability, as well as promote conservation and renewable energy production (Ontario Power Authority, 2014). The Ontario Energy Association (OEA) aims to influence policy development in Ontario by

organizing committees, which act as consulting and lobbying groups between energy organizations and the Government of Ontario (Ontario Energy Association, 2014).

The IESO is a Crown corporation established in 1998 by the Electricity Act of Ontario. Its license to operate is set by the OEB, their Chair and Directors are appointed by the province, however they function independently to connect all the organizations involved in Ontario's power system (IESO, 2014). The IESO forecasts electricity demands for the province every five minutes to provide price fluctuations, monitor reliability, maintain a supply and demand balance, make recommendations for the future, as well as emergency preparedness and procedures (IESO, 2014).

The Electricity Safety Authority (ESA) is an independent, not-for-profit organization with the mandate of promoting and regulating electrical safety in Ontario for the public and for electrical workers. "As part of its mandate, ESA administers regulation in four areas: the Ontario Electrical Safety Code; licensing of Electrical Contractors and Master Electricians, electricity distribution system safety and electrical product safety" (Electricity Safety Authority, para 2, 2014). Ontario One Call, has a mandate focused specifically on public safety. This call center was created in 1996 to take excavation requests and to notify underground dangers (Ontario One Call).

OPG is owned by the Province of Ontario and is one of the largest power generation companies in North America. It has the potential of producing over 19,000 megawatts of electricity, and operates 65 hydroelectric sites, 5 thermal sites, 2 nuclear plants and 2 wind turbines, which generates most of the electricity required for Ontario residents (Ontario Power Generation, 2014).

Hydro One transmits and distributes electricity to the province of Ontario, their sole shareholder is the Government of Ontario. Transmission links generation sites to large industrial customers and municipal utilities, at 50,000 volts or more. These facilities must be registered with the IESO. Distribution connects generation sites to homes and businesses at less than 50,000 volts (Hydro One, 2014).

Local Distribution Companies (LDC) such as Hydro Ottawa, are responsible for converting or “stepping-down” power from high-voltage transmission (above 50,000 volts) to low-voltage (below 50,000 volts) in order to distribute it to homes and businesses. There are approximately 80 LDC’s in Ontario, which are regulated and licensed by the OEB (OPA, 2014; OEB, 2014; IESO Local Distribution Map, 2012; Electricity Distribution Association, 2014). The Electricity Distribution Association (EDA) represents and connects LDC’s, to provide a network, advocate and provide legislative and regulatory expertise to their members (Electricity Distribution Association, 2014).

Listed above are some of the most influential organizations that make up the electrical system in Ontario. These organizations help to explain the administrative and regulatory difficulties faced by LDC’s such as Hydro Ottawa. The next sections offers an overview of CSR, branding and theoretical knowledge.

1.2. Corporate Social Responsibility

For the purpose of this thesis, CSR will be defined as ‘a continuing voluntary commitment by an organization to act ethically and be accountable for its impact on all stakeholders, while also balancing their need to make a profit. It is a decision making process relying on the triple bottom line (economic, social and environmental) by which an organization

voluntarily exceeds legal expectations by improving the state of the environment, of their employees, of the community and of society, while also fulfilling their financial needs and contributing to the economic development, thus creating shared value' (Business for Social Responsibility, 2000; Commission of the European Communities, 2003; Ethics in Action Awards, 2003; IBLF, 2003; Khoury et al., 1999; World Business Council for Sustainable Development, 1999; as cited in Dahlsrud, 2006; Jamali, et al., 2010). CSR strategies are a tool that can help guide ethical business practices. The next section discusses the triple bottom line of business decisions and of CSR strategizing, which are financial, social and environmental responsibilities.

1.2.1 Triple Bottom Line.

1.2.1.1. Financial Obligations

The most basic responsibility that a company has is to be profitable. Milton Friedman stated in 1970, that the financial responsibility was a business' only responsibility as long as it abided by appropriate laws. Although it is true that organizations are responsible for financial viability and transparency, that should not be their only concern for they are also a part of society and of the economy, and thus they cannot survive without the latter (Porter & Kramer, 2006; Uddin, Hassan, & Tarique, 2008). Organizations can ensure their financial profitability while also contributing to society by creating 'shared value', making business decisions that reduce costs, create profit, or improve their image while also improving social and environmental issues (Cone, Feldman & DaSilva, 2003; Porter & Kramer, 2006).

1.2.1.2. Social Responsibility.

Partaking in socially responsible activities can have many advantages for organizations, such as reducing costs, minimizing risks, improving relationships with stakeholders, and improving the corporate image (Salazar & Husted, 2008). To create shared value, organizations should build their CSR strategies on company values, as well as the needs of society (Kay, 2006, p. 754). A pragmatic approach to identifying social needs is to conduct a stakeholder analysis and open a dialogue with the latter (Fryzel, 2011; Uddin et al., 2008; Phillips, 2011). Stakeholders will be defined as ‘social or environmental causes, organizations, individuals or future generations that affect or are affected by the operations of an organization’ (D’Anselmi 2011; Freeman, 1984; Crane & Ruebottom, 2011; Phillips, 2011; Zsolnai, 2006). Building trust and relationships with stakeholder must be a priority for CSR strategies because they affect every aspect of the organization and their operations (Fryzel, 2011; Kakabadse & Rozuel, 2006). One of the most influential stakeholder groups, employees, is discussed next.

Employees make up the organization in a service-based industry such as Hydro Ottawa, where they inadvertently become the face of the organization (Morsing, Schultz, & Nielsen, 2008; Pomeroy & Johnson, 2009; Simmons, 2009). Therefore companies should treat their employees ethically and promote a good organizational culture, leading to better employee morale and improved stakeholder interactions. This is referred to as the inside-out approach to CSR and branding (Morsing et al., 2008; Simmons, 2009). The third aspect of the triple bottom line, environmental concerns is discussed next.

1.2.1.3. Environmental Concerns

An energy production organization, such as Hydro Ottawa, must be heavily focused with environmental issues because the very nature of their operations relies on natural resources. They

should be concerned not only with recycling and energy consumption reduction, but also with green sustainable energy production. Tiwari and Mishra (2012), define renewable energy as “...the energy sources that are derived from natural sources that replenish themselves over short periods of time” (p. 6-7). Forms of renewable energy that are currently being used by Hydro Ottawa are hydroelectric power, biopower, and solar power (Generation, Hydro Ottawa, 2014). Other sources that could potentially be used in Ottawa but are not currently being utilized are wind power and geothermal energy (Generation, Hydro Ottawa, 2014; Tiwari & Mishra, 2012). Environmental Cost Management (ECM) systems can be a valuable tool in the decision making process for organizations to incorporate the triple bottom line, based on cost and impact analysis, into their environmental decision process (Hamilton, 2011). The next section discusses issues involved in communicating CSR strategies.

1.2.2. Communicating CSR.

Communicating CSR can be problematic because paid advertising can increase stakeholder scepticism and have the opposite intended effect (Pomering & Johnson, 2009). Strategies that have been recommended in the literature to communicate CSR efforts and reduce scepticism include the inside-out approach (Morsing et al., 2008), engaging employees in the community, use of third party endorsements, websites, internal publications, reports and dialogues with stakeholders (Cone et al., 2003). This being said, not all paid advertisement should be completely discredited, however the researcher chose to explore other options based on the literature reviewed. According to the literature, communication methods such as employee engagement and the inside-out approach have less potential to cause public friction, and will be discussed in the branding section to bridge the gap between CSR and branding.

1.3. Branding

Branding is generally defined here as "... names, terms, symbols and designs that identify the goods or services of a seller in ways that differentiate them from those of competitors, and a firm's brand images are a lens by which stakeholders evaluate organizational performance" (Simmons, 2009, p. 684). Kay (2006) states that consistency is one of the key aspects to creating a strong brand, however this is difficult to achieve in a service based industry that relies on human beings who are by nature inconsistent (Waeraas, 2008). In order to work around these issues, Aaker (1996) proposes the concept of extended brand identity that can be adapted to different contexts. Aaker defines brand identity through four perspectives: brand as product, brand as organization, brand as person, and brand as symbol. CSR strategizing based on financial, social and environmental responsibilities, Aaker's four brand identity elements, and the theoretical perspective discussed in the next section helped to guide to the final theory.

1.4. Theoretical Perspective

Stakeholders which have been described previously, are an integral part of CSR and branding because they are 'affected by or affect' the operations of the organization. Stakeholder theory has been chosen in order to identify the main actors at Hydro Ottawa, and to help address the influence they have on CSR and branding strategies. Normative stakeholder theory is being used to guide the research in a stakeholder driven perspective and to "...provide ethical guidance to managers" (Hasnas, 2013, p. 49). However, this theory is also problematic because it does not offer a stakeholder identification methodology (Crane & Ruebottom, 2011), it also restricts the definition of stakeholders to human entities. Although some may argue that stakeholders are defined as those who can speak on their own behalf, the researcher contends that the definition

should be expanded to include even voiceless entities that are affected by or affect the operations of an organization because these voiceless agents should still be considered during the decisions making process. As such, Zsolai's (2006) extended stakeholder theory, which expands the original premise to include ecosystems, voiceless agents and non-human entities, as well as the way in which organizations co-exist and are co-dependent with other stakeholders, will be used to supplement to the original notion. Stakeholder theories, and notions of extended stakeholder theory, are used to guide the research. The next section offers an overview of the methodology that has been chosen to explore CSR and branding at Hydro Ottawa.

1.5. Research Methodology

According to Creswell (2007), qualitative research is used to explore a particular phenomenon within a specific context, while case studies are effective means to explore the 'how or why' of the latter (Yin, 2003). This qualitative case study uses a grounded theory approach as defined by Strauss and Corbin (1990, 1998) because it is an effective method to explore the research questions while generating a theoretical model to explore the relationship between CSR and branding at Hydro Ottawa. Grounded theory (GT) was chosen because none of the theories observed by the researcher could fully explain the interaction between CSR and branding, thus GT offers a means by which existing theories could offer insight and be expanded to build a model for CSR and branding at Hydro Ottawa.

Based on Strauss and Corbin's (1998) methodology, data is analysed using a three step coding process (open, axial and selective coding) leading to the final theory. Data is collected based on interviews, document research and observation. High-level executives, directors and managers have been chosen for interviews because they are the groups that work more closely

with CSR and branding strategies at Hydro Ottawa. NVIVO, which is a qualitative data analysis software is used to help organize the data and to code it.

Grounded theory is used to generate a theory from the collected data (Creswell, 2009), which is useful in this study to derive a CSR and model that can be applied to Hydro Ottawa and as well as other organizations. Glaser and Strauss (1967) describe the main strength of grounded theory as being linked with the data in a way that it can't be 'easily refuted' because it combines the strength of quantitative methodologies with the depth of qualitative research (Walker & Myrick, 2006).

1.6. Structure of Thesis

This thesis is divided into five chapters: the introduction, the literature review, the methodology, the findings and analysis, and the conclusion. Following this chapter, the second section will review the literature pertinent to CSR, branding and a brief theoretical overview, which will guide the final thesis. The third chapter outlines the methodology, which introduces and justifies the reasons for conducting a qualitative grounded theory case study. The fourth chapter outlines the findings obtained from the data. Based on the analysis derived from the primary data the researcher reveals the final theory and introduces pragmatic recommendations for Hydro Ottawa. Finally the conclusion offers a retrospective look at the ensemble of the thesis to finally outline its limitations and recommendations for future research.

Chapter 2: Literature Review

The following literature review was broken down into three main sections. The first section focused on corporate social responsibility (CSR). It began with a definition and historical context, followed by an exploration of the 'triple bottom line', a term coined by John Elkington, referring to the financial/economic, social and environmental responsibilities of organizations (Triple Bottom Line, 11-17-2009). Finally, it ends with methods of communicating CSR effectively and a short critique. The second section focuses on branding in the service industry, which explored Aaker's four-perspective model. Finally, there is a brief overview of stakeholder and system theories, which guided the direction of the research.

2.1. Corporate Social Responsibility

Corporations had a significant influence in shaping western society, indeed they were so intertwined into the social fabric that they had an impact on the economy, politics, policies etc. Porter and Kramer (2006) stated that corporations were so powerful that society relied on them, and that this was reciprocal because organizations were also dependent on strong societies (p. 83). Thus, in order to ensure a proper balance, organizations had to be financially viable, as well as socially and environmentally responsible. CSR strategies could guide ethical business practices however, the task of creating such strategies could be daunting for organizations, especially since they may not have had a clear understanding of CSR. The next section defines CSR and offers a historical overview, followed by a discussion of the triple bottom line, communication strategies and a short critique.

2.1.1 Defining CSR

The task of creating a strong CSR strategy was complicated by the fact that experts, both in the academic and corporate worlds, could not seem to agree on a definition of CSR (Dahlsrud, 2006). Dahlsrud's (2006), literature review of CSR definitions has been instrumental in the following discussion and analysis. The next section reviews a few of these definitions to demonstrate the disagreements amongst authors and gaps in the literature.

To begin, Jamali, Hallal, and Abdallah (2010), defined CSR as "... concerned with the commitment of business organizations to contribute to sustainable development, stakeholder issues/concerns and improvement of societal conditions" (p. 591). Although this definition included a stakeholder perspective, it did not consider key elements such as the voluntary aspect of CSR and the influence of the triple bottom line. The Commission of the European Communities (2003) defined CSR as:

Corporate social responsibility is about companies having responsibilities and taking actions beyond their legal obligations and economic/business aims. These wider responsibilities cover a range of areas but are frequently summed up as social and environmental – where social means society broadly defined, rather than simply social policy issues. This can be summed up as the triple bottom line approach: i.e. economic, social and environmental (as cited in Dahlsrud, 2006, p.9).

Although this definition considered the voluntary dimension and the triple bottom line, its focus was primarily on the social and environmental aspects and did not elaborate on the economic approach and the importance of creating shared value. It was also missing the influence of stakeholders. Ethics in Action Awards (2003), offered a more inclusive definition, however much like Jamali, et al. (2010) it left out the voluntary feature.

CSR is a term describing a company's obligation to be accountable to all of its stakeholders in all its operations and activities. Socially responsible companies consider the full scope of their impact on communities and the environment when making decisions, balancing the needs of stakeholders with their need to make a profit (as cited in Dahlsrud, 2006, p. 8).

The examples listed above demonstrated not only a disagreement between specialists but also a lack of inclusion of certain elements of modern CSR (Carroll, 1999). According to Van Marrewijk (2003), definitions of CSR were also biased since they included/excluded elements that served a predetermined purpose. Dahlsrud's (2006), literature review compared differences and similarities of the top CSR definitions, while also identifying five dimensions of modern CSR 'economic, social, environmental [triple bottom line], stakeholder and voluntary', however he is missing the notion of shared value and failed to offer a synthesis of the definitions. Due to this gap in the research, the researcher chose to create a definition based on seven pre existing definitions. The following definition did not escape researcher bias because it encompassed the elements of CSR that were significant to this research, and as Berger and Luckmann (1966) explain, "CSR is viewed as a social construction and, as such, it is not possible to develop an unbiased definition" (as cited in Dahlsrud, 2006, p.2). It was designed to include the five dimensions described by Dahlsrud (2006) with the addition of shared value. For the purpose of this study, CSR was defined as: 'CSR is a continuing voluntary commitment by an organization to act ethically and be accountable for its impact on all stakeholders, while also balancing their need to make a profit. It is a decision making process relying on the triple bottom line (financial/economic, social and environmental) by which an organization voluntarily exceeds legal expectations by improving the state of the environment, of their employees, of the community and of society, while also fulfilling their financial needs and contributing to the economic development, thus creating shared value' (Business for Social Responsibility, 2000; Commission of the European Communities, 2003; Ethics in Action Awards, 2003; IBLF, 2003; Khoury et al., 1999; World Business Council for Sustainable Development, 1999; as cited in

Dahlsrud, 2006; Jamali, et al., 2010). The next section discusses the historical context that helped shape and define CSR as it is today.

2.1.2. History of CSR

CSR as a defined concept appeared in the literature around the 1950's, however traces of it have been seen as early as the 1800's. The problem, however, was that in its early developments, it was difficult to differentiate between productivity versus social good initiatives, since the welfare efforts during this period were to avoid labour issues and increase productivity (Wren & Wren, 2005). It could be argued that this was the earliest form of shared value, however these philanthropic actions were also meshed with 'questionable practices' and legal issues, inevitably leading to the rise of new regulations, "...the emergence of large corporations and the era of the robber barons in the USA led to the development of the antitrust movement" (Idowu, Capaldi, Zu, & Das Gupta, 2013, p. ix). In reaction to the regulations, and in order to dissuade the government from imposing them, corporations took on 'corporate responsibility' (Idowu et al. 2013), which took the form of religious acts, philanthropy, community service, and employee welfare (Banerjee, 2008).

CSR developed more formally through public relations (PR). Ivy Lee was considered to be the forefather of PR in the early 1900. He opened a consulting firm in 1905, serving important clients such as Pennsylvania Railroad and the Rockefeller family (Harrison & Moloney, 2004; St John III, 2006). Lee believed that PR could have both 'ideological and managerial benefits' to corporations, his aim was for the public and businesses to understand each other better by providing the media with direct access (Harrison & Moloney, 2004). His basic principles were "...tell the truth; trust the judgement of the public; don't deal in abstractions; stand by your policies and beliefs. He used a three-pronged strategy [...]:

humanizing [...]; influencing opinion leaders; and providing concrete examples” (Harrison & Moloney, 2004, p. 211). Lee worked in PR until his death in 1936, which overlapped with significant regulatory changes brought on by The Great Depression (Harrison & Moloney, 2004).

The increased need for regulations in the 1930’s, provoked by The Great Depression, brought forth ‘Roosevelt’s New Deal’ (Idowu et al., 2013, p. ix). This included “...banking reform laws, emergency relief programs, work relief programs, and agricultural programs [as well as] union protection programs, the Social Security Act, and programs to aid tenant farmers and migrant workers” (Great Depression and World War II, para 2). During this era, corporate responsibility was essentially a series of philanthropic ‘actions and reactions’ from businesses to improve their productivity, their image, and to adhere to governmental regulations (Idowu et al., 2013), which could be seen as the precursor of CSR.

According to the literature, CSR as a term, concept, practice and field of study, emerged in the 1950’s (Banerjee, 2008; Carroll, 2008; Idowu et al., 2013). "The ideology of CSR in the 1950’s was primarily based on an assumption of the obligation of business to society [...], whose main job was to balance often competing demands of employees, customers, suppliers, communities and shareholders” (Banerjee, 2008, p.7). Without it being named as such, this era noted the importance of stakeholders, however it was still very much influenced by philanthropy (Banerjee, 2008; Meehan, Meehan & Richard, 2006), and neglected environmental factors (Carroll, 2008).

In the 1960’s and 1970’s environmental concerns and regulations surfaced and began to influence business practices (Idowu, 2013, p. ix). Another significant breakthrough came from the Committee for Economic Development (CED) in 1971, which introduced the notion that “...business functions by public consent and its basic purpose is to serve constructively the needs

of society—to the satisfaction of society” (Carroll, 2008, p. 29). With this new development, CSR shifted from serving the needs of an organization to serving the needs of society.

This trend continued in the 1980’s with the emergence of stakeholder theory, business ethics, and the continuing importance of environmental factors (Banerjee, 2008; Carroll, 2008). During this same period, William C. Frederick created a ‘social responsibility agenda’ defined by “...environmental pollution, employment discrimination, consumer abuses, employee health and safety, quality of work life, deterioration of urban life, and questionable/abusiveness practices...” (2006, p. 58). These developments essentially widened the definition of corporate responsibility to include the wellbeing of society as a whole. Finally, in the 1990’s “there was a shift in CSR thinking [...] from fulfilling societal obligations through philanthropy to a more strategic level that attempted to tie corporate social initiatives to corporate objectives” (Banerjee, 2008, p.6). It was also during this period that John Elkington coined the term ‘triple bottom line’, referring to the economic, social and environmental responsibilities of organizations (Triple Bottom Line, 11-17-2009).

As seen thus far, CSR had traditionally been used in the private sector to balance profitability of a business with their social responsibilities. However, recent trends have shown it to create added value in the public sector as well (Carroll, 1999). The difference in its use was in the justification that accompanied the use of public funds, “In private enterprises, where ownership is often merged with the management and control functions, they are more flexible, while in public enterprises, [...] a business case is needed to justify the engagement in corporate social responsibility activities” (Fryzel, 2011, p.2). It seems a bit ironic that public entities should require more justification to do public good, however it’s really about justifying the use

of public funds, which can be achieved through the triple bottom line, as explored in the next section.

2.1.3 Triple Bottom Line.

The triple bottom line, a term coined by John Elkington (1994), involved making business decisions based on financial, social and environmental factors. This section begins with a discussion about the main responsibility of a company being its financial obligations, as well as social and environmental responsibilities.

2.1.3.1. Financial and Economic Responsibilities.

Historically the *raison d'être* of a company was to be profitable, and often to the detriment of society and of the environment. Milton Friedman stated in the New York Times on September 13, 1970, “There is one and only one social responsibility of business - to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud”. Friedman’s view, although limited, included financial accountability and transparency. At the most basic level, organizations had the responsibility of operating within legal limits and maintaining employment, revenue, expense, debt and investment records, of reporting such figures and paying appropriate taxes (Uddin, Hassan, & Tarique, 2008). The following section discussed financial and economic issues as well as the importance of creating shared value in the context of CSR.

Although it is true that companies should be financially viable, it is also true that they cannot exist without consumers and thus a healthy society (Porter & Kramer, 2006; Uddin et al., 2008). Uddin, et al. (2008) state, “The economic dimension of the sustainability agenda should [...] consider the direct and indirect economic impacts that the organization’s operations have on

the surrounding community and on the company's stakeholders" (p. 204). A survey conducted in 2000 by Business Week magazine agreed with this trend, stating that 95% of respondents answered favourably that businesses should have goals reaching beyond the financial agenda to include employees and society (Banerjee, 2008, p. 52). "The economic performance of a company has direct and indirect impacts on all of its stakeholders [...] employees, local governments, non-profit organizations, customers, suppliers, and the communities in which the companies operates" (Uddin et al., 2008, p. 205). Thus large organizations had to make their financial health a priority since they contributed directly to the economy, and an economically viable society is necessary for the success of a company (Porter & Kramer, 2006).

According to Porter and Kramer (2006), corporations could increase their own financial wealth, while also contributing to society through 'shared value'. Shared value was about making smart business decisions that simultaneously created advantages for the organization as well as for society (Porter & Kramer, 2006). These win-win scenarios offered a good business case for organizations on a multitude of levels such as "...enhance their reputations, deepen employee loyalty, strengthen ties with business partners, and even sell more products or services" (Cone, Feldman & DaSilva, 2003, p. 95). This mutual dependence accentuated the importance of shared value (Porter & Kramer, 2006). Uddin, et al., (2008) state that this trend has now become a social expectation, "Since businesses can earn profit only if society consumes its products, society expects that a part of the profit should be spent for the betterment of the society at large. A business of today must run its activities in a socially acceptable way if it desires to sustain in the long run" (p. 200).

2.1.3.2. Social Responsibilities.

Beyond the financial contribution of organizations towards society, the literature suggested that partaking in socially responsible activities can have multiple benefits for organizations, "... there is theoretical logic and some (albeit inconclusive) empirical evidence that engaging in socially responsible activities can reduce costs and risks to the firm, build firm competitive advantage, enhance reputation and legitimacy, and create synergies" (Brown & Forster, 2013, p. 302).

In order to create shared value, organizations should build their CSR strategies based on company values, as well as the needs of the society in which they operate (Kay, 2006, p. 754). Cone et al., (2003), suggested choosing a cause, which aligned well with the company and its values to increase shared interest, employee participation and avoiding having to choose between "altruism and self-interest" (Porter & Kramer, 2006, p. 96). To assess the needs of society and align themselves appropriately, organizations should identify their main stakeholders and analyze their level of influence (Fryzel, 2011; Uddin et al., 2008; Phillips, 2011), specifically those of their employees, as the latter unwillingly become spokespersons for the organization (Morsing, Schultz & Nielsen, 2008; Pomeroy & Johnson, 2009; Simons, 2009).

Stakeholders

Stakeholders are a crucial part of any organization because without them the organization could not exist. Thus, "Businesses should operate without jeopardizing the fate of the future generation. And for that, business needs to think for the society, environment, and stakeholders of it. Long run relationship with the stakeholders can ensure long run sustainability of a business" (Uddin et al., 2008, p. 200). In order to operationalize this, managers must first understand what

a stakeholder is, the most common definition is Freeman's (1984), "...stakeholder in an organization is any group or individual who can affect or is affected by the achievement of the organization's objectives" (p. 46). As the researcher explores later, this definition is problematic for a number of reasons, however it does provide a general overview of stakeholders that can be used to explain the identification, analysis and trust building process.

Trust is considered to be an important element in the branding of products and organizations. For example, many people have chosen one brand over another because they 'trusted' the brand, either because it has been around for many years, has been free of known controversies, or has marketed admirable beliefs or properties etc. Phillips stated (2011) that, "Trust should be built more generally, by being a responsible company, and also more specifically with one on one relationships with specific stakeholders" (p. 67). As identified above, in order to do so, organizations must identify their stakeholders, analyze their level of influence, and their specific needs (Fryzel, 2011; Uddin et al., 2008; Phillips 2003 & 2011). This not only allowed organizations to better understand stakeholder needs, but also the effects of their operations on the latter and how to communicate effectively with them (Uddin, et al., 2008). It was important for organizations to work with stakeholders because, "They may offer obstacles, support and challenges of various sorts. Firms should regard dealing with stakeholders as a means to corporate success" (Phillips, 2011, p. 76). Bartlett, Tywoniak and Hatcher (2007), discussed an important shift in the public relations profession from a top down communication approach to a two-way communication. Stakeholders now expected an open dialogue, which can improve branding and CSR strategies by 'checking-in' with stakeholders via face-to-face contact, surveys and social media, communication strategies will differ according to the identified group (Fryzel, 2011; Kakabadse & Rozuel, 2006).

Employee

Employees are quite arguably the most important stakeholders of any organization. As Phillips states, "It is almost a cliché that 'employees are our most important asset' " (2011, p. 66). Since employees were the point of contact with stakeholders, specifically in a service industry such as Hydro Ottawa, they become instrumental in CSR and branding strategies (Morsing et al. 2008; Pomeroy & Johnson, 2009; Simmons, 2009). The organizational culture, the ways in which a company is run and the treatment of employees, contributed to the "... corporate image [which] can be described as 'the totality of a stakeholder's perceptions of the way an organization presents itself, either deliberately or accidentally'" (Pomeroy & Johnson, 2009, p.421). As part of their social responsibility, organizations must strive to create a convivial organizational culture. Figure 2.1 in Appendix 5 illustrates the inside-out approach to CSR and organizational management. Morsing, Schultz and Nielsen (2008), illustrated this in a four dimensions, 1) Create a safe and appealing work environment, 2) dissemination of the CSR initiative through 'local communities and people', 3) 'National, Social and Environmental issue' and finally 4) International Issues.

Mele (2003) stated that in order to create a great working environment and develop employee potential, organizations had to adhere to two general rules 'a) recognize the person and his/her dignity, rights, uniqueness and capacity for personal growth; and b) inspire management for the common good rather than particular interests'. Other authors have identified the importance of encouraging employee engagement by creating opportunities for open dialogue between management and staff (Kakabadse & Rozuel, 2006), by utilizing employee skills (Cone et al., 2003) and by involving employees in the creation of CSR strategies (Morsing et al., 2008). The second dimension outlined by Morsing et al (2008), involved the dissemination of CSR initiatives through 'local communities and people (stakeholders) directly affected by the

company' (p. 104). If the first dimension was done properly such that a good organizational culture was created (Simmons, 2009), employees should be in a position to create better relationships with external stakeholders (Morsing et al., 2008). The third and fourth dimensions are expanded to involve 'National, Social and Environmental issue' and international issues (p. 104). Social and environmental issues are discussed in this work, however because Hydro Ottawa was focused more locally and provincially, for the purpose of this thesis the researcher did not discuss national or international issues at length. The goal of this four pronged initiative was to create an organizational culture that promoted employee commitment to the company and to the CSR strategy (p. 104). This also implies that the organization would have done a thorough stakeholder analysis, to identify and differentiate between local, national, international, social and environmental factors, and include these into CSR practices.

The next section will discuss environmental responsibilities, which is a significant portion of the triple bottom line for Hydro Ottawa, who's operations rely heavily on natural resources.

2.1.3.3. Environmental Responsibilities

As the historical context above illustrated, environmental issues only began to be regulated more closely in the 1960's and 1970's, and even so they were not immediately integrated into business practices (Carroll, 1999; Idowu et al., 2013). However this trend has been changing, "For present and future generations to enjoy a good quality of life, government, industry, and individuals need to become ever more efficient in their use of materials and energy, minimizing wastes through recycling and reuse and develop new disposal methods" (Hamilton, 2011, p. 196, in Khalili, 2011, Ed.). There has been a societal shift in the importance of environmental concerns, according to the European Graduate Survey, "Another reason for

business to worry is that the environmental agenda is way up the list of priorities of the emerging generations of university graduates” (Elkington, 1998, p. 38). Therefore, corporations must adapt to environmental concerns, not only for environmental reasons and governmental regulations, but also because of changing societal expectations and in order to attract quality employees (Elkington, 1998). The next section discusses environmental organizational needs specific to Hydro Ottawa.

Natural Resources and Sustainability

An energy production and distribution industry such as Hydro Ottawa has a direct impact on the environment because the nature of their industry relies, thus far, on natural resources. As such their CSR policy should include strategies specific to their industry. The next section introduces Environmental Cost Management, as well as an overview of renewable energy sources.

Environmental Cost Management

Environmental Cost Management (ECM) is an accounting process by which managers can make decisions about their environmental strategies based on data (Hamilton, 2011). The ECM method chosen for this section is named Full Cost Accounting (FCA), “...FCA is a means by which environmental considerations can be integrated into business decisions. FCA incorporates environmental and other internal costs, with external impacts and cost/benefits [...] on the environment and on human health” (Hamilton, 2011, p. 196), it was chosen because it was the method used by Ontario Hydro (Hamilton, 2011). This methodology was relevant to CSR and to business decisions, because it quantified the elements of the triple bottom line, so that environmental decisions could be made based on their economic/financial and social impact. According to Ontario Hydro, this process helped their organization ‘improve environmental cost management’, avoid costs by planning ahead, create shared value by identifying revenue

opportunities, 'improve decision making', 'environmental quality improvement' based on efficiency, 'contribute to environmental policy' and contribute to 'sustainable development' for society as a whole (Hamilton, 2011, p. 197). By using ECM methodology, organizations could ensure that are making the most cost effective environmental and social choices, essentially leading to better financial decisions. It could also help generation companies make important decisions about the types of energy generation technologies that are best suited for their needs based on financial, social and environmental impacts.

Energy generation

Much like extractive companies, energy production and distribution companies impact the environment because their operations relies on natural resources. Since electricity has been and continues to be such and important influence to the functioning of our society, energy producers had to find means by which their services could be sustainable for society and for future generations, as well as be environmentally sound (Tiwari & Mishra, 2012). According to Tiwari and Mishra (2012), the answer was renewable energy, "...the energy sources that are derived from natural sources that replenish themselves over short periods of time. These resources include the Sun, wind, moving water, organic plant and waste material (biomass), and the Earth's heat (geothermal)" (p. 6-7). Although there are consistently new advancements in technology, for the purpose of this thesis, only those that have been well established and that could be used geographically and pragmatically by Hydro Ottawa are discussed in the next section.

According to Tiwari and Mishra (2012), hydroelectric power was one of the oldest forms of renewable energy generation. It was described as, " Kinetic energy in falling water from a height is converted into mechanical energy by a turbine and then electrical energy by a generator to meet the energy needs for a variety of tasks" (p. 267). It was considered renewable because

the water was a natural resource that kept flowing, if the source were to dry up or freeze, however, it would no longer be renewable. Energy Ottawa, the generation branch of Hydro Ottawa, "...owns and operates six run-of-the-river hydroelectric facilities [...] produc[ing] more than 270,000 megawatt hours (MWh) of green power each year" (Energy Ottawa, Generation). Hydro Ottawa stated that run-of-the-river created 'zero waste and carbon dioxide emissions' because the dam didn't block the flow of the river or flood the area, but rather simply used the flow of the river to turn turbines (Generation – Chaudière Falls).

Biofuels are made from biomass, which is renewable organic matter that can be burned or transformed to more useful forms, such as gas or liquids, to produce heat and electricity, which is known as biopower (Tiwari & Mishra, 2012). "Biomass includes forest and mill residues, agricultural crops and wastes, wood and wood wastes, animal wastes, livestock operation residues, aquatic plants, municipal and industrial wastes" (Tiwari & Mishra, 2012, p. 167). Burning biomass was actually better for the environment because its decay would release carbon dioxide into the atmosphere (Tiwari & Mishra, 2012, p. 168). Using methane from landfills to produce energy reduced greenhouse gas emissions, while producing heat or electricity. Hydro Ottawa had two landfill-to-gas generating sites, which were located at landfill sites to avoid the cost of shipping, making their operations more cost effective and creating shared value (Generation - Landfill Generating Facilities, 2014).

Solar power is a process by which solar cells convert energy from the sun, through radiation separating the positive and negative charge into electricity (Tiwari & Mishra, 2012, p.113). "Solar power generating systems use photovoltaic solar cells to convert energy from the sun directly into a flow of electrons and electricity for consumers" (Generation - Solar Installation Partnerships, Hydro Ottawa, 2014, para 2). Hydro Ottawa had two solar installations

during the time of this research, and was looking into partnering to create more in the future (Generation - Solar Installation Partnerships, Hydro Ottawa, 2014).

Wind power and geothermal energy were not being used by Hydro Ottawa during this research. Wind power uses the kinetic energy of air in motion to convert it into mechanical energy by turning a turbine, before converting it to electrical energy (Tiwari & Mishra, 2012). It is considered to be a renewable clean resource, however it is not always efficient or reliable (Tiwari & Mishra, 2012, p. 319). Geothermal energy is the use of heat emanating from the earth's core, although it is available globally, some geographic areas make it more difficult to harvest this energy because they have to drill down much further than other locations (Tiwari & Mishra, 2012).

To summarize, the triple bottom line offers organizations a decision-making roadmap. All three elements, financial, social and environmental, have an impact and are impacted by business operations and business decisions. In an organization such as Hydro Ottawa, where environmental factors such as renewable energy production are a factor, Environmental Cost Management methods such as Full Cost Accounting, could help weigh out the pros and cons of each system towards the most socially viable, environmentally friendly and cost effective solutions. The next section discusses communicating CSR strategies.

2.1.4. Communicating CSR

Although there was proof, in the literature reviewed, of increased interest in CSR by organizations, there were also issues with methods of communication and public opinion. Dawkins (2004) elaborates, "While there is general consumer support for firms' providing CSR [...] the communication of this information via advertising is problematic" (as cited in Pomeroy

& Johnson, 2009, pp. 426-427). The irony lies in the fact that organizations are encouraged to comply with social demands and incorporate CSR into their business practices, but that communicating this information has become a grey area. “The difficulty is in how to make it known, and acknowledged by stakeholders, that the company is dedicated to a path of social responsibility, and further, to what extent and how the company deliberately should communicate it” (Morsing, et al., 2008, p. 98). The following section discusses the difficulties involved in advertising CSR and offers alternate solutions.

There were many advantages to practicing CSR and to building the identity of a firm around these practices, however the advertisement of such strategies was ‘susceptible to consumer scepticism’ (Pomering & Johnson, 2009, p. 422). Pomering and Johnson (2009), associated this scepticism to a lack of understanding of the organization’s CSR initiatives, lack of trust in the company and a distaste of advertising. Obermiller and Spangenberg (2005) agreed that educating the public about the CSR initiatives should promote acceptance and melt scepticism. However, the reoccurring, and circular problem faced by organizations was how to educate society if the use of advertisements could have potentially created negative reactions? Organizations were thus obliged to build trust with its stakeholders in order to increase understanding of their CSR strategies and intentions (Greenwood and Van Buren III, 2010). According to Obermiller and Spangenberg (2005), society was more sceptical of paid advertisement than other means of dissemination, thus organizations ought to focus their communication strategies elsewhere.

In order to maintain authenticity, companies should focus on ‘doing’ rather than ‘talking’ or advertising what they have done (Cone et al., 2003; Morsing et al., 2008). According to Morsing et al. (2008), the inside-out approach was seen as the best way to communicate CSR

efforts to the public because of its authenticity. The inside-out approach relied on employee engagement to rather than advertising to get the message across, “The companies report that the inside-out approach builds a strong organizational commitment to the corporate CSR agenda, thus encouraging employees to contribute to the further development and support of the corporate CSR policies and activities” (Morsing et al., 2008, p. 104). Authentic CSR strategies that involved employee contribution are the beginning of transforming the CSR strategies into the brand of the organization, “...when an acceptable level of internal commitment is reached concerning internal CSR issues then the next step is to engage employees in CSR in the local communities” (Cone et al., 2003, p. 103). It could also be communicated indirectly through ‘third party endorsement’ by talking to key stakeholders groups such as “... politicians, local authorities, the media, investors and critical interest groups” (Cone et al., 2003, p. 105), this was illustrated in Figure 2.2. Third party endorsements from respected individuals or organizations could be seen as more trustworthy (Cone et al., 2003). A Danish study also identified the following elements as appropriate means of transmitting CSR practices “...corporate websites, internal personnel magazines, sustainability reports and face-to-face meetings with stakeholders” (Cone et al., pp. 105-106). This section offered thoughts on communication problems and solutions faced by CSR strategists, the next section criticises elements of CSR.

2.1.5. Criticism of CSR

CSR has been heavily criticised by both business professionals and academics, primarily for not having business’s core responsibilities at heart, for being ill defined, and for having dishonest intentions. Milton Friedman was very influential in criticising CSR, his main premise was that companies could not, by their very nature be considered ‘responsible’, and that their primary focus should be financial profitability. He stated that CSR had nothing to do with

business, because businesses were not an entity and thus could not be held responsible, “Only people can have responsibilities. A corporation is an artificial person and in this sense may have artificial responsibilities” (1970, para 3). Thus, in his opinion, for a corporation to be held responsible for anything but profit was a socialist doctrine, Phillips (2011) pushed this thought further by stating that it “exacerbates the problem of capitalism and ethics” (p. 11). Friedman (1970) considered it to be irresponsible for business executives to concern themselves with social responsibility because they were using company resources for activities that opposed the mandate of a business. In his most famous quote, Friedman stated, "there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud" (1970, para 33).

CSR has also been criticised for being ill defined and too vague both for business and social outcomes. According to Sethi (1975), even the term CSR has been so overused that it has become meaningless (p. 58). Phillips (2011), criticised CSR not only for being too flighty in its definition but also in its objectives and in business practice, "... CSR research is neither focused on core business activities nor primarily interested in improving business outcomes. [...] such actions are weighed in the context of interactions with society as a whole” (p.19).

Another important criticism was that CSR served as a window dressing, that its impact was exaggerated and often used to cover up, or divert attention from important social issues (Crook, 2005; Idowu et al., 2013). Crook (2005), much like Friedman, stated that corporations were mainly interested in making profit, thus they had given into the idea of CSR only because it was a social expectation. CSR could be misused by serving as a ‘cosmetic treatment’ that might also deter public attention from true ethical problems, “Major corporations that may have

existing reputational problems due to their core business activities may engage in high-profile CSR programs to draw attention away from their perceived negative impacts” (Idowu et al., 2013, xii). Shared value has been criticized in much the same way, “It is unclear whether this kind of CSR quite counts. Some regard it as “win-win”, and something to celebrate; others view it as a sham, the same old tainted profit motive masquerading as altruism” (Crook, 2005, Para 9). Essentially, CSR was criticized because of what Freeman and Liedtka (1991) call the ‘separation thesis’, which was a divide between business practice and ethics (as cited in Phillips, 2011, p. 10).

2.2. Branding

"The word ‘brand’ comes from the Old Norse or Germanic root meaning ‘burn’" (Healey, 2008, p. 6). It was initially used to identify livestock (Healy, p.6), and later to represent not only the source, but also the quality of the product (Kapferer, 2012, p. 11). It is now used to denote the key concepts of a product or service that make it memorable to the consumer (Healey, p. 6). “A brand is a distinguishing name and/or symbol intended to identify the goods or services of one seller from those of competitors” (Aaker, 1991, p. 110). In addition to differentiation, a brand should also create an automatic response, an emotional attachment or an embedded connection between the company/product and the values of the organization in order to build trust and reputation (Kapferer, p. 12; Vaid, 2003, p. 2; Wheeler, 2003, p.2). The next section discusses different elements of brand identity including the core and extended identity, as well as Aaker’s four brand identity propositions (see Appendix I).

The brand image was the perception that the public had of the organization, while the brand identity represented the perception that the organization had of itself, or how it would like to be seen by the public (Aaker, 1999, p. vii). Kapferer (2012), compared brand identity to

personal identity, "... having an identity means being your true self, driven by a personal goal that is both different from others' and resistant to change" (p. 150). Aaker (1996), stated that the brand identity was made up of a core identity as well as an extended identity.

The core identity was described as the fundamental values or the soul of the brand, the elements that remained constant (Aaker, 1996; Kapferer, 2012). Kay (2006) stated that consistency was one of the key aspects to creating a strong brand (p. 747), however Waeraas (2008) argued that consistency was difficult to maintain in service industries (p. 205). To circumvent this problem, Aaker (1996), proposed the concept of extended identity, which "[...] includes brand identity elements, organized into cohesive and meaningful groupings, that provide texture and completeness" (Aaker, 1996, p. 68-69). The extended identity could be adapted to different contexts, and resembled Kates and Goh's (2003), concept of 'brand morphing'. Brand morphing implied that key messages should change according to the target market, "...the ways that brand meanings change among different groupings of consumers [...] to accommodate, reinforce, and create diverse cultural meanings..." (p. 59). This helped shape the brand positioning, the angle utilized to make the service stand out within the market (Kapferer, p. 149). The next section explores brand identity as defined by Aaker's four perspectives: brand as product, brand as organization, brand as person, and brand as symbol.

2.2.1. Brand as Product

Aaker (1996) described brand as product simply as the product that was associated to the brand (p. 80), he considered this to be an essential element of the brand identity (p. 78). However, in a service industry, the service *is the product* and thus intangible to the consumer (Eiglier and Langeard, 1990; Kapferer, 2012; Levitt, 1981). Because services relied on humans who were 'intrinsically and unavoidably variable', a problem of inconsistency ensued (Aaker,

1996, p. 72). In order to work around this issues, quality of service has to be a top priority for the organization, and employees must internalize these values (Aaker, 1996; Kapferer, 2012; Kim, Kim, Kim, Kim, and Kang, 2008).

In the service industry brand management not only referred to differentiation but also to ensuring quality of service (Kapferer, 2012). In their study of the hospital industry, Kim et al. (2008), explained that customers shaped their brand image based on their lived experiences, “Good hospital image is built by patients' trust in the treatment [...], which can improve a consumer's tendency to select that hospital in the future” (p. 77). Kim et al., identified customer relationship management (CRM) as an appropriate means to improve the brand identity in the service industry, this included: “(1) trust, (2) customer satisfaction, (3) relationship commitment, (4) brand loyalty, and (5) brand awareness” (2008, p. 76). Trust was described as “the perceived credibility and benevolence of a target party” (Kim et al., 2008, p.76), while customer satisfaction was an emotional response in relation to the services (Kim et al., 2008, p. 76). A consistent and reliable service built trust and customer satisfaction, which led to relationship commitment (Kim et al., 2008, p. 76; Kapferer, 2012). Relationship commitment entailed elements of trust and satisfaction in maintaining a mutual commitment (Kim et al., p. 76). According to Kim et al.'s (2008) study, trust, customer satisfaction and relationship commitment had positive effects on brand loyalty and brand awareness (pp. 80-81). The next section will discuss brand as organization, but Aaker (1996) stated that the lines can seem blurred between product and organizational attributes to the brand, especially in the service industry, some elements may even fit into both.

2.2.2. Brand as Organization

Corporate branding, or brand as organization, was the conscious decision to brand according to the organizational culture and values (Aaker, 1996; Heding, Knudtzen and Bjerre, 2009; Simmons, 2009; Waeraas, 2008; Whelan, Davies, Walsh and Bourke, 2010). This has been achieved through a process that Kapferer (2012) has coined as ‘brand alignment’, while other authors referred to it as the ‘inside-out’ approach (Simmons, 2009; Waeraas, 2008).

“Brand alignment is the process by which organizations think of themselves as brands [...] The internalization process is crucial. It means explaining and justifying these values to each cell within the company” (Kapferer, 2012, pp. 72-73). Therefore, in the service industry, employees were a fundamental factor to organizational branding because they directly represented the organization through public interaction (Aaker, 1996; Kapferer, 2012).

As discussed under CSR, in order to internalize and thus externalize the brand identity, employees had to be treated ethically and have a positive image of their employer (Morsing et al, 2008; Phillips, 2011; Pomeroy & Johnson, 2009; Simons, 2009). “Employees can act as brand ambassadors and their interaction with external stakeholders will in turn shape the external view of the brand” (Whelan et al., 2010, p. 1164), however “...employees cannot be expected to treat customers well if they are not happy themselves” (Kapferer, 2012, p. 73). Therefore, creating a good organizational culture would consequently improve the way that employees associated to, and lived the brand, however the problem of human inconsistency still jeopardizes the brand (Kapferer, 2012, p 74). In the service industry, consistency had to be maintained through ‘strong behavioural norms’ (Kapferer, 2012), which was developed through ‘training, motivation, support, and correction’ (Healey, 2008, p. 140). Hence a healthy organizational culture coupled

with continuous training could improve the quality of service and thus lead to a better brand identity and brand image.

2.2.3. Brand as Person

According to Aaker (1996) the brand personality is the description of an organization based on human qualities to make it more attainable to the customer. "A brand personality can be defined as the set of human characteristics associated with a given brand" (Aaker, 1996, p. 142). The goal of these characteristics was to create a relationship between the brand and the consumer (Aaker, 1996; Healey, 2008; Heding, Knudtzen & Bjerre, 2009). The adjectives used to describe the personality of the brand were the same as those used to describe a person (Aaker, 1996). These human qualities helped people relate to the brand and create a relationship with it (Aaker, 1996; Healey, 2008), which in turn helped create 'value proposition', "... emotional, and self-expressive benefits delivered by the brand that provide value to the customer. [...] and drive purchase decisions" (Kapferer, 2012, p. 95).

2.2.4. Brand as Symbol

Aaker (1996) didn't offer a comprehensive definition of brand as symbol. He stated, "Anything that represents the brand can be a symbol [...] A strong symbol can provide cohesion and structure to an identity and make it much easier to gain recognition and recall" (Aaker, 1996, p. 84). The symbol could be anything that jogged the public's memory and reminded them of the product or organization, it could be used to complement the brand's personality and increase association (Aaker, 1996, p. 148). An example of this could be polar bears and coca-cola. However, the association had to be built up over time in order to be effective, "Symbols are more meaningful if they involve a metaphor, with [...] a characteristic representing a functional, emotional, or self-expressive benefit" (Aaker, 1996, p. 85). In order to achieve this, Koeber-Reil

suggests asking, "What visual image would you want people to have of your brand in five years? The resulting image then drives everything - in some cases, even the product and the name" (Aaker, 1996, p. 85).

2.3. Conclusion

In summary, most business models, even for publicly funded organizations, could have benefitted from a well-defined CSR strategy created through stakeholder engagement, strong organizational values and triple bottom line (financial, social and environmental factors). In order to be pragmatically effective, CSR strategies should engage stakeholders and employees, and should voluntarily exceed regulatory and social expectations. In a service industry such as Hydro Ottawa, CSR could have increased stakeholder relationships, trust, satisfaction and the level of commitment of employees, consumers, and other stakeholders (Kim et al., 2008). The researcher has chosen Aaker's four components of branding (brand as product, organization, person and symbol) as a means of embedding CSR strategies into the branding practice of an organization. These strategies must incorporate an inside-out approach with a strong human resource component in order to convey ethical values from within the organization in an organic manner. When employees are engaged and happy, the CSR strategy and corporate branding could be diffused organically (Cone et al., 2003; Morsing, et al., 2008; Pomeroy & Johnson, 2009; Simmons, 2009; Waeraas, 2008; Whelan et al., 2010).

2.4. Theoretical Framework

In the first chapter, the researcher outlined a number of entities that make up the energy sector in Ontario and thus have had an impact on the operations at Hydro Ottawa. To explore the CSR and branding strategies at Hydro Ottawa it was not only important to understand how these entities fit into the organization, but also to recognize and identify other important stakeholders and how they related to each other. In order to do this, the following theories have been chosen to guide and inspire the research: stakeholder theory which helped identify key actors; extended stakeholder theory which aimed to identify non-human stakeholders, and finally systems approach in order to understand how the stakeholders functioned together to form the bigger picture.

2.4.1. Stakeholder Theory.

Stakeholder theory has been chosen in order to identify the main stakeholders at Hydro Ottawa and to help address the influence they had on the CSR and branding strategies. As noted above, Freeman described stakeholders as “...any group or individual who can affect or is affected by the achievement of the organization’s objectives” (1984, p. 46). According to Banerjee (2011) this definition was limiting because there were different levels of influence of stakeholders that needed to be taken into consideration. Zsolnai (2006), on the other hand, suggested that it was incomplete because it only included human entities. He expanded the definition of stakeholders to include “...beings other than human individuals and groups, namely biological creatures, ecosystems, and even the Earth as a whole. [...] There can be future beings as well” (p. 38). As opposed to other stakeholder maps that will be discussed shortly, the figure

in Appendix H, 'Stakeholders in the contemporary marketing context', illustrated Zsolnai's extended theory by including non-human elements such as, 'ecosystems, future generations, non-human species, media, public opinion, geographical context, regulatory bodies ect.' (Simmons, 2009, p. 683). Although this altered definition of stakeholder is controversial as many researchers see stakeholders as agents who can speak on their own behalf, the researcher believes it is important for voiceless agents to be considered as well, and thus the reasoning for pushing the original concept and definition of stakeholder. This altered definition of stakeholder was useful when exploring Hydro Ottawa, because its operations have an impact not only on human entities, but also on the economy, society, the environment and future generations, to name but a few.

2.4.1.1. Identifying stakeholder

The proper identification of stakeholders has proven to a problem in the literature for both researchers and managers. Freeman et al. (2010) stated that the identification process was undefined in stakeholder theory, which was one of its limitations. Many authors have attempted to identify generic stakeholders groups and categories, however these classifications were limiting and left much too personal interpretation (Crane & Ruebottom, pp. 78-79; Hasnas, 2013, p.52; Zsolnai, 2006, pp. 39-40). D'Anselmi D'Anselmi (2011), offered the idea of the 'unknown stakeholder', "... he who does not share a voice, who doesn't know he has a stake in the activities of the organization being analyzed. It may be a newborn baby who will breathe what will be left of the air seventy years from now" (D'Anselmi, p. 52). However, the use of the pronoun 'he' still implied only human entities, while Zsolai's definition extended the category to include non-human entities. According to these descriptions of *stakeholder*, the theory presumed that organizations, or managers, should be able to identify their stakeholders

appropriately. However, the theory failed to provide a stakeholder identification methodology, which Phillips (2003) stated to be a predominant problem of stakeholder theory.

2.4.1.2. Extended Stakeholder Theory

According to Freeman et al. (2010) most theorists agreed that normative stakeholder theory was a "...moral theory designed to provide ethical guidance to managers—one from which definite prescriptions as to how managers should act can be derived" (pp. 220-221). Zsolai's (2006) extended stakeholder theory prescribed to the normative stakeholder strand because he insisted that organizations should be ethically and morally responsible towards all their stakeholders. As such, a normative perspective to stakeholder theory would enable the researcher to specify moral and ethical obligations that an organization and its management have towards their stakeholders (Friedman & Miles, 2002). Zsolai's (2006), normative extended theory advanced the notion of ecosystems, and how populations, including organizations, co-existed and were co-dependant on other stakeholders in the system. He stated that organizations should be responsible towards their ecosystem, and expanded the notion of stakeholder to include non-human entities, "Business organizations affect the fate and survival of natural ecosystems and the life conditions of present and future generations thus nature, society and future generations should be included among stakeholders of business" (Zsolai, 2006, p. 37). This was especially true for the energy sector, which had important financial, social and environmental impacts on the present as well as the future. However, his theory could be seen as utopic because it placed social obligations above financial responsibility (Zsolnai, 2006, p.40), and as it has been stated earlier financial responsibility should be an organizations first priority.

2.4.2. Systems Approach

While stakeholder theory strived to identify the actors that were influenced by or who influenced an organization, a systems approach to stakeholder theory as described by Phillips (2011) identified the bigger picture; how these networks were placed together to form a larger system. Wolf (1999), defined systems theory as: "... how a set of individuals, institutions and processes operates in a system involving a complex network of interrelationships, an array of individual and institutional actors with conflicting interests and goals and a number of feedback loops" (p. 1632). This approach investigated how stakeholders related to each other to form networks and thus a system (Phillips, 2011), which Zsolnai (2006) described as ecosystems made up of 'co-existing populations'. To complicate matters further, these ecosystems were ever evolving, which Plsek (2001) has coined 'complex adaptive systems', "...a term used to describe open interactive systems that are able to change themselves and affect or are affected by changes in their interactions with other systems" (Phillips, p. 122).

2.4.3. Maps and Models

Making sense of all these elements as it pertains to an organization can become overwhelming for researchers and managers. Maps were visual tools that were used after stakeholders had been identified, which helped organizations understand how they related to each other within the system. Freeman (1984) stated the importance of creating maps as, "Given the turbulence that business organizations are currently facing and the very nature of the external environment, as consisting of economic and socio-political forces, there is a need for conceptual schemata which analyze these forces in an integrative fashion" (p. 40). They can help analyze the organization's current situation and shed light on the future, as well as identify and solve problems (Phillips, 2011).

Freeman's traditional firm-centric map (Appendix F, figure 1.1), was one in which the organization was at the center and the stakeholders were built around it (Phillips, 2011, pp.114-116). It was helpful to identify stakeholders, however this model was very simplistic, based on a limited definition of stakeholders, and did not identify mutual influence. Figure 1.2 was a more complex firm-centric models that added a second level of stakeholders including 'government, media, competitors, advisory groups etc. (Freeman, Harrison, & Wicks, 2007, p. 51). The addition of these stakeholders was an improvement over the traditional firm-centric model, however placing these stakeholders as a second level implied that they were less important when they could in fact be just as, or more influential than stakeholders in the first level. Figure 1.3, expanded the original notion to include internal stakeholders, which was an important element that other models studied thus far had not included (Grochim, nd.). The firms-centric models were useful to organizational planning, such as creating a CSR strategy and identifying the stakeholders involved in the process however, this approach can be limiting as it only offered the organization's point of view. In order to understand different points of view Freeman (1984) suggested replacing the firm with another stakeholder, or with a specific problem that needed to be resolved, which could help shed some light on their issues and perspectives (Appendix F, Figure 1.4).

Phillips (2011), suggested that some of the important elements may be lost in centric models, as an alternative he suggested systems models. A systems model maps the way an organization fitted into the broader context such as society, the socio-political, cultural system etc. The systems model considered that "...corporate moral responsibility is incurred by the particularity of its operations in diverse settings" (Phillips, 2011, p. 122). An example of this can be seen in Appendix H, 'Stakeholders in the contemporary marketing context'. This complex

model integrated factors from the previously mentioned models to integrate CSR and marketing. It included firm specific factors at the center, elements that helped and impeded CSR strategizing, as well as two levels of stakeholders, including non-human entities. It demonstrated how “...CSR drivers and constraints emanate from a range of stakeholder constituencies that seek to have their CSR agendas and concerns recognized by the organization and its marketing strategy. Stakeholder groups vary in their influence” (Simmons, 2009, pp. 683-684). However, the systems approach didn’t allow space for micro level operations and relationships. Phillips stated that “While it is unlikely that a firm [...] could take account of all the networks of relationships and systems in which they are involved, a systems approach forces companies to think more broadly and to consider issues and decisions from different perspectives” (2011, p.123). Although this model can be perplexing, its strength lies in allowing the organization to consider different perspectives, connections and integrate organizational strategies.

2.4.4. Conclusion

For the purpose of this thesis, the researcher prescribed to the extended normative stakeholder theory for four main reasons. First, throughout the literature reviewed, it seemed that most theorists agreed with this view (Friedman & Miles, 2002; Phillips, 2011; Hasnas, 2013), secondly since it was described as a ‘moral’ or ‘ethical’ approach, the researcher believed it to be the most suitable strand to apply to a CSR strategy. Third, Zsolai’s (2006) concept of extended stakeholder theory was inclusive of non-human actors such as society, the environment and future generations, allowing for more flexibility in the identification of stakeholders. Finally, the systems approach brought the pieces together to explain how the stakeholders fit into the puzzle to form the bigger picture. These theories were used to guide the research and to explore CSR and its influence on branding at Hydro Ottawa.

Chapter 3: Methodology

This chapter described the methodology used by the researcher, as well as justifications for the chosen methodology. The researcher chose a qualitative case study approach based on grounded theory, the next section described each of these approaches.

3.1. Research Design

This qualitative case study used a grounded theory approach because it was an effective method to explore the research questions while generating a theoretical model or strategy to analyse the relationship between CSR and branding at Hydro Ottawa. This research followed a qualitative case study approach using semi-structured interviews, document analysis and observation. According to Creswell (2007), qualitative research was used to explore a particular phenomenon within a specific context. Yin (2003) stated that, "...case studies are the preferred strategy when "how" or "why" questions are being posed, when the investigator has little control over events and when the focus is on a contemporary phenomenon within some real life context" (p. 1). In this study, the phenomena of CSR, branding, and their intersection were being observed in the context of Hydro Ottawa. Hydro Ottawa was the chosen case study because it acted as an intermediary between the private and public sector; it also operates in a monopolistic market making it an interesting CSR and branding case. It was also selected because it was a local distribution company as well as a generation company, making it a smaller manageable case study with the potential to represent the larger energy sector in Ontario. The researcher hoped that the results from this analysis would be useful not only to Hydro Ottawa, but also to other organizations that were faced with complex environments (multiple stakeholders, mixed business models, regulatory and political influences etc.). The findings from this research may also serve as a base for future research.

Grounded theory emerged from sociology, though its origins can be traced back to a study conducted by Glaser and Strauss in 1965 entitled 'Awareness and Dying'. Glaser and Strauss developed grounded theory for two main reasons; first there was a lack of new theories emerging in sociology, rather, existing theories from the 'greats' were verified and reformulated, secondly, to give credibility to newfound theories instead of developing them through deductive reasoning (Walker & Myrick, 2006). "Grounded theory is a qualitative strategy in which the researcher derives a general, abstract theory of a process, action, or an interaction grounded in the views of participants in a study" (Creswell, 2009, p. 229). It was unique because unlike other methodologies, it did not begin with a hypothesis that needed to be proven but rather began with data; a well-founded theory then emerged or was discovered from the research.

Glaser and Strauss (1967) described the main strength of this methodology as "Theory based on data can usually not be completely refuted by more data or replaced by another theory. Since it is too intimately linked to data, it is destined to last despite its inevitable modification and reformulation" (p. 4). Grounded theory was a qualitative method that endeavoured to incorporate the rigors of quantitative methods, by grounding the theory in verifiable data, with the richness of qualitative studies in order to legitimize the final theory and offer a holistic perspective (Walker & Myrick, 2006).

Although much research had been conducted on CSR and branding, there was not substantial evidence of how one influenced the other, much less in an industry that was a monopoly, had a mixed business model (private and public ownership), as well as being heavily regulated. While the researcher reviewed stakeholder theory, extended stakeholder theory and systems approach, none of them fully explained the elements of this study. For this reason, the researcher chose to use grounded theory to create a CSR and branding strategy, which could be

applied to Hydro Ottawa and modified for other sectors. The next section presented the research questions that guided the direction of this thesis.

3.2. Research Questions:

The role of corporate social responsibility and its influence on branding was explored at Hydro Ottawa through the following questions:

RQ1) Who are the main stakeholders at Hydro Ottawa and what type of influence do they have on the development of their CSR and branding strategies?

RQ2) How is CSR enunciated and applied at Hydro Ottawa?

RQ3) How does corporate social responsibility shape the brand image of Hydro Ottawa?

3.3. Data Collection

In order to explore the research questions, the data collected for this study consisted of interviews (Appendix A), internal documents (Appendix B), as well as observation. Stake (1995), determined that data collection began before the actual study, when the researcher's interest was peaked and must always be guided by the research questions. Prior to collecting data, the researcher thoroughly reviewed Hydro Ottawa's website as well as press releases and media reviews. This 'pre research' phase helped the researcher get acquainted with Hydro Ottawa, and gain a sense of their organizational culture. It also helped the researcher create context specific interview questions (Appendix N). One of the greatest challenges of grounded theory was that the researcher had to begin their work with no preconceived notions or hypotheses. The researcher had to be comfortable with the unknown in order to allow the theory to emerge from the data (Corbin & Holt, 2005; Holton 2007). In fact, it was even recommended that the literature review not be done conducted prior to data analysis (Glaser, 1992; Strauss & Corbin (1990, 1998). However, Strauss and Corbin, were comprehensive to the fact that graduate level

students may not be knowledgeable enough to conduct a study without previous literature review, or they may have departmental requirements prevented them from doing so. As was the case in this study, the researcher had to present and defend a thesis proposal, which required an initial literature review. They also stated that the literature review could help build the final thesis “...by providing concepts and relationships that are checked out against actual data [...] some [themes] may turn up over and over again in the literature and thus appear to be significant” (1990, p. 50-51). However, they warned that the literature review could impede the study by providing the researcher with pre-conceived notions. In order to find balance, the researcher chose to bounce back and forth between the literature review and the coding of the transcriptions. The literature review documents were uploaded into NVIVO, in a file separate from the interview transcriptions and organizational documents. Separate files were created for CSR, branding, stakeholder theory and stakeholder identification. Nodes were created to organize the references and quotes for the literature review, but these nodes were created separately in order to avoid contaminating the raw data. This was instrumental in writing the literature review as the researcher was able to find information, references and quotes quickly and easily by clicking on the nodes. Bouncing back and forth between the interview data and the literature review was helpful as it allowed new codes and themes to emerge, it also inspired potential ideas for the final thesis, which were written down in diagrams or memos (such as a research journal).

Following ethical approval, six participants were solicited for interviews, as it will be explained below, five interviews were conducted. The selection criteria for interview participants were high-level executives, directors and managers, who were full time employees and have been working with the company for at least five years. The researcher identified ideal participants as those working in the field of communications, marketing, public relations,

conservation and environmental management, human resources, and power line technicians (PLT). The researcher concluded that with this vast array of participants she would receive different perspectives on the interview questions. Initially candidates were to be selected according to the organizational chart, however the main contact of the study, Owen Mahaffy, Director, Communications and Public Affairs, indicated that no such organizational chart was available to the researcher. In lieu of relying on an organizational chart, the researcher discussed the selection criteria with Mr. Mahaffy, who helped in the selection of appropriate candidates. The sample was selectively chosen with the purpose of building the theory in mind. After conducting four one on one interviews with executives and directors, the researcher felt that saturation had been met, and decided that it would also be appropriate to conduct an interview with two power line technicians (PLT) to understand the ground level view of operations. However, Christmas holidays and the ice storm in Toronto had caused scheduling issues and time constraints. Two management level PLTs had been made available to the researcher during the same time slot, therefore the researcher had no choice but to conduct the two interviews simultaneously. Since there were only two PLTs being interviewed, this process was similar to one on one interviews, they usually took turns answering but would at times add on to the other participant's thought. This process, of choosing participants with the theory in mind, was referred to as theoretical sampling (Strauss & Corbin, 1998).

Prior to beginning fieldwork, the researcher signed a confidentiality agreement with Hydro Ottawa, which affected the process of contacting candidates. Initially, candidates were to be contacted by the researcher via their publicly available email, with a follow up phone call one week after initial contact. However, because Hydro Ottawa had very high security measures, Mr. Mahaffy made initial contact with participants who then emailed or called the researcher to set

up appointments. Participants were given a letter of recruitment (Appendix M), were explained the modalities of the study, and were asked to sign a consent form which asked them if they wanted their identity divulged or anonymous (Appendix L).

The main data emerged from five in depth, semi-structured face-to-face interviews with high-level executives, directors, and management, and two PLTs (list of participants can be found in Appendix A). The results were supported by documents (Appendix B) and observation (Corbin & Holt, 2005; Strauss & Corbin, 1990; Creswell, 2007). The aim was to acquire at least one interview with each of the participant groups mentioned above in order to portray a holistic and diverse image of the branding and CSR strategies at Hydro Ottawa. The interviews lasted approximately 60 minutes per participant, and were recorded with two audio devices (one as a backup). The data collected during interviews was transcribed immediately after the interview and was submitted confidentially by paper copy to interview participants for member checking and validation of content prior to coding.

Strauss and Corbin (1998), did not offer a specific number of interviews to guide the researcher, but rather left the decision up to time allotted and to saturation. Due to time allowance for a Master's thesis, the researcher chose to conduct five interviews. After four interviews with high-level executives and directors, the information became repetitious and no new data was emerging, therefore data had become saturated. To provide additional insight from another area of the organization, one final interview was scheduled with two management level PLTs. This was done to provide more diversity in the data. Therefore, five interviews were conducted, but as previously mentioned there were six participants, this occurred because of a communication problem where two PLT were scheduled during the same time slot.

3.4. Analysis

The base of grounded theory is derived from the detailed coding process. “Data analysis is like a discussion between the actual data, the created theory, the memos and the researcher. Such discussions takes place when the data is broken down, conceptualized and put back together in new ways” (Backman & Kyngäs, 1999, p.149). Coding is an integral part of grounded theory and its rigorous three-step process gives increased legitimacy to the research method and to the emerging theory, it can be derived from both the interview transcriptions and organizational documents. In this project, the interviews were the main sources of data. After completing the transcription of the interviews they were saved in NVIVO with the interview number and date associated (see Appendix A). They were then coded using nodes in NVIVO. The interview transcripts were coded first, then the organizational documents (Appendix B) were coded to support, compare and make associations with the original data, in order to triangulate and increase validity of the analysis. Coding can vary from one researcher to another, the researcher coded through a specific lens depending on their methodology but they cannot keep their personal biases out of this process, “... your level of personal involvement as a participant observer – as a peripheral, active or complete member during fieldwork – filters how you perceive, document, and thus code your data” (Saldana, 2009, p. 7). Certain steps should be taken to minimize the risk and impact of researcher bias, these were explained below under trustworthiness.

According to Strauss and Corbin (1998) there are three steps to coding: open, axial and selective coding. The coding process was cyclical; the first cycle identified general themes, which was then categorized more efficiently as the process advanced (Saldana, 2009). During each phase of the research, the researcher wrote memos in order to process and conceptualize the

data. Memos can be described as, “very specialized types of written records - those that contained the products of analysis or directions for the analyst. They were meant to be analytical and conceptual rather than descriptive” (Strauss & Corbin, 1998, p. 217). The memos recorded were similar to keeping a research journal; it acted as a medium for thinking through the coding process in order to allow concepts to evolve into a theory. During the coding process, when the researcher recalled something particular about the interview, such as feelings, emotions, pauses, uncomfortable instances it was noted in the memos.

3.4.1. Open Coding.

Corbin and Holt (2005) explained open coding as “the text being opened up and broken apart for intensive scrutiny” (p. 50). Strauss and Corbin (1998), explained that the novice researcher may feel lost and awkward during the initial coding stage, however they described it as more of an instinctual process rather than a science. The researcher should trust their instincts and should not be concerned or proceed with too much caution because the categories can be redefined at any point (Strauss & Corbin, 1998). Line-by-line coding and comparison of codes was the first step in data analysis, encouraging the researcher to verify and saturate categories (Holton, 2007, p. 247). According to Glaser (1998) the researcher should have been asking themselves “ ‘What is this data a study of?’, ‘What category did this incident indicate?’, ‘What was actually happening in the data?’, ‘What was the main concern being faced by the participants?’, and ‘What accounted for the continual resolving of this concern?’ ” (140). It is important that the researcher code their own work, because it was through this process and the use of memos that patterns and theories emerged. The goal was to discover as many ‘properties and dimensions’ as possible in order to define the concepts (Corbin & Holt, 2005).

The researcher chose to code by sentence, or paragraph in NVIVO instead of line by line, because the program offered the possibility of coding in more than one node. This allowed the researcher to see the context of what was said during the interview, which allowed for better analysis. During the open coding phase, 177 nodes were originally created. These categories were examined closely to uncover emerging themes in the data. Through this process some of the nodes were collapsed into other categories or deleted, leaving 173 categories (Appendix C). During the axial coding phase, which was discussed later, these initial codes were grouped into 10 categories; this process was described in the axial coding section.

3.4.2. Axial Coding

Following the initial coding process, data had to be further reduced in order to define central concepts, the researcher then went back to the data to identify “(a) what caused this phenomenon to occur, (b) what strategies or actions actors employed in response to it, (c) what context (specific context) and intervening conditions (broad context) influenced the strategies, and (d) what consequences resulted from these strategies” (Creswell, 2007, p. 237). According to Strauss and Corbin (1990), the purpose was to bring the coded data back together in new ways, by identifying central phenomena, which progresses towards the development of a theory (p. 97). “The purpose of axial coding is to begin the process of reassembling data that were fractured during open coding. In axial coding, categories are related to their subcategories to form more precise and complete explanations about phenomena” (Strauss & Corbin, 1998, p. 124). At this point the researcher began to see themes emerging, which was later applied to the formulation of the final theory.

Once the 173 nodes were reviewed during the open coding phase, themes started to emerge from the data. NVIVO was a pragmatic tool in this process because it allowed the

researcher to create a hierarchal system of coding by moving nodes into parent nodes. For example, 'The Triple Bottom Line' was initially a stand-alone parent node, which included 'Financial/Economical', 'Social' and 'Environmental' as sub-nodes. By analyzing the literature review and going back to the raw data the researcher was able to make the connection between CSR and the Triple Bottom Line, which was moved to the CSR node. Eventually, all the nodes were sorted under 10 themes: Stakeholders, CSR environmental, CSR financial, CSR social, CSR shared value, Core brand identity, brand-as-product, brand-as-organization, brand-as-personality, brand-as-symbol. The next section explained how the 10 themes were grouped into 3 overarching themes.

3.4.3. Selective Coding

After the axial coding phase the information was further reduced to more abstract concepts finally defining the core category (Corbin & Holt, 2005). "The central category represents the main theme of the research[...] In an exaggerated sense, it consists of all the products of analysis condensed into a few words that seem to explain what 'this research is all about' " (Strauss & Corbin, 1998, p. 146). In this phase, the categories were brought together into a central theme, which allowed the emergence of a theory. According to Strauss and Corbin (1998), "A theoretical code (selective code) functions like an umbrella that covers and accounts for all other codes and categories formulates thus far..."(Saldana, 2009, p. 163). The concepts that were defined in earlier stages of coding became linked and synthesized under one main category to generate the final theory (Walker and Myrick 2006).

As previously mentioned, during the axial coding phase, ten categories were initially identified. These ten categories were further reduced to identify: stakeholders, CSR, and

branding, as the overarching themes. The researcher then returned to the memos to retrieve insight from the other coding phases.

A memo from July 17, 2014 entitled “Create a firm-centric model” described the steps necessary to create a diagram based on stakeholder theory and extended stakeholder theory. The researcher then referred back to other models for inspiration including, *The stakeholder maps* (Appendix F), *Communicating CSR from the inside-out* (Appendix G), *Stakeholders in the contemporary marketing context* (Appendix H) and *Aaker’s Brand Identity System* (Appendix E). The researcher drew inspiration from these schemas because they offered stakeholder maps, theory on inside-out communication, a systems approach and a 4 step model to brand identity which were used to create a new model. The new model is entitled, ‘Inside-out/outside-in approach to branding CSR at Hydro Ottawa’ (Appendix J). The model in Appendix J, served as a type of research memo which inspired the Grounded Theory paradigm model (Strauss & Corbin, 1990, pp. 99-115) entitled ‘Figure 1: Creating a brand identity at Hydro Ottawa based on CSR strategy’, leading to the overarching thesis. These appendices, process and the final theory are discussed in detail the next chapter.

3.5. Trustworthiness

Qualitative research design, data collection, coding and analysis can be contaminated by the researcher’s biases. The researcher acquired an undergraduate degree in psychology, criminology, fine arts and communications. She had five years of experience in communications and had worked in the areas of education, women’s studies and in human rights. She had also worked for the Ministry of Natural Resources, which influenced her views on sustainability. Everyone sees and understands the world according to their own experiences, the researcher was aware that the background from which she extracted her knowledge created her perspective and

influenced her data analysis. In order to minimize researcher bias, measures were taken to ensure trustworthiness. Harrison, MacGibbon and Morton define trustworthiness "...to mean the ways we work to meet the criteria of validity, credibility, and believability of our research..." (2001, p. 324). There were a number of strategies outlined by Creswell (2009) that the researcher followed in order to ensure reliability and trustworthiness in this study: verifying transcripts for mistakes; using of member checking to verify transcripts; verifying codes, meaning and definitions during the coding process; triangulating the data; and clarification of researcher biases by keeping memos in a research journal (p. 190-192). Transcripts were sent to interviewees to be verified before coding, they were triangulated against organizational documents, and Professor Luppicini verified the content of analysis.

Chapter 4: Findings and Analysis

For the purpose of this thesis, the interview transcriptions were analyzed in one grouping, while the internal documents, memos and on site observations were used to triangulate this data. Appendix A listed the participants and interviews by number and date. The following chapter outlines the findings, and the analysis. It offers a Grounded Theory paradigm model to explain the final theory.

The researcher used NVIVO, a qualitative data analysis program, to help organize and analyze the qualitative data. It also provided limited quantified data that was also used in the analysis. It offered nodes for coding, memos for the research journal and kept an organized record of the steps taken during the data analysis process to improve trustworthiness.

During the open coding process, 177 themes were initially uncovered from the interviews, which were organized and narrowed down to 173. During the axial coding process, these themes were narrowed down further to 10 categories: *stakeholders*, *financial responsibilities*, *social responsibilities*, *environmental responsibilities*, *shared value*, *core brand identity*, *product-as-brand*, *organization-as-brand*, *personality-as-brand* and *brand-as-symbol*. During the selective coding phase these themes were narrowed down to 3 categories: *stakeholders*, *CSR and branding*, to finally create an overarching theme. Appendix C, figure 0.2 listed the codes, separated by level 1 (three final categories), level 2 (ten categories), and level 3+ to indicate the other categories. Every node (code) also included the number of times it was sourced and referenced. It should be noted that some themes appeared more than once. The researcher at times struggled to place the node in the appropriate parent node in NVIVO because there were multiple possibilities for categorizing a same node. This was because there were slight differences in the meanings, which the researcher considered to be important for the analysis. For example,

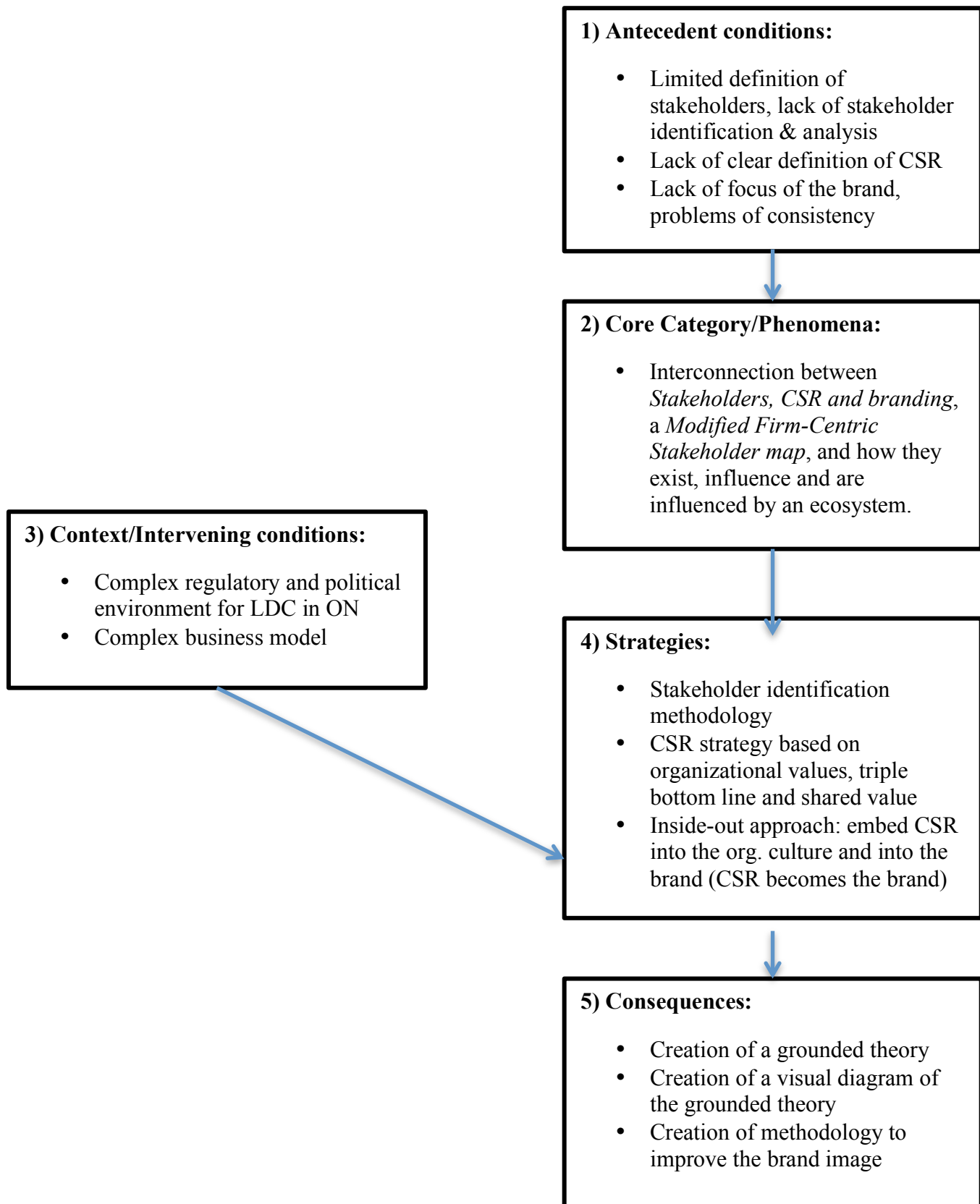
Service appeared 6 times, under the parent node *Brand-as-Product as Service, Service Quality, Service Analysis, Emergency Services*, as well as under *Brand-as-Organization*, and *CSR*.

NVIVO allowed the researcher this type of flexibility. This process demonstrated that the three final categories were not mutually exclusive, but rather that they influenced and interconnected with each other. From the beginning of the research, and throughout the coding phases, memos were taken to help the researcher formulate connections and interpretations about the data. Fifty-one memos, organized by date, were listed in Appendix C, Figure 0.1.

Document analysis was a two-phase process. Hydro Ottawa's website, press releases and a media review were conducted prior to the data collection in order to prepare the researcher for the interview process. This helped the researcher create knowledgeable and industry specific interview questions. Afterwards, during the data coding phases, a total of 35 documents (Appendix B) were chosen for analysis based on the following inclusion criteria: most recent documents, documents pertaining to stakeholders, branding, CSR, financial/economic, social, environmental responsibilities, human resources, organizational culture and context (of the organization and of the political/regulatory environment in which it operated) (Corbin & Holt; Strauss and Corbin, 1998; Creswell, 2009; Stake, 1995; Yin, 2003). This data comprised a compilation of the most recent documents available because the focus of this study was on recent CSR and branding strategies. The organizational documents were uploaded into NVIVO, coded in nodes, and analyzed to draw out commonalities, incongruities and to find relationships within participant responses. It must be noted that some requested documents were unavailable due to confidentiality issues. In addition, information was gathered during on site observations at the Albion road and Bank Street offices, as well as at Chaudière Falls Hydroelectric facilities.

The findings of the data collection and analysis phases are presented in the next section, which identifies the underlying conditions that offered deeper insight and led the direction of the analysis. The findings from data collection and advanced analysis followed Strauss and Corbin's (1990) Grounded Theory Paradigm model. This model was a useful to map out the grounded theory approach, and to present the findings, analysis and interpretations of CSR and branding at Hydro Ottawa in a clear and succinct way. Figure 1 presents a Grounded Theory Paradigm model, which guided the structure of the chapter. It includes the antecedent conditions, the core category, the intervening conditions, the strategies (recommendations) and consequences.

**Figure 1: Grounded Theory Paradigm model:
Creating a brand identity at Hydro Ottawa based on a CSR strategy**
(Strauss & Corbin, 1990, pp. 99-115)



4.1. General Findings

The first category, which emerged from the themes uncovered during open coding, were *stakeholders*. This category emerged relatively easily because the researcher had anticipated the role of stakeholders in the creation of CSR and branding, thus it was part of the initial research questions and included in the interview questionnaire. The initial goal was to identify the main stakeholders and how they influenced the CSR and branding strategies. For example, during the interview the researcher asked ‘Who are your main stakeholders?’ The researcher identified the stakeholders that emerged during the interviews, and discussed those that created an emotional response in participants.

The second category, *CSR* has been subdivided according to the *triple bottom line* according to *financial/economical, social and environmental responsibilities*, as well as a fourth dimension *shared value*. Unlike the first category, the triple bottom line was not anticipated prior to the data collection, and thus was not specifically reflected in the interview questionnaire. Rather, this subcategory emerged through the data, for example participant 2 noted “I think for us to really be the forward thinking every business decision we make [must incorporate] the triple bottom line [...] so financial responsibility, social responsibility, environmental responsibility. If we put that into our decision making metrics, and always find the best balance for the three we'll do well”. The fourth subcategory, *shared value*, emerged because the researcher noticed that participants were talking about it indirectly without being able to identify it as such.

The third category identified was *branding*, it was subdivided based on Aaker’s (1996) brand identity model (Appendix I), *brand-as-product, brand-as-organization, brand-as-personality and brand-as-symbol*. The first three subcategories were anticipated prior to the data

collection and were included in the interview instrument (Appendix N). At the time of data collection the researcher did not feel that brand-as-symbol applied to Hydro Ottawa and thus did not include questions specific to it in the questionnaire. Although it wasn't anticipated, brand-as-symbol naturally emerged from the data. The data also sometimes crossed boundaries between categories, which Aaker (1996) explained as, "Some brand aspect can be described as product attributes in some contexts and organizational attributes in others [...] in some cases there will be a combination of the two perspectives (pp. 82-83)". As the researcher uncovered, and noted above, this was true not only of the subcategories of branding, but was also true for all three main categories identified in this research.

4.1.1. Antecedent conditions.

4.1.1.1. Antecedent conditions: Stakeholders.

The three underlying conditions, *stakeholder*, *CSR* and *branding*, emerged from the interview data and the organizational documents, the results of these findings are presented below. As mentioned previously, *stakeholders* were not subdivided based on themes, but rather by phases. The first phase involved a stakeholder identity process, and the second a stakeholder analysis based on both quantitative and qualitative factors. Due to time allowance the researcher was unable to conduct a full stakeholder identity analysis, however was able to conduct an abbreviated version based on interviews, and organizational documents. Through this process, 48 stakeholders were identified from the interview data (see Appendix C, figure 0.1, stakeholders were identified in orange). In addition to these, the researcher also identified, in the first chapter, stakeholders who were part of the complex energy sector in Ontario. Based on Appendix B, documents 5 to 10 and 19, five more stakeholders could be added, for a total of 53. It should be noted that these are not a complete list of stakeholders at Hydro Ottawa. In order to have a full

list of stakeholders, a proper stakeholder identification process, which has been discussed in the *Strategies* section, would have to be conducted.

NVIVO allowed the researcher to pull quantitative data from the analysis to gain additional information and perspective on stakeholders at Hydro Ottawa. From the participant interviews, stakeholders with the highest number of references were *community (63)*, *customers (47)*, *environment (33)*, *employees (31)*, and *the shareholder (20)*. This information was compared to the organizational documents in order to triangulate the data. A word search query in NVIVO indicated that *community* was mentioned 147 times, *customers* 774 times, *environment (149)*, *employees (353)*, *shareholder (153)* (Appendix B). The discrepancies in these numbers could be the result of many factors, and was not meant to offer conclusive evidence, but rather it offered a portrait of items that should be further analysed. For instance the organization recently underwent a customer persona analysis, as such documents 32-35 (Appendix B) had augmented the amount of instances that the word *customer* had been mentioned. The process that Hydro Ottawa underwent to analyse this specific stakeholder group is also an indication of their importance.

The importance of the community was exemplified throughout many of the interviews as well as on the website which stated, “Hydro Ottawa is a community company founded on a century-long tradition of delivering an essential service to Ottawa residents. We are committed to the community that we serve, and we therefore lead and participate in initiatives dedicated to making Ottawa a better place for everyone” (Community, Hydro Ottawa, Retrieved October 15, 2014). This identified the company as having a strong community focus based on their historical roots, which was important since they were a locally based organization. It was no surprise that the *environment and employees* were considered important stakeholders in a service based

organization that relied on natural resources; they were also a point of focus in Hydro Ottawa's *Strategic Direction 2012-2014*. Although the quantitative portrait demonstrates that the *shareholder* was not mentioned as many times as other stakeholders, it was a predominant focus in three of the five interviews, and was mentioned as the first item when discussing stakeholders, "Our shareholder, the City of Ottawa (the way we're structured the city is the sole shareholder), [...] So I mean they're our principal, our shareholder is our principal stakeholder, obviously the citizens of Ottawa, the community our customers" (Participant 3, Interview 3, November 21, 2013).

The researcher noted strong emotional responses to the political context in which Hydro Ottawa operates, which is a key issue for the organization from an issues management perspective. In memo 38 the researcher noted, "When discussing the 'provincial regulator' and the complex energy system in Ontario, participants have a very strong response. They become agitated, almost upset about this system, especially when they discuss the bill. Look into this further" (July 29, 2014). Participant #1 explained, "We have a provincial regulator, we are affected by politics, both at the municipal level and the provincial level. Our customers hate our bill, our bill is the result of our regulator" (Participant 1, Interview 1, October 31, 2013).

Document 10, Appendix B, discussed the regulator and explained the importance,

The OEB regulates all electricity distribution companies in Ontario, as well as Hydro One's electricity transmission rates, and the Regulated Price Plan rates [...] Energy utilities such as electricity distribution companies are more closely regulated than many other industries because of the unique characteristics surrounding energy supply and delivery. Unlike many other industries in which there are numerous companies competing to sell the same product or service, electricity distribution is considered to be a "natural monopoly". Regulation of electricity utilities is a form of "economic regulation". Laws, regulations and other requirements have been designed to address the natural monopoly position of these energy companies, acting as a substitute for the economic forces that would normally influence them in a competitive market. Economic regulation of the activities of monopoly service providers is designed to protect the interests of consumers.

Although interview participants understood that it was important for their organization to be regulated, they remained frustrated about the situation “So structurally, it creates challenges for us and confusion for our customers” (Participant 1, Interview Transcript 1, October 31, 2013). It became clear while observing the data that the political context was an important stakeholder group, which was not necessarily understood as a stakeholder. It is also very complex, and difficult to map out appropriately.

Although the participants interviewed at Hydro Ottawa were able to name their main stakeholders (Appendix B), one of the biggest issues identified during the interview and analysis process was that no proper stakeholder identification, analysis, or engagement process had been formally conducted at Hydro Ottawa. However, the *Strategic Direction 2012-2016* (Appendix B), stated “Hydro Ottawa takes into account the interests of all our stakeholders including employees, customers, suppliers, and the communities and environment in which we operate” (p. 20), therefore suggesting that a stakeholder analysis may have been planned but had not yet been executed or released. Also this statement lacked a definition of a stakeholder, contenting with a short list of examples instead, this was limiting as it did not offer a guide for the emergence of new stakeholders. Therefore, the underlying condition pertaining to stakeholders was a lack of appropriate definition, as well as a lack of stakeholder identification and analysis.

4.1.1.2. Antecedent conditions: CSR.

When the researcher began the data collection, the CSR report had not yet been published. There were CSR programs listed on their website, such as environmental programs (Residential Conservation, Hydro Ottawa) and community involvement (Community, Hydro Ottawa) however there was no clear CSR statement. Thus, uncovering the meaning of CSR to Hydro

Ottawa began with participant interviews, which was later triangulated with the *CSR report 2013* when it was made available.

In order to gain perspective on the meaning of CSR at Hydro Ottawa, the interviewer asked participants (Appendix N) what CSR meant to them in the context of their organization. Although the answers were varied, they also pointed to reoccurring themes. Participant 1 answered, “The goal of the CSR strategy is to create a meaningful contribution [that] engages our staff. So we'd look for opportunities to contribute meaningfully and not just sort of throw money around” (Interview 1, October 31, 2013). The emphasis on *meaningful contributions* implied the significance of organizational values in CSR, as well as the importance of a well-defined strategy. Participant 2 also exemplified this, and added an ethical component by stating, “[CSR] is every opportunity [...] leave it a little better than we found it. Provide value in our services [...] But also giving back, [...] we have the resources to really help this community” (Interview 2, November 11, 2013). Participant 3 stated, “...giving back to the community and operating in a responsible way [...] we are in a renewable energy business, sustainability is a big part of what we do and similarly on the energy management side” (Interview 3, November 21, 2013). Participant 3 considered the importance of the *environment*, which was a big component of Hydro Ottawa’s operations, more specifically renewable energy. While participant 4 offered a more general definition, “Well just generally CSR is being a good corporate citizen, giving back to the communities that we serve [...] It's a part of our culture at Hydro Ottawa” (Interview 4, December 5, 2013). The last three participants mentioned the importance of the *community* as a focal point, thus suggesting a link between the stakeholder identification process and the CSR vision. The emerging themes from this data denoted the importance of ethical business practices

through organizational values and employee commitment towards the community and the environment.

Although the *CSR Report 2013* outlined the CSR programs, the researcher was unable to find a statement defining CSR. The opening comments of the report stated, “As one of our four Key Areas of Focus, Corporate Citizenship is a central preoccupation for Hydro Ottawa. It helps to guide our strategic planning. It influences business decisions. And it is one of the four criteria by which we judge our success or failure as a company” (p.1). In this case, *Corporate Citizenship* was used interchangeably with CSR in their report, however for consistency CSR continued to be used in this analysis. Participant 4 had mentioned the role of CSR as one of the four components in the *Strategic Direction 2012-2016*, these four pillars were *Customer Value, Financial Strength, Organizational Effectiveness, Corporate Citizenship* (p. 27), the participant continued to describe the meaning of CSR, “So for us what that means is good governance, good business practices, transparent business practices, it means being environmentally responsible and it means giving back to the community” (Interview 4, December 5, 2013). The *Strategic Direction 2012-2014* offered the following description “We are committed to being a responsible corporate citizen and will contribute to making the communities in which we operate better places to live and do business. We are sensitive to the community’s needs and dedicated to protecting and preserving the environment where we operate” (Strategic Direction, p. 21).

Prior to the data collection, the researcher was able to identify instances of *shared value*, such as the landfill-gas-to-energy site (Appendix B, document 19). The two sites at Trail Road and Laflèche Landfill “...converted millions of tons of previously flared-off methane gas into renewable energy” (p. 3). However, these did not emerge during the few first interviews. Since Strauss and Corbin’s (1990) methodology allowed for questions to be modified in order to

uncover new concepts, during the third interview the researcher asked “Can you give examples of programs that helped the bottom line of the company, or helped reduce costs?”, the researcher had to elaborate and finally said “Another term would be shared value”. The researcher was careful not to implant her ideas to the participant, while also trying to understand why the landfill-gas-to-energy was not seen as CSR or as shared value. The researcher stated “CSR can be really broad, it can be a number of programs, it doesn't have to be the programs that are identified specifically as CSR. So if we look at the landfill gas to energy, to me that is excellent CSR because it's helping the environment, it's repurposing a landfill site and it's also helping the bottom line of the company”. To this the participant responded

I'm not sure we would have looked at it that way [...] I mean those landfill projects are tremendous, the methane that's being released into the environment is 21 times more harmful than CO2 emissions. So we're reducing a lot of greenhouse gas emissions through that project. And I think, as you said, we are using something that otherwise would have had to be flared or otherwise emitted back into the atmosphere to create power, and it's a substantial amount of power. We are generating enough power at Trailroad for 6000 homes on an annual basis. So I think that perspective. But to be truthful about it, we pursued that project because it was a great opportunity, a great renewable power generation opportunity, and we were able to get a good return on our investment and that's ok but you're right I mean it is doing something that's positive for the environment. (Participant 3, Interview 3, November 21, 2013)

Although it was understood and recognized as a good opportunity, both for the environment and as a business case, a limited definition of CSR that did not include *shared value* prevented the participant from seeing the connection between the two. This discovery was interesting because it revealed that participants, and thus the organization, understood CSR mainly as a moral proposition. The participant continued by stating “To me, if I turn that around, would we develop that project if there wasn't an economic business case to support it, purely because it was the socially responsible thing to do. I'm not sure?” Further discussion concluded that he understood

CSR in terms of philanthropy, and by specific programs such as the United Way's Brighter Tomorrow Fund (United Way).

Although the *CSR Report 2013* clearly defined an approach focused on the Ottawa community and environmental programs, the organization was unable to provide a clear definition of the latter. Furthermore, although there was mention of creating *Customer Value* there was no mention of shared-value. It was interesting to note that CSR was part of one of the four pillars of the *Strategic Direction 2012-2016*, rather than *Customer Value, Financial Strength, and Organizational Effectiveness*, being built into the CSR strategy. Therefore, the underlying conditions included the lack of a clear CSR definition or statement, a limited focus to their CSR based on only two strategies, the *community* and the *environment*, as well as a lack of understanding of shared-value.

4.1.1.3. Antecedent condition: Branding.

As seen in the literature review branding was complex for a number of reasons, this section identified the underlying conditions of branding that emerged at Hydro Ottawa. In order to do so I briefly described their business model as well as the branding identity issues that emerged from the data.

Hydro Ottawa Holding Inc. (Hydro Ottawa) is a private for-profit company that is wholly-owned by the City of Ottawa and governed by an independent Board of Directors appointed by its shareholder. The company's core businesses are electricity distribution, renewable energy generation and energy conservation and management services. Hydro Ottawa owns and operates two subsidiary companies: Hydro Ottawa Limited (Distribution company) and Hydro Energy (Generates renewable energy). (Corporate Information, Hydro Ottawa)

One of the underlying conditions that emerged from the data was that Hydro Ottawa was a monopoly. "Energy utilities such as electricity distribution companies are more closely regulated

than many other industries because of the unique characteristics surrounding energy supply and delivery. Unlike many other industries in which there are numerous companies competing to sell the same product or service, electricity distribution is considered to be a “natural monopoly” (Appendix B, document 10, p. 1). As such, the researcher wondered what the point of branding truly was to a monopoly if they weren’t attempting to differentiate themselves with the goal of increasing their customer base and sales.

In an effort to understand this phenomenon, the researcher asked, “Who are you branding for?” As it was uncovered during the interviews, the answer to this question wasn’t as easy as other industries that were competing and attempting to differentiate themselves from other products or services. With some hesitation, participant 1 answered “It’s a good question I guess we’re branding ultimately for the responsibility and the goal to be an effective or seen as an effective quality organization to attract high quality employees and to fulfill our mandate to our shareholder as a wholly owned operation of the city of Ottawa” (Interview 1, October 31, 2013). This answer was interesting because it indicated the idea of branding CSR, “to be effective or seen as an effective quality organization...”, however it had not answered the initial question. When further prompted he answered, “We’re branding for our customers, we’re branding for our employees, we’re branding for our shareholder”. The question that remained was “but why?” Why would an organization bother branding if it did not influence their customer base or their bottom line? Participant 1 stated,

We have a license to operate [...which is] only as good as our ability to demonstrate good results, fiscal responsibility, environmental stewardship, safety... so the underpinnings of that are a capable safe engaged workforce, a shareholder that supports your activities, a regulator that approves your rate applications [...] you’re operating responsibly so you keep your license to operate. So it’s branding for those stakeholders that I’ve mentioned earlier.

Although this clarified the reasons why Hydro Ottawa should pursue branding, it also demonstrated the difficulties involved in doing so.

During the last interview, an interesting point emerged about the *brand-as-organization*. The participant discussed the amalgamation of several smaller LCD's to create Hydro Ottawa in 2000. Hydro Ottawa was the result of an amalgamation between Casselman Hydro Inc., Goulbourn Hydro Electric Commission, Kanata Hydro-Electric Commission, Nepean Hydro-Electric Commission, and the Hydro-Electric Commission of the City of Gloucester (Appendix B, document 12 & 13, Amalgamated, Ontario Energy Board, 2013). When recalling the amalgamation, participant 6 stated, "on Tuesday night we were our different companies, and on Wednesday morning we were one", he went on to explain that the transition was very difficult, "it was chaos for two, three years" (Interview 5, February 13, 2014). Although this point was brought up during the last interview and the researcher was unable to prompt further discussion about it with other participants it did offer insight to historical problems relative to the brand. Considering the chaotic environment surrounding the amalgamation, it was possible that they were unable at the time to properly define their brand strategy.

In relation to the problems surrounding the amalgamation as well as the complex business model, an unexpected answer arose from the data in the second interview. Participant 2 discussed the confusion brought forth by Hydro Ottawa's name. First, Hydro Ottawa Holding Inc. encompassed two subsidiary companies: Hydro Ottawa Limited (Distribution company) and Hydro Energy (Generates renewable energy), as well as multiple generation sites (Corporate Information, Hydro Ottawa). Therefore, the name did not reflect the magnitude of the company, particularly of its distribution company. Secondly, the name implied that the energy was only produced by hydroelectric power, however Hydro Ottawa also produced renewable energy from

solar power and landfill-gas-to-energy (Appendix B, #19). Participant 2 explained, “I’ve always been in favour of a name change for Hydro Ottawa [...] Hydro Ottawa is a name of the past, it was around 100 years ago [prior to amalgamation]. 60% of the electricity that we pump within our wires are nuclear, 20% would be hydro, 15% is gas, 3 or 4% are renewable, wind, solar...what’s this hydro?” (Interview 2, November 11, 2013). This participant was in favour of a neutral name that could encompass all the elements of the organization and would thus reduce the confusion. Although renaming the company may not be the solution, it does offer insight into some of the problems faced by the organization in their branding strategy and further confusion that may arise for consumers.

As mentioned in the previous section, the three branches of the brand cause confusion and complicate the branding strategy. As Owen Mahaffy, Director of Communications and Public Affairs, explained, there used to be a logo for each of the branches, however, as it brought on confusion to external stakeholders, the organization decided to create an over arching logo. The following was a description of Hydro Ottawa’s logo:



The focal point of the Hydro Ottawa logo is a square with an arc running through it. The square represents the stable elements of a building, house, neighbourhood or region – all of which are dependent on Hydro Ottawa and its services. The arc represents forward movement and energy. Starting at a fine point, it passes through the square, signifying abundance and dynamic motion as it widens, and eventually leaves the square and grows even wider. This represents the potential and excitement the future holds for the company. The colour blue is associated with qualities of stability, strength and trust. Yellow has been chosen to provide a modern, powerful and forward-thinking combination that is linked to other progressive companies that portray these same qualities. (Owen Mahaffy, Email communication, November 1, 2013).

The logo, which can be categorized under *brand-as-symbol*, was very well defined, and carefully planned. However, in order to discover how it affects the *brand image* further analysis, which was not possible due to time allowance, would have had to be conducted with internal as well external stakeholders (not only customers).

The third underlying condition of the brand was identified as the brand's lack of focus. This became obvious when the researcher asked the question "Who are you branding for?" Since Hydro Ottawa was a monopoly, the participants understandably presented difficulties in answering this question. The brand's focus was also limited by the confusion over the name of the organization, as it did not represent the scope of their operations. They were also limited by the fact that they were a based service industry, which are more challenging to brand because they rely on people who were, by nature, inconsistent.

4.2. Advanced Analysis and Interpretation

The antecedent conditions that emerged from the data uncovered a limited definition of *stakeholder*, as well as a lack of proper stakeholder identification and analysis. The organization also had a limited definition of CSR, which was demonstrated through their CSR strategy, and was restricted to *community involvement and environmental efforts*, it also did not include the notion of *shared value*. Finally, the brand suffered from a lack of focus, as it was not properly defined. The monopolistic context in which it operates, the results of a prior amalgamation, and a name that did not properly identify its business practices complicated the branding process for the organization.

Based on the findings, the researcher began to uncover emerging patterns and connections, which will be analysed in the next section. This process also allowed the researcher to answer the

initial research questions, “1) Who are the main stakeholders at Hydro Ottawa and what type of influence do they have on the development of their CSR and branding strategies? 2) How is CSR enunciated and applied at Hydro Ottawa? 3) How does corporate social responsibility shape the brand image of Hydro Ottawa?” Through the study of stakeholder theory, industry stakeholder methodology and interviews, the researcher was able to identify key stakeholders at Hydro Ottawa (Appendix C), and demonstrate how some of these key stakeholders, such as the OPA and OEB affect their operations and the development of their CSR and branding strategies. Secondly, the elements of Hydro Ottawa’s CSR strategy have been identified as having two main areas of focus *community involvement and environmental responsibility*, some of which are mandated by the regulatory boards. Finally, at this point, their CSR strategies have a limited influence on the brand. Through observation it is limited to their ‘greening’ programs, such as the green vehicles and fleets are being incorporated into the brand. The project goes a step further to create a thorough and practical methodology in order to improve the brand identity. The diagram in Appendix J is the culmination point of the final grounded theory, which seeks to answer these questions. It also intends to demonstrate a visual example of a pragmatic CSR and branding strategy that can be implemented at Hydro Ottawa. The researcher also created a step-by-step process that prescribes a strategy that can be used and adapted by organizations to incorporate CSR into their branding strategies. The next section will explain these elements in detail.

4.2.2. Core Category/Phenomena.

In observing the antecedent conditions, the researcher interpreted the main phenomenon of the study, as “The main phenomenon presented in this study is the way in which stakeholders, CSR and branding are interconnected”. These categories were linked, intertwined and had a

mutual influence on each other, a concept that Zsolnai (2006) refers to as an ‘ecosystem’. For example, an important stakeholder group, employees, was identified as having a significant influence on the service provided by Hydro Ottawa, which affected their operations, ultimately influencing the CSR strategies and the brand through the inside-out approach. However, the influence was also reciprocal, from the outside in External stakeholders and external conditions, such as political context, also had an influence on the brand. This could be seen in terms of an ecosystem (Zsolnai, 2006), since it was clear that all the pieces *had an influence or were influenced* by each other, it can also be considered a ‘complex adaptive system’ (Plesk, 2001) because the elements of this ecosystem are constantly evolving, this evolution and movement has an impact on all the other element of the system. However it was not always clear *how* they affected each other or *who/what* they affected. The researcher attempted to simplify and clarify this phenomenon by creating a diagram, which can be referred to in Appendix J. In the next sections, the researcher offers prescriptive practical solutions build around normative perspectives to branding Hydro Ottawa based on CSR.

4.2.3. Context/Intervening conditions.

4.2.3.2. Context/Intervening conditions: Complex regulatory and political environment.

As was demonstrated earlier, branding Hydro Ottawa was complicated due to a range of issues. First of all, the complex context in which they operated, explained in the introductory chapter, presented elements of a negative influence on the brand because it was misunderstood and difficult to explain to customers and other stakeholders. Participant 4 elaborated, “... the whole electricity sector is a very complicated and at the end of the day for the customer it doesn't really matter, because they just see the bill. But the reality is it does matter because there's a lot

of different players” (Interview 4, December 5, 2013). This specifically influenced the bill, which had an impact on the *brand image* of the organization, “we're just distributing the power”, the rates on the bill are mainly affected by “...the transmitter, which is Hydro One, the generator which is OPG, it's the regulator OEB, [that influences the rates included in the bill] so that's a systemic issue actually in the sector. It's difficult for the customer to understand” (Participant 4, Interview 4, December 5, 2013). This affected the relationship that Hydro Ottawa had with their customers and thus could negatively influence the *brand image*.

The role of the *regulations/regulator* and the *mandate/mandated programs* created the link between issues involved in the *context of the energy industry in Ontario* and the *complex business model*. As previously discussed, OEB was a major stakeholder at Hydro Ottawa because it “..regulates all electricity distribution companies in Ontario, as well as Hydro One’s electricity transmission rates, and the Regulated Price Plan rates”. It aimed to protect consumers by regulating the rates. This affected the *financial* portion of their *triple bottom line (CSR)* because, for example, if Hydro Ottawa wanted to increase its rates it had to apply to the board with justifications and wait for approval. In most privatized industries, a corporation would not need to go through this process in order to increase their rates for products or services. Thus, this affected the operations at Hydro Ottawa because it created a lapse in time for their rate augmentation and risked being declined.

The OEB also had a significant impact on the *financial* perspective of CSR because it also regulated the financial reporting, thus ensuring ethical financial practices and transparency, “The OEB also oversees the financial viability of regulated utilities. Electricity distributors are required to file financial data with the OEB annually. The OEB publishes a Statistical Yearbook on its website that provides the financial and service quality results for each regulated distributor

for the preceding year, to provide transparency on each distributor's performance" (p. 3). This type of regulation ensured *financial responsibility* for the organizations.

Hydro Ottawa's operations were also highly influenced by the regulators, which affected the CSR and the brand. For instance, the Ontario Power Authority (OPA) regulated energy generation and *environmental responsibility*. For example, Hydro Ottawa wanted to launch a new solar power project, which would have helped the city by bringing in more revenue, helped the environment and society by bringing more green renewable energy to the city. Essentially this project would have increased the triple bottom line at Hydro Ottawa and created shared value, which would have positively influenced their brand. However, this project had been blocked by the OPA, Participant 2 explained "I mean there's a good example, when the city decided to lease us their roofs, [in] 2011, here we are going to 2014 we haven't put one solar panel on any of the roofs yet [...] because the OPA has not approved one installation yet in Ottawa" (Interview 2, November 11, 2013). The organizational document entitled "Hydro Ottawa Energy Ottawa" correlated this statement "Hydro Ottawa also has two solar projects in development with the City of Ottawa. Each is subject to approvals under the Feed-in-Tariff program by the Ontario Power Authority, and each is on hold pending the upgrading of the Hydro One Hawthorne transformer station, which is scheduled to be completed by early 2014" (Appendix B, document 18, p. 2).

At the beginning of data collection, the researcher was unaware that many of the CSR programs listed on the website were mandated by external organizations, thus having a huge impact on their CSR strategies. For example, the OPA mandated most of their *environmental* conservation programs. This explained the conundrum that an organization whose business was to sell electricity, was involved in energy conservation programs, "From an environmental

standpoint I'd say that most of our initiatives center around our conservation programs [...] it's all about educating consumers and providing them with tools and incentive to use less of our product... there's some irony in that or quandary that we're in business to help customers use less of the product that we're in business to sell" (Participant 1, Interview 1, October 31, 2013). The participant explained the corporate incentive to promote the energy conservation programs "It's the approach that we are required... that we are happy to comply with, as long as we're adequately compensated for the programs and that's how the Ontario Power Authority funds these programs" (Participant 1, Interview 1, October 31, 2013). This is contextually problematic because it affects the bottom line of the organization, but is also a funded initiative.

4.2.3.2. Context/Intervening conditions: Complex business model.

Another contextual problem, as discussed in the antecedent conditions, was the complex business model of Hydro Ottawa. It is a private corporation with a public shareholder meaning that they were required to demonstrate financial growth like a private corporation, while also owing certain responsibilities to the taxpayers such as a public organization. Financial growth was reported to the OEB, and their CSR strategies should reflect these obligations under their *financial responsibilities*. "...you have to remember you're dealing with very regulated entities, a lot of what we do has to be approved by the OEB, OPA, Ministry of Energy, so it's not like "I am gold" a lot of what we do is regulated by external parties" (Interview 2, participant 2, November 11, 2013). But they also had an obligation towards their shareholder and towards the taxpayers and therefore had to be cautious about how their revenue was distributed "So we'd look for opportunities to contribute meaningfully and not just sort of throw money around, we don't have a large budget for corporate social responsibility" (Participant 1, Interview 1, October 31, 2013).

4.2.4. Strategies/Recommendations.

4.2.4.1. Creating a Brand Identity Methodology based on CSR & Stakeholder engagement.

According to Vos (2003), when considering a CSR strategy, organizations must answer the question, “ ‘to whom are we responsible?’ ‘To stakeholders’ is the common answer [...], which means that, for managing a CSR strategy, the identification of stakeholders is crucial.” (p. 1). Stakeholder analysis is not only necessary in the identification of key stakeholders, but also to assess stakeholder needs, which in turn helps create shared value. “Ideally, the analyses will help reveal how ways of satisfying those key stakeholders will also create public value and advance the common good” (Bryson, 2004, p.26).

Although the literature agreed that stakeholders were of utter most importance towards problem solving, project management and strategic planning, proper stakeholder identification remained problematic (Vos, 2003). Since stakeholder theory failed to provide stakeholder identification methodology (Phillips, 2003), the researcher has turned to consulting firm stakeholder identification and analysis methodology.

Stakeholder Identification

In order to conduct stakeholder identification, a definition of the latter is necessary as a starting point. Energy generation and distribution companies have an impact on society, the environment and the earth. Therefore the idea of a stakeholder has to move beyond the person, organization or group. As such, for the purpose of *stakeholder identification and engagement* at Hydro Ottawa, stakeholders will be defined as ‘Anyone, anything or any concept, whether it be

in the future or in the present, who influences/affects or who is influenced/affected by an organization (Freeman, 1984, p. 46; Simmons, 2009, p. 683; Zsolnai, 2006).

As seen in the antecedent conditions, Hydro Ottawa had a limited definition of stakeholders, and had not undergone a stakeholder identity/analysis process. Stakeholder theory is also limiting for similar reasons. For this reason, the researcher has turned to consulting firms to serve as a base to creating a stakeholder methodology at Hydro Ottawa. As previously mentioned, due to the time limitations involved in a master's thesis the researcher was unable to conduct such a strategy at Hydro Ottawa, however this methodology is recommended, prior to the creation of a CSR strategy. Since stakeholders are always in movement, this type of analysis can be conducted annually, depending on funding. An *identification methodology* from Intersol can be seen in Appendix D. Once stakeholders have been identified they must also be analyzed in terms of influence, impact and how they can be engaged, Appendix E contains an example of *stakeholder engagement methodology* from Intersol. *Stakeholder maps* allow a method by which stakeholders can be broken down and pieced back together to understand how they interact with each other, and with the organization (Freeman, 1984; Phillips, 2011). This can help the organization see elements that they couldn't see on their own.

Stakeholder Identification and Engagement Methodology (Appendix D & E)

- 1) Define stakeholder: Anyone, anything or any concept, whether it be in the future or in the present, who influences/affects or who is influenced/affected by an organization.
- 2) Identify goals: Hydro Ottawa seeks to identify all of its stakeholders that are influenced by or who influence their operations.
- 3) Internal brainstorming session with all levels of employees, management etc., to identify as many stakeholders as possible.

- 4) A variety of stakeholders from the initial brainstorming session should be contacted for participation in focus groups for future brainstorming sessions.
- 5) Conduct brainstorming sessions with external stakeholders to provide further insight on other stakeholders that may not be considered by the organization. This process also opens a dialogue with stakeholders, which can improve relationships.
- 6) Once the stakeholders have been identified they can be analyzed in terms of their impact and/or placed into a stakeholder map. Appendix F offers a variety of stakeholder maps that were explained in chapter 2, which can serve as a guide. Appendix F offers traditional stakeholder maps of varying complexities, as well as a non firm-centric map (Figure 1.4), which can be used for problem solving or to offer a different perspective. For example, this would allow the manager to place the organization's priority, the *customer*, at the center of the model in order to understand how it fits into the network.
- 7) Those identified as the most prominent stakeholders, or those having the most influence or are most influenced by the operations at Hydro Ottawa should be consulted in order to assess their needs, which will guide the creation of the CSR and branding strategy.

CSR strategy

- 1) As the previous category outlined, it is also important for CSR strategists to begin with a thorough definition, for the purpose of this thesis CSR has been defined as:

CSR is a continuing voluntary commitment by an organization to act ethically and be accountable for its impact on all stakeholders, while also balancing their need to make a profit. It is a decision making process relying on the triple bottom line (financial/economic, social and environmental) by which an organization voluntarily exceeds legal expectations by improving the state of the environment, of their employees, of the community and of society, while also fulfilling their financial needs and contributing to the economic development, thus creating shared value (Business for Social Responsibility, 2000; Commission of the European Communities, 2003; Ethics in Action Awards, 2003; IBLF, 2003; Khoury et al., 1999; World Business Council for Sustainable Development, 1999; as cited in Dahlsrud, 2006; Jamali, et al., 2010).

- 2) Secondly, the mission, vision and values of the organization should be stated and serve as a guide towards creating a healthy organizational culture. As outlined by Hydro Ottawa's *Strategic Direction 2012-2016* stated, "To create long-term value for our shareholder, benefitting our customers and the communities we serve"; Organizational Values: "Teamwork, Integrity,

Excellence and Service”; Vision: “Hydro Ottawa — a leading, trusted, integrated utility services company” (p. 1).

3) Goal setting:

Since Hydro Ottawa already has a CSR strategy; the goal should be to improve the strategy and incorporate the elements that already exist. It should also have an increased focus on renewable energy production. Therefore the goal at Hydro Ottawa will be to create a CSR strategy based on stakeholder needs, and organizational values. It will be built and operationalized through the three tenets of the Triple bottom line: Financial/Economical, Social and Environmental, with the addition of seeking opportunities for shared value. It will be communicated through the inside-out approach so that it can become the brand. The elements of CSR that already exist at Hydro Ottawa, and the programs will be integrated into the new CSR strategy.

Since their focus is already on renewable energy, they could increase their opportunities for shared value by increasing their emphasis on Energy Ottawa, and creating more landfill-gas-to-energy sites. According to the triple bottom line these sites are financially viable for the organization and thus impressive to the shareholder. Economically and socially it has the potential to create new employment opportunities, increase revenue for the company and for the city of Ottawa, which had the potential to reduce electrical rates for Ottawa residents (as the electricity produced is sold to the Ontario grid). Environmentally it repurposes a garbage dump and makes use of methane, thus reducing greenhouse gas emissions. This in turn creates shared value for the organization by improving the bottom line, helping society and the environment, and from a branding perspective, if it is communicated properly it has the potential to position the company forward thinking innovative champions of sustainable renewable energy producers,

which will be attractive not only to customers but also to younger generations entering the workforce.

Branding

In the second chapter, branding was defined as a distinguishing aspect intended to differentiate one seller from another, it should also create an attachment or identification between the company and product or service, and create trust through organizational values. (Aaker, 1996, p. 110; Kapferer, p. 12; Vaid, 2003, p. 2; Wheeler, 2003, p.2). The next section will offer examples, which identify branding at Hydro Ottawa based on the CSR strategy and on Aaker's (1996) model of brand identity, which includes *brand-as-organization*, *brand-as-product*, *brand-as-personality*, and *brand-as-symbol*.

Brand-as-organization, at Hydro Ottawa consists of "the conscious decision to brand according to the organizational culture and values" (Aaker, 1996; Heding, Knudtzen and Bjerre, 2009; Simmons, 2009; Waeraas, 2008; Whelan, Davies, Walsh and Bourke, 2010). According to Kapferer (2012), organizations can achieve this through 'brand alignment'. By basing the operations of the organization on good values, more specifically by building a good organizational culture and an ethical company based on CSR's triple bottom line and the creation of shared value, the CSR strategy essentially becomes a part of the organization and thus becomes the brand. This can be communicated to external stakeholders through the 'inside-out' approach (Simmons, 2009; Waeraas, 2008). "Brand alignment is the process by which organizations think of themselves as brands [...] The internalization process is crucial. It means explaining and justifying these values to each cell within the company" (Kapferer, pp. 72-73). Training sessions and a continuous commitment by the organization will be necessary to enforce the internalization process if the organizational culture is to be changed.

Brand-as-product at Hydro Ottawa the product is the service, however since it relies on humans who are unpredictable it can present a number of issues for the brand (Aaker, 1996; Eiglier & Langeard, 1990; Kapferer, 2012; Levitt, 1981). In order to avoid these issues, the organization should seek to create a healthy organizational environment, and provide much training and support for their services. In a service based industry, the employees become the brand, thus if they are treated ethically they can offer a good brand image for the company. Part of the CSR strategy contained in the *Social* section should have a large emphasis on employees, training, safety and creating a good organizational culture.

Brand-as-personality "A brand personality can be defined as the set of human characteristics associated with a given brand" (Aaker, p. 142). The goal is to create a relationship between the brand and stakeholders (Aaker; Healey, 2008; Heding, Knudtzen & Bjerre, 2009). The results from the participant interviews described the brand personality as:

I was thinking like a superhero of some kind. I don't mean that in sort of an egotistical way I just mean that they're not normally around unless you need them and when you do need them they are able to respond and sort of exceed your expectations. And I think our people do that, they can do that and they like doing that. By and large they are people who like to keep a low profile who do what they do and keep the lights on and when the going gets tough they like to be seen as sort of the hero, and it gives our company great satisfaction to be able to do that [...] I think character wise it's sort of the superhero, that's sort of not around and has a different persona when they're not needed but when the going gets tough they put on their cape and they save the day (Participant 1, Interview 1, October 31, 2013).

While participant 4 provided the following description:

Oldsmobile, so there was a commercial awhile back. My father drove those right [...] the reality is the hydro company is not your father's hydro company anymore. Oldsmobile tag line was "it's not your father's Oldsmobile anymore, it's sleeker, it's faster", and ditto with Hydro Ottawa. [...] It's not your father's hydro company anymore. It's diversified, it's customer focused, it's technology enabled, it's values based, it's green focused, it's connected to the community (Participant 4, Interview 4, December 5, 2013).

Although the participant focused on the new definition of the brand, she also continued to put a lot of emphasis on the reliability of Hydro Ottawa *like* and Oldsmobile. Based on these two descriptions, the researcher will offer a modified symbol in the following section.

Brand-as-symbol.

Aaker (1996) does not offer a comprehensive definition of brand as symbol, but rather stated, “Anything that represents the brand can be a symbol [...] A strong symbol can provide cohesion and structure to an identity and make it much easier to gain recognition and recall” (p. 84). There are a few symbols currently associated to the brand at Hydro Ottawa, primarily the logo, the orange hats and the fleet. Hydro Ottawa is already beginning to incorporate their CSR into the symbol of the brand as they have been making many efforts to green their vehicles (Electric Vehicles, Hydro Ottawa).

Based on the *brand-as-personality* descriptions provided above that focus on the idea of a ‘superhero that is there when you need it and low profile when you don’t’ the idea of a modest superhero, accompanied by the reliability of the second description, the researcher suggests an image based on the powerline technicians. Many of the participants mentioned the orange hat, which I believe to be a good symbol of hard work, reliability, dependability and superhero in the sense that they will ‘get the job done’ under any conditions. Thus, the orange hat could be considered as a new symbol for the company.

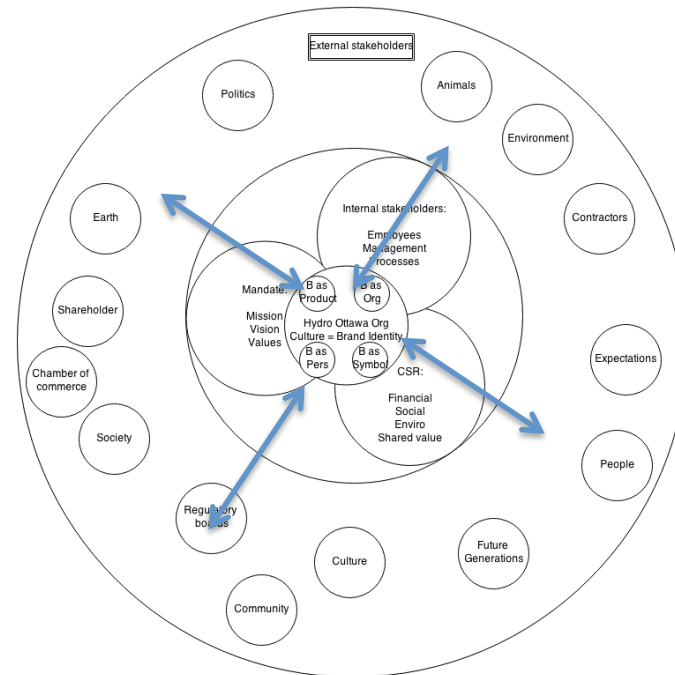
4.2.5. Consequences/Outcomes.

In order to demonstrate the interconnection between *Stakeholders, CSR and branding*, the researcher has created a *Modified Firm-Centric Stakeholder map* (Appendix J). Which has been influenced by the contents of this research, including the literature review, data collection, and advanced analysis, it was also inspired by the Appendices D-I. It has been created by the researcher to provide a clear and concise visual schemata of the interconnection between *Stakeholders, CSR and branding, a Modified Firm-Centric Stakeholder map*, and how they exist, influence and are influenced by an ecosystem.

As Strauss and Corbin explain, “In developing a grounded theory we are trying to capture as much of the complexity and movement in the real world that is possible, while knowing we are never able to grasp all of it” (1990, p. 111). In line with this statement, the schemata and the results from this thesis are not meant to provide conclusive evidence, nor do they give a complete picture of the concepts. Rather, the study aimed to answer the three initial research questions, and offer a diagram (Appendix j) to incorporate and explain the over arching elements of this grounded theory. It also intends to demonstrate a visual example of a pragmatic CSR and branding strategy that can be implemented at Hydro Ottawa.

As the reader can see in the diagram (Appendix J), as Hydro Ottawa identifies more stakeholders, they will be added to the outer ring. Eventually the stakeholders will start to overlap each other in the diagram, which also acts as a metaphor in the practical world, where stakeholders mutually influence each other, sometimes indirectly. Stakeholders overlap and interact with each other because they are all part of the greater system. They also have their own network within the system (mapping this out goes beyond the scope of this research).

4.3. Appendix J: Inside-out/outside-in approach to branding CSR at Hydro Ottawa



(Phillips, M., Original work created on October 25, 2014)

(Larger version found in Appendix J, p. 28)

The organizational culture is placed at the center, which becomes the brand identity. It is influenced by the intersecting elements: Mandate (mission, vision and values) of the organization, the CSR strategy (financial, social, environmental responsibilities & shared value) as well as internal stakeholders (staff, board members etc.). *Brand as product, brand as organization, brand as personality, and brand as symbol* (Aaker's 4 elements of brand identity), are also placed in the center. These elements intersect to create the organizational culture, which *becomes* the brand. The double arrows demonstrate the inside-out, outside-in approach, which effectively means a constant mutual exchange and motion within the ecosystem. These arrows and the placement of the elements could be much more complex depending on the level of analysis involved, however the researcher chose to create a simplified schemata, which could be

used as a starting point by organizations to be elaborated. Essentially the brand identity is defined by all of the elements in the system.

The *brand identity* is influenced by the internal elements (CSR, mandate, internal stakeholders), it goes out into the world based on the inside-out approach, and is influenced by the perception of external stakeholders becoming the *brand image*. This process, which is always in motion, which Plesk (2001) refers to as a complex adaptive system, evolves and shapes the brand identity and the CSR strategies as it returns through the outside-in approach. The brand will adapt to the system through external perception, even if the organization refuses to, the *brand image* as opposed to the brand identity, has a life of its own. It is a dance of acting, interacting and reacting to the movement of the system. Having a good organizational culture, based on genuine values and a good CSR strategy is a way of redefining the brand identity in a positive light within a volatile and unpredictable setting.

Chapter 5: Conclusion

The introduction provided detailed information outlining the corporate structure of Hydro Ottawa, it presented an overview of the energy industry context in Ontario, while also introducing the study and upcoming chapters. The literature reviewed in the second chapter provided the researcher with an in depth knowledge base of corporate social responsibility, branding and stakeholder theory, which guided the development of the final theory. The third chapter reviewed the grounded theory approach described by Strauss and Corbin (1998), which was used to guide the data collection and analysis. The researcher then presented the results of the findings and analysis. The concluding chapter will discuss the analysis, the limitations and future research recommendations.

This study attempted to fill the gap in the literature surrounding corporate social responsibility and its intersection with branding in the energy sector, specifically at Hydro Ottawa. It was influential because it offered a step-by-step methodology, based on rigorous grounded theory (Strauss and Corbin, 1990, 2008) methodology. This model is very versatile; it can be used to create the overall CSR and branding strategy of an organization, it can be used for specific problem solving/ problem identification, it can also be adapted to many different sectors and organizations.

Although Hydro Ottawa had a CSR strategy, it had definitional and operational limitations, it was also not clear how it was used, or if it was used, towards their branding strategy. This study attempted to define and identify the *stakeholders, CSR strategies and branding* at Hydro Ottawa. It also aimed to explain the role of stakeholders in the creation of

CSR strategies, and how these can positively influence the brand, essentially by becoming the brand. The study looked specifically at finding interconnections between these elements, which was prompted by the research questions, and was examined and exemplified Appendix J.

The main strength of this study was that it contributed to the development of a clear methodology by which organizations could create an inside-out/outside-in approach to branding CSR through 1) Stakeholder identification and analysis methodology, 2) CSR strategy based on organizational values, the triple bottom line (financial, social, environmental) and the creation of shared value, 3) Branding the CSR based on Aaker's brand identity principles: *brand-as-organization*, *brand-as-product*, *brand-as-personality*, and *brand-as-symbol*. Thus, this study contributed theoretically to the literature by analyzing CSR and branding strategies, their intersection and by expanding on stakeholder theory. It also offers a practical contribution by suggesting a step-by-step methodology that organizations can utilize to create a branding strategy based on CSR.

5.1. Limitations

One of the limitations of this theory was that it had not yet been implemented at Hydro Ottawa, and thus has not been evaluated. Therefore, the researcher could not conclude that the theory has worked in practice. In relation to this, considering the importance of employees to the organizational culture, the researcher failed to provide information about changing mindsets and changing the organizational culture. It also failed to provide research about changing public opinions.

In regards to stakeholder theory, the approach taken by the researcher, which expands the original notion of stakeholder theory to include non-human and voiceless agents could cause some disagreement amongst experts. However, the researcher was aware of this when the

decision to expand the definition was made and did so because of a deep belief that voiceless agents should also be considered and incorporated in corporate decision-making.

Originally the researcher wanted to include public relations (PR) as part of the literature review, however because CSR and branding were already such large subjects, and because of time and space limitations of a master's thesis, PR was dropped. This was problematic because the researcher did not consider analyzing stakeholders, the political context, and the monopolistic context from an issues management perspective. This would have been helpful in understanding and explaining power dynamics between the corporation and their stakeholders.

5.2. Future Research Recommendations

Future recommendations include implementing this methodology in an organization and evaluating each step. Using brand evaluation methodology, the researcher could analyze the brand internally and externally in order to evaluate the correlation between the brand identity and the brand image, as well as the level to which the CSR has influenced the brand. This type of evaluation should be very thorough and should include all levels of staff (employees, management, board members...) within the organization. The external sample should include a variety of different stakeholders. This study as well as the previous proposed study would give a more holistic approach to the added value of CSR within an organization's branding strategy.

Researchers might also consider further pursuing the notion of quality of service and employee's sense of belonging, and its impact on the organizational culture and consumer perception. The branding and CSR strategies in the service industry are lost if the quality of customer service does not match or surpass the image portrayed by the branding and CSR strategies.

To conclude, despite the limitations the researcher has attempted to offer a thorough analysis of CSR and branding strategies at Hydro Ottawa, as well as theoretical and practical solutions to incorporating CSR into the brand identity of an organization.

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Appendices

Appendix A: Interview Participant List

Date	Activity #	Participant #	Identity or Anonymous
October 31, 2013	Interview 1	Participant 1	Owen Mahaffy, Director, Communications and Public Affairs
November 11, 2013	Interview 2	Participant 2	Anonymous
November 21, 2013	Interview 3	Participant 3	Anonymous
December 5, 2013	Interview 4	Participant 4	Lyne Parent-Garvey, Chief Human Resources Officer
February 13, 2014	Interview 5	Participant 5	Anonymous - Powerline Technician
		Participant 6	Anonymous - Powerline Technician
December 6, 2013	Site visit	Chaudière Falls	

Appendix B: List of Internal Documents for Data Analysis

	Source	Subject Relevance
1.	Email from Owen Mahaffy: Logo	Branding Brand as Symbol
2.	Online Customer Service Programs	Brand as Product – Service Stakeholder
3.	2012 Annual Report	Context Branding
4.	2013 Annual Report	Context Branding
5.	Canada’s Electricity Sector	Context
6.	Components of the Electricity Bill	Context
7.	Electricity Supply Reliability	Context CSR – Environment Stakeholders
8.	Ontario Electricity Generation	Context
9.	Ontario’s Electricity Sector – An overview	Context
10.	Regulation of Local Distribution Company	Context
11.	Strategic Direction 2012 – 2016	Context
12.	Corporate Citizenship	CSR
13.	Corporate Social Responsibility Report 2013	CSR
14.	Conservation Tips	CSR - Environment
15.	Electric Vehicles	CSR – Environment
16.	Energy Efficiency Programs for Business Customers	CSR- Environment Stakeholder
17.	Energy Efficiency Programs for Residential Customers	CSR- Environment Stakeholder
18.	Environmental Programs	CSR – Environment
19.	Green Power Generating Facilities	CSR – Environment
20.	Greenhouse Gas Roundtable City of Ottawa	CSR – Environment

	March 23, 2013	Stakeholder
21.	Load Impact and Conservation Effect Analytical Model	CSR - Environment
22.	Load Impact and Conservation Effect Analytical Model Ontario Smart Price Pilot July 2007	CSR - Environment
23.	Smart Meters and Time-of-Use Rates	CSR- Environment
24.	The Smart Grid	CSR – Environment
25.	The Contribution of Electricity to the Canadian Economy	CSR – Financial/Economics
26.	Assistance for Low Income Housing	CSR – Society/Community
27.	Safety	CSR – Society
28.	Awards	Organizational Culture Brand as Organization
29.	Code of Business Conduct	Organizational Culture Stakeholder Brand as organization
30.	Corporate Policy Workplace Harassment and Discrimination	Organizational Culture Brand as organization
31.	Workplace Violence and Harassment and Discrimination – Refresher Training	Organizational Culture Brand as organization Stakeholder
32.	15 th Annual Electric Utility Customer Satisfaction Survey	Stakeholder relations Brand as Product
33.	Customer Personal Report	Stakeholder relations Brand as Product
34.	Customers	Stakeholders Brand as Product
35.	Residential and Business Customer Segments	Stakeholder Brand as Product

Appendix C: Analysis Tools

Figure 0.1: Coding Classification

Level 1	Level 2	Level 3+	Source	Ref
Branding			4	24
	Brand as product		5	27
		Operations	5	30
		Distribution	1	1
		Service - service quality	6	34
		Service analysis	1	1
		Services	4	14
		Emergency services	2	3
		Maintenance	1	4
		Resolving issues	2	5
	Brand as organization		4	41
		Amalgamation	2	3
		Ambassador program	4	18
		Employee consultation	2	6
		Corporate information	3	10
		Customers	4	13
		Employees	6	26
		Harassment	3	9
		Big brother	2	4
		Discipline	2	4
		Organizational culture	5	27
		SWOT	6	18

		Safety	2	3
		Service	5	14
		Strategic planning	3	9
		Touch points	3	10
		Trust building	6	53
		Values	2	13
	Brand as personality		6	18
		Community	4	10
		PLT	4	13
		Reliability	6	15
	Brand as symbol		2	17
		Image	3	16
		Conduct	4	14
		Contractors	1	1
		Dealing with clients	3	9
		Dress code	4	7
		Greening	6	14
		Vehicles	4	8
		Logo	2	3
		PLT	4	13
	Core identity		6	37
CSR			5	41
	Triple bottom line: Environment		9	44
		Conservation	5	18
		Irony of conservation	4	4
		Ecodistrict	1	2

		Ecolo green	2	3
		Generation	4	13
		Hydro electric	4	9
		Debate - justification	3	5
		Landfill to gas	4	11
		Other types	1	1
		Wind	2	3
		solar	3	6
		Mandated	4	8
		Recycling	4	5
		Remediation cleanup	1	2
		Renewable energy	4	20
		Sustainability	3	8
	Triple bottom line: Financial		3	5
		Business plan	3	12
		Financial	2	8
		Investment	2	7
	Shared value		6	38
		Areas for improvement	6	36
		Increase bottom line	2	6
		PR	4	24
		Proactive	5	26
		Market research	2	3
		Pilot projects	2	3
		Risk evaluation	3	8
		Reactive	5	13

		Controversy management	4	6
		Reduce friction	2	12
		Sentiment d'appartenance	4	10
		Strategic planning	3	9
		Transparency	1	6
		Values	2	13
		increase productivity	2	4
	Triple Bottom line: Society		0	0
		Community	6	37
		Education	3	9
		Christie Lake Kids	2	2
		Essential - social service	1	1
		Low income assistance	2	4
		Philanthropy	4	12
		Brighter Tomorrow's fund	2	2
		Gloucester Fair	3	4
		Habitat for humanity	1	1
		Sponsorship	1	1
		United way	1	1
		Volunteer day	3	5
		Customer research	4	13
		Customer persona	1	6
		Customer service	6	16
		Employees	5	32
		Communicating CSR	5	31
		Advertisement	1	3

		Bill	2	8
		Call center	2	8
		Community events	0	0
		Community events - visibility	1	1
		Email	3	6
		Employee recruitment	1	1
		Inside out approach	4	21
		Internal	2	9
		Marketing	1	3
		Media	4	6
		Press release	1	2
		Publicity	1	5
		Reporting	1	2
		Reports	1	1
		Two way communication	4	25
		Website	3	18
		social media	3	12
		Diversity program	2	2
		Harassment	3	9
		Big brother	2	4
		Discipline	2	4
		Safety	6	14
		Terrorism	1	1
		Training	6	28
		Treatment	1	2
		Turnover	1	3

		Volunteering	3	6
		Triple bottom line	3	5
	Stakeholders		3	16
		Animals (NH)	1	1
		Bullfrog power (O)	1	1
		Children (H)	2	3
		Community (H)	7	63
		Compli. of Ontario's energy structure and regulators	3	4
		Contractors (H)	5	11
		Councillors (H)	3	9
		Customers (H)	5	47
		District Energy (O)	1	1
		Employees (H)	5	31
		Enviro (NH)	7	33
		Federal government (O)	3	5
		Future generations (NH)	2	8
		Hydro Ottawa (O)	3	4
		Energy Ottawa (O)	2	2
		Hydro one (O)	1	1
		Independent Electricity System Operator (O)	2	2
		License to operate (NH)	2	5
		Local distribution companies (O)	1	1
		Management (H)	1	4
		Media (NH)	2	9
		Ontario Ministry of Energy	1	1

		(O)		
		Ministry of Environment (O)	1	1
		Monopoly (NH)	2	4
		Ontario Energy Board OEB (O)	6	16
		Ontario Power Generation OPG (O)	4	6
		Ontario Power Authority OPA (O)	4	29
		Other	2	2
		Policy (NH)	5	13
		Politics (NH)	2	2
		Provincial (O)	2	2
		Rate setting (NH)	2	5
		Regulation (NH)	6	14
		Reporting (NH)	3	6
		Shareholder - City of Ottawa (H)	5	20
		Society (NH)	6	20
		Stakeholder meetings	1	2
		Supply chain (NH)	1	1
		Union (O)	1	2
		chamber of commerce (H)	1	2
		crown agencies (O)	2	2
		generating companies (O)	2	2
		transmission companies (O)	1	1

Additional Stakeholders Identified from introduction based on organizational documents

Board of Directors, Natural Resources Canada (NRCan), Electricity Safety Authority (ESA), Ontario One Call, Electricity Distribution Association (EDA)

Figure 0.2: Research journal, list of memos NVIVO

#	Type	Name	Created On	Modified On
1.	Analysis	Inside out approach to CSR	Jul 16, 2014, 2:50:42 PM	Jul 16, 2014, 2:51:50 PM
2.	Analysis	CSR suggestions	Jul 16, 2014, 3:10:00 PM	Jul 16, 2014, 3:13:36 PM
3.	Analysis	R questions and goal of study	Jul 16, 2014, 7:11:52 PM	Jul 16, 2014, 7:17:35 PM
4.	Analysis	Stakeholder theory CSR Freeman controversy	Jul 17, 2014, 3:02:37 PM	Jul 17, 2014, 3:05:45 PM
5.	Analysis	Society vs stakeholder	Jul 17, 2014, 5:19:41 PM	Jul 17, 2014, 5:21:04 PM
6.	Analysis	Justification for GT Intersection CSR and stakeholder	Jul 17, 2014, 5:25:36 PM	Jul 17, 2014, 5:27:03 PM
7.	Analysis	Analysis of KLD indicator	Jul 18, 2014, 10:26:19 AM	Jul 18, 2014, 10:27:02 AM
8.	Limit.	Researcher bias	Jul 18, 2014, 11:12:32 AM	Jul 18, 2014, 11:13:44 AM
9.	Analysis	Create a Firm centric model	Jul 18, 2014, 11:28:28 AM	Jul 18, 2014, 11:31:47 AM
10.	Analysis	Justification for firm centric model	Jul 18, 2014, 11:45:07 AM	Jul 18, 2014, 11:48:17 AM
11.	Analysis	Stakeholder model alternatives to Firm centric	Jul 18, 2014, 11:59:37 AM	Jul 30, 2014, 12:09:10 PM
12.	Analysis	Stakeholder Models for individual problems	Jul 18, 2014, 12:14:57 PM	Jul 18, 2014, 12:20:54 PM
13.	Def. / Descrip.	Definition of CSR that includes stakeholders	Jul 18, 2014, 2:32:36 PM	Jul 18, 2014, 2:33:24 PM
14.	Analysis	Communicating to different stakeholders	Jul 18, 2014, 3:22:48 PM	Jul 18, 2014, 3:23:29 PM
15.	Analysis	CSR and Stakeholder	Jul 21, 2014, 11:26:53 AM	Jul 21, 2014, 11:54:14 AM
16.	Annotated biblio (AB)	Annotated bibliography	Jul 21, 2014, 11:49:04 AM	Jul 21, 2014, 11:54:57 AM

17.	AB	Savage, Annotated Bibliography	Jul 21, 2014, 12:13:55 PM	Jul 21, 2014, 12:15:32 PM
18.	Descrip.	Model stakeholder theory & realist theory of social change and differentiation	Jul 21, 2014, 12:16:30 PM	Jul 21, 2014, 12:16:48 PM
19.	AB	Friedman, Annotated biblio	Jul 21, 2014, 12:17:42 PM	Jul 21, 2014, 12:51:15 PM
20.	Limit.	Lancune dans la recherche	Jul 21, 2014, 12:57:26 PM	Jul 21, 2014, 1:14:59 PM
21.	Descrip.	Friedman's Final theory	Jul 21, 2014, 1:22:43 PM	Jul 21, 2014, 1:23:47 PM
22.	AB	Hasnas Annotated Biblio	Jul 21, 2014, 1:30:35 PM	Jul 21, 2014, 2:25:22 PM
23.	Analysis	Disclaimer on stakeholder theory	Jul 21, 2014, 1:31:47 PM	Jul 21, 2014, 1:39:32 PM
24.	Analysis/ comment	Utopic view	Jul 21, 2014, 3:15:57 PM	Jul 21, 2014, 3:17:59 PM
25.	AB	Zsolai, Annotated biblio	Jul 21, 2014, 3:18:37 PM	Jul 21, 2014, 3:48:38 PM
26.	Analysis/ Comment	Zsolnai - disagreement	Jul 21, 2014, 3:34:43 PM	Jul 21, 2014, 3:48:55 PM
27.	AB	Kaler	Jul 21, 2014, 4:10:05 PM	Jul 21, 2014, 4:11:02 PM
28.	AB	Crane, Annotated biblio	Jul 21, 2014, 4:22:03 PM	Jul 21, 2014, 4:22:52 PM
29.	AB	Greenwood, annotated biblio	Jul 21, 2014, 5:13:41 PM	Jul 21, 2014, 5:14:31 PM
30.	Analysis	Theory - trying to put the pieces together	Jul 22, 2014, 9:21:42 AM	Jul 24, 2014, 12:52:13 PM
31.	Analysis	Data analysis - word query	Jul 22, 2014, 2:16:48 PM	Jul 22, 2014, 2:19:50 PM
32.	Item to remember	Table that Rocci asked for in Figures for docs	Jul 22, 2014, 2:21:28 PM	Jul 22, 2014, 2:22:13 PM
33.	Analysis	ANT and non human actors	Jul 22, 2014, 2:41:55 PM	Jul 22, 2014, 2:44:18 PM
34.	AB	Jolviet, 2010 - Wind power and local controversies using ANT	Jul 22, 2014, 4:06:49 PM	Jul 22, 2014, 4:15:33 PM

35.	Analysis	Participation might be the key	Jul 22, 2014, 4:07:29 PM	Jul 22, 2014, 4:11:50 PM
36.	AB	Latour	Jul 23, 2014, 9:43:15 AM	Jul 24, 2014, 12:36:53 PM
37.	Critique	Critique of CSR	Jul 29, 2014, 9:51:40 AM	Jul 29, 2014, 9:52:01 AM
38.	Analysis	Stakeholder – emotional or strong responses	Jul 29, 2014, 9:52:18 AM	Jul 29, 2014, 9:52:38 AM
39.	Metho.	Methodology identifying stakeholders	Jul 29, 2014, 9:53:32 AM	Aug 15, 2014, 12:14:49 PM
40.	Critique	Criticism of Stakeholder theory	Jul 29, 2014, 2:33:21 PM	Jul 29, 2014, 5:03:27 PM
41.	Analysis	Inside out CSR	Jul 30, 2014, 5:29:00 PM	Jul 30, 2014, 5:29:17 PM
42.	Coding	Coding categories	Jul 30, 2014, 6:40:16 PM	Jul 30, 2014, 6:42:46 PM
43.	Conflict	Conservation program conflict	Jul 30, 2014, 7:04:27 PM	Jul 31, 2014, 1:09:44 PM
44.	Note	Frustration!!!	Jul 31, 2014, 11:58:24 AM	Jul 31, 2014, 12:12:50 PM
45.	Context	Hydro 2	Jul 31, 2014, 2:47:32 PM	Aug 7, 2014, 11:53:21 AM
46.	AB	Banerjee, 2011	Sep 1, 2014, 2:11:50 PM	Sep 1, 2014, 2:16:07 PM
47.	Analysis	Shared value	Sep 13, 2014, 1:50:53 PM	Sep 13, 2014, 1:51:30 PM
48.	Analysis	Electric vehicle shared value	Sep 13, 2014, 2:00:46 PM	Sep 13, 2014, 2:03:16 PM
49.	Analysis	Interview 1	Oct 25, 2014, 1:45:07 PM	Oct 25, 2014, 1:45:54 PM
50.	Analysis for final thesis	Oct 25 6 pm About stakeholder map	Oct 25, 2014, 6:56:14 PM	Oct 25, 2014, 6:57:33 PM
51.	Analysis for final thesis	Inside Out approach to branding CSR at Hydro Ottawa (attached to appendix J)	Oct 26, 2014, 12:17:59 PM	Oct 26, 2014, 12:18:52 PM

*Note bene, this table includes memos created through NVIVO, memos created prior to coding and analysis are not included.

Appendix D: Intersol's Stakeholder Identification Methodology



Intersol's Stakeholder Methodology

IDENTIFY PARTICIPANTS

Purpose

It goes without saying that the success of your public participation initiative is highly dependent on achieving the right type and level of stakeholder participation.



Principle

Inclusiveness: Involve as broad a range of groups or individuals who may be affected by, interested in, or able to make a meaningful contribution to the decision as is appropriate. Canada's regional and cultural diversity, as well as linguistic duality, will be respected, and measures will be taken to ensure all participants have reasonable opportunity to have their voices heard while respecting the need for efficiency in the use of time and resources.

- Who should I consult/engage?

- ▶ Consider those individuals or groups that are **affected**, will be affected or "feel that they will be affected by a proposed project or decision."
- ▶ The credibility of the process will depend on ensuring good representation. In considering participation, interests must be balanced and not viewed as biased towards a particular outcome.
- ▶ The makeup of your participant groups should be representative of those who will be affected by your decision therefore consider ie: gender, official languages, diversity, geographic representation, etc.

Accountability: The expectations regarding roles, responsibilities and accountabilities of all those involved will be defined and clearly communicated.

- Are participants clear about what is expected of them?

- ▶ Will expectations and roles be clearly documented and shared? Were stakeholders given time and support to consult with others that they are representing? Does everyone have the necessary skills and understanding?
- ▶ Will your public participation initiative be best served by permitting or preventing anonymous participation? If your public participation initiative will lead to far-reaching decisions impacting many people, your initiative may be better served by participant accountability for their views. On the other hand, some stakeholders may not wish to participate in the process unless they are guaranteed anonymity. Consider methods including online methods to encourage responsible participation without fear of reprisal.
- ▶ Do you need to establish Rules of Conduct? These rules require participants to take responsibility for the information and data they provide.

Process

1. Establish the criteria for the selection of participants

Choose participants who are...

- ▶ interested in the process and outcomes of the process
- ▶ exerting pressure for change (or maintenance of the status quo)
- ▶ going to be affected by the outcomes of the process
- ▶ representative of those who will be affected by your decision therefore consider ie: gender, official languages, diversity, geographic representation, etc.
- ▶ Knowledgeable about the issues

Budget, time and resources needed may help to determine the breadth and depth of the participation

2. Brainstorm a list of potential participants

- ▶ Identify those individuals and groups who could participate in the initiative
- ▶ Do you need feedback from a broad group, or would a representative sample provide the depth you need?
- ▶ Include those who are most affected. Your process should at least include people affected by your issue. Consider, though, that those who are not directly affected may also hold valuable opinions and information on a given issue.
- ▶ Decide how many is enough. Large numbers of participants are impressive and help build a more representative picture. But, subject to any applicable common law or statutory consultation obligations, they are not a necessary condition for a successful engagement process. Small groups with a few good ideas are very valuable and do not demand as many resources to manage. Follow good practice with regard to quantitative and qualitative research parameters (e.g. sample size, balance between men and women, different ethnicities, etc.).

3. Select and Recruit participants

- ▶ Recruiting participants for your project will happen through a mix of network tapping, databases, advertising, media presence, or through the help of a research company which may do random recruitment on your behalf. You may also make use of 'touch points' where the public encounters your agency. For example 1-800 numbers, email signatures, voicemail and service offices can all be used to get the word out about your process.
- ▶ Ensure your engagement approach minimizes any chances of the consultation being overtaken by a single group or issue and minimizes the possibility of underrepresentation.
- ▶ Design for transparency. It's important to be clear about what you're doing and why. Transparency will help manage people's expectations about what will happen in your process, should they invest their time and effort in getting involved. Being able to map their participation onto the overall decision-making process will give people a sense of what they can and can't affect. You should be able to provide that map.
- ▶ Maximize value for participants. As well as knowing where they stand in relation to the decision-making process, people will be looking for inspiration, learning, discovery and action from your process. They will prefer the tangible over the intangible in terms of results. Present them with the choices. What would they do if they were in the decision maker's place? What do they have to know to make good choices? And once they do make a decision, what might be the consequences?

(Collaborative effort of the Intersol Group., 2014) Permission to include this document in the research is being granted by Marc Valois, interim CEO)

Appendix E: Intersol's Stakeholder Identification Methodology



Intersol's Consultation and Engagement Methodology

The Intersol Group applies a robust stakeholder consultation and engagement methodology to its projects. Broadly defined, the methodology is based on Intersol's Strategic Alignment Model® and entails:

- Definition of the consultation's objectives and desired outcomes (Purpose)
- Conduct of a stakeholder analysis to define who should be consulted (People)
- Selection and deployment of responsive consultation mechanisms (Process).

The Intersol Group Methodology allows for the development of a more thorough and complete consultation strategy and outlines some important advice and counsel for consideration by the client.

The following six phase and eleven step process outlines Intersol's approach to the development and execution of engagement and consultation projects. It includes key questions to be asked and answered at each step, from project inception to evaluation.

Phase 1. Strategy and Early Planning Phase

1.1 Establish the Purpose of the Engagement Initiative

- Who do we want to engage?
- Why do we want to engage them?
- What do we hope to accomplish?
- Envision successful outcomes
- Set specific objectives

1.2 Prepare the Ground

- What should we be ready for when we engage?
- Identify and analyze engagement supporting and restricting forces
- Identify engagement risks, mitigation strategies or contingency plans
- Identify and secure required resources
- Consider timing – will stakeholders have enough time to prepare and to participate effectively?
- Identify project sponsors and champions

1.3 Establish the Team

- Who do we need on our team?
- Analyse team capability
- Develop and agree on a project team charter

1.4 Identify Participants

- Who should we engage?
- Establish participation criteria
- Determine participation

1.5 Plan to Evaluate

- Given the engagement goals, define criteria for success
- Develop indicators and measures
- Identify sources of data
- Embed data collection in the activity
- Leave time for data analysis

Phase 2. Detailed Design Phase

2.1 Select Methods

- How should we engage?
- What methods should we use?
- Determine appropriate method “mix”
- Identify method implementation issues
- Selection of tools, venues and logistics

Phase 3. Planning Phase

3.1 Establish the Action Plan

Specify and organize implementation actions. Consider...

- Whether and how to facilitate discussions
- How to explain the process
- How to manage inputs
- How to manage communication
- How to manage people

Phase 4. Implementation Phase

4.1 Implement the Plan

- How, what and when to communicate
- How to manage logistics
- How to manage discussion – facilitation
- Monitoring progress
- How to collect data

Phase 5. Analysis, Reporting and Final Communications Phase

5.1 Analyze and Report

- Review and analyze participant input
- Integrate data into report

5.2 What to Communicate

- Results – closing the loop
- “What was said”
- Decisions and rationale

- “Next steps” in context of maintaining ongoing relationships

Phase 6. Evaluation Phase

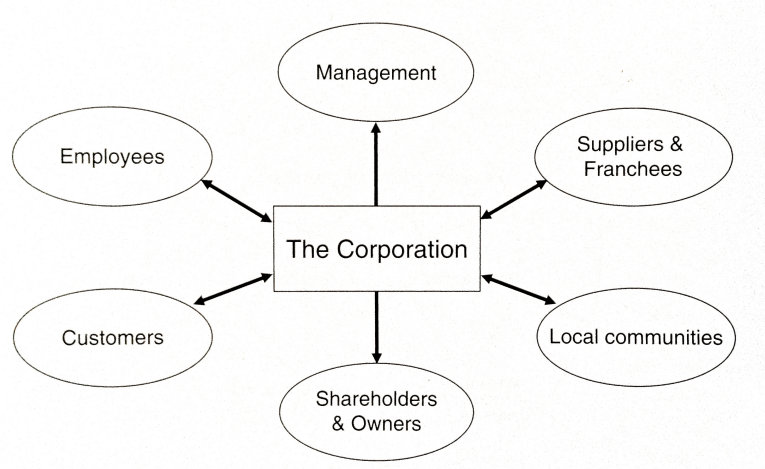
6.1 Evaluate & Document Learnings

- What do we do when it’s over?
- Identify “what went well” and “areas for improvement”
- Specify and plan for improvement
- Implement formal evaluation plan

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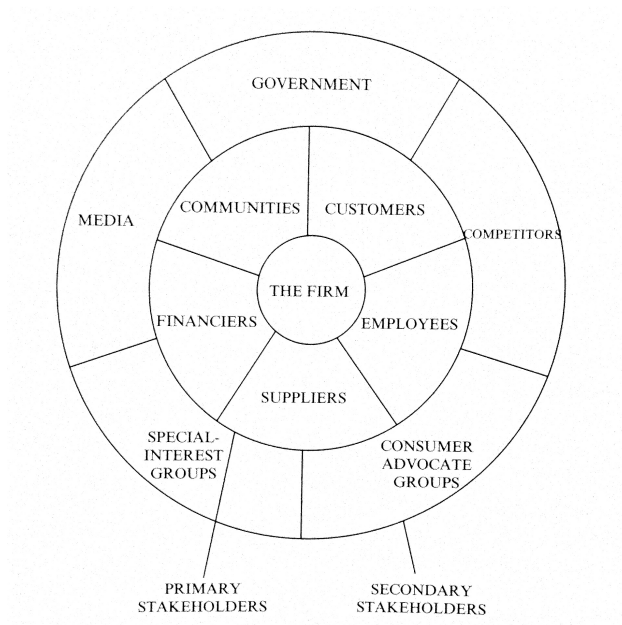
Appendix F: Stakeholder maps

Figure 1.1: Traditional Firm-Centric Stakeholder Map



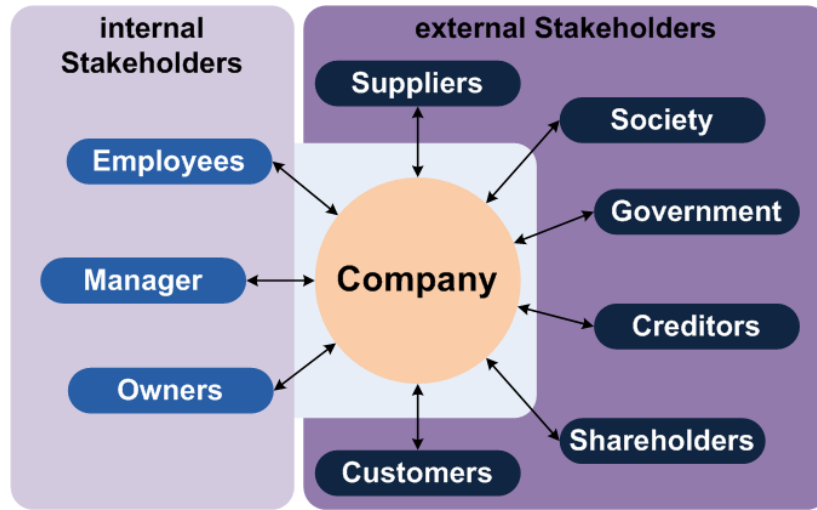
(Evan & Freeman, 1988, p. 102, Phillips, 2011, p. 115)

Figure 1.2: A More Complex Firm-Centric Stakeholder Map.



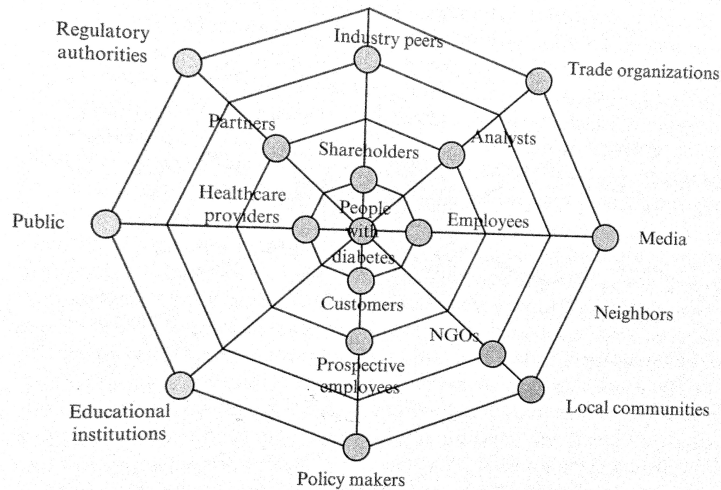
(Freeman, Harrison, & Wicks, 2007, p. 51)

Figure 1.3: Firm-Centric Stakeholder Map: Internal and External Stakeholders



(Grochim, Stakeholder Map, <http://creativecommons.org/licenses/by-sa/3.0>
[http://commons.wikimedia.org/wiki/File%3AStakeholder_\(en\).png](http://commons.wikimedia.org/wiki/File%3AStakeholder_(en).png))

Figure 1.4: Non Firm-Centric Stakeholder Map



(Freeman et al., p. 97)

Appendix G: CSR the Inside-Out Approach

Figure 2.1: The Inside-Out Approach to CSR Management

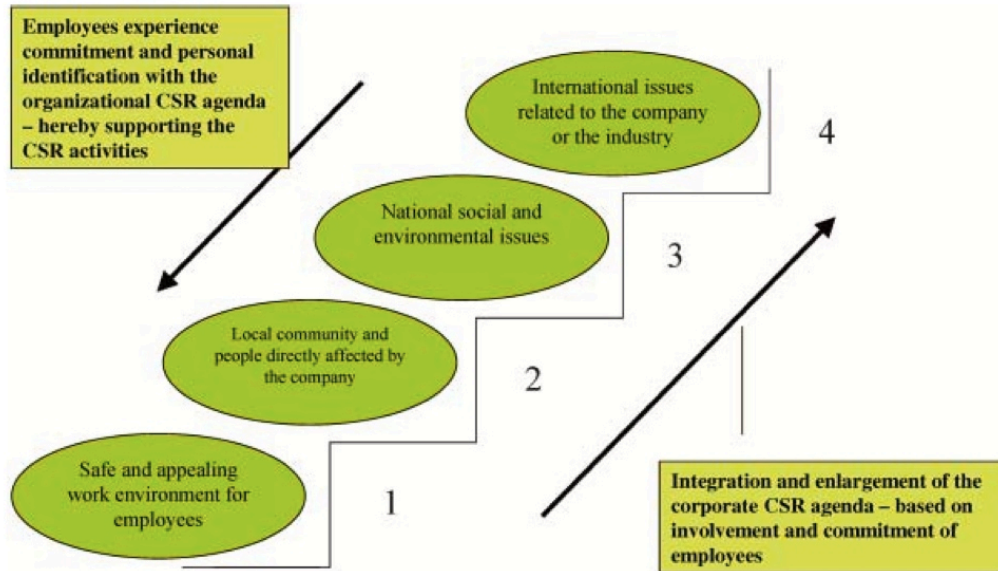


Figure 5. CSR management: ‘the inside-out approach’.

(Morsing et al., 2008, p. 104)

Figure 2.2: Inside-Out Approach to Communicating CSR

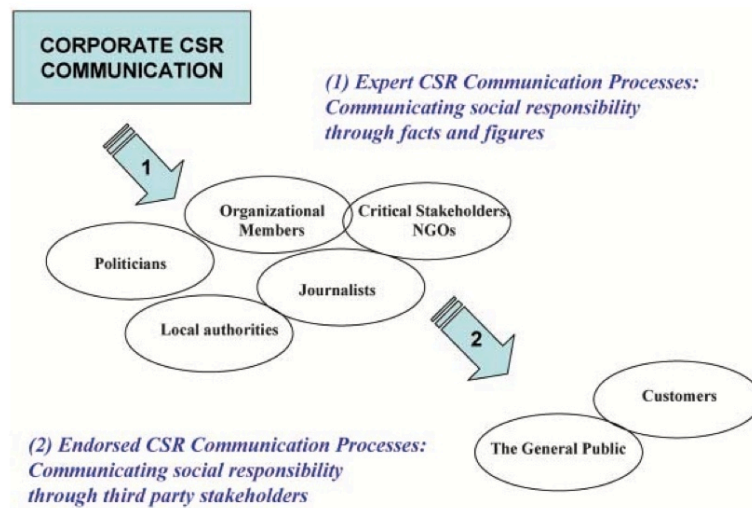
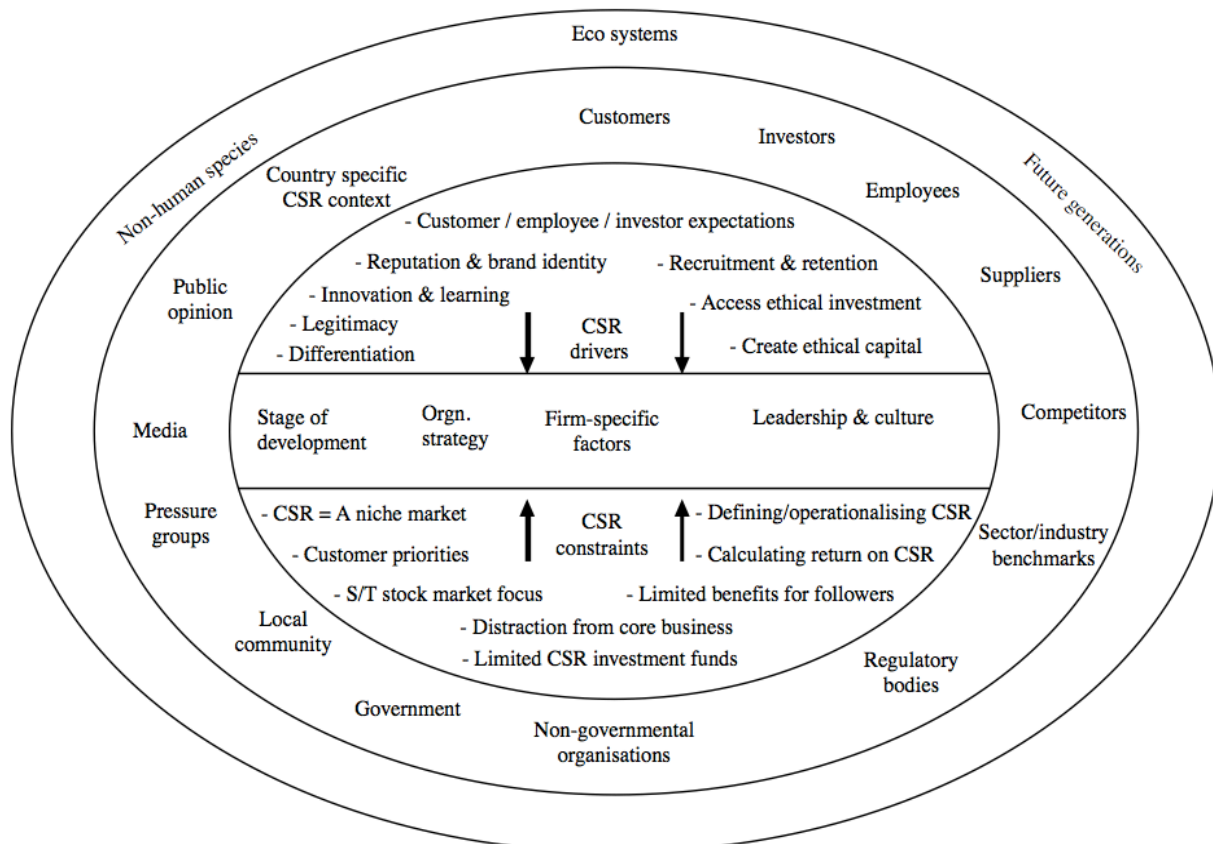


Figure 6. A model of CSR communication: expert and endorsed communication processes.

(Morsing et al, p. 106)

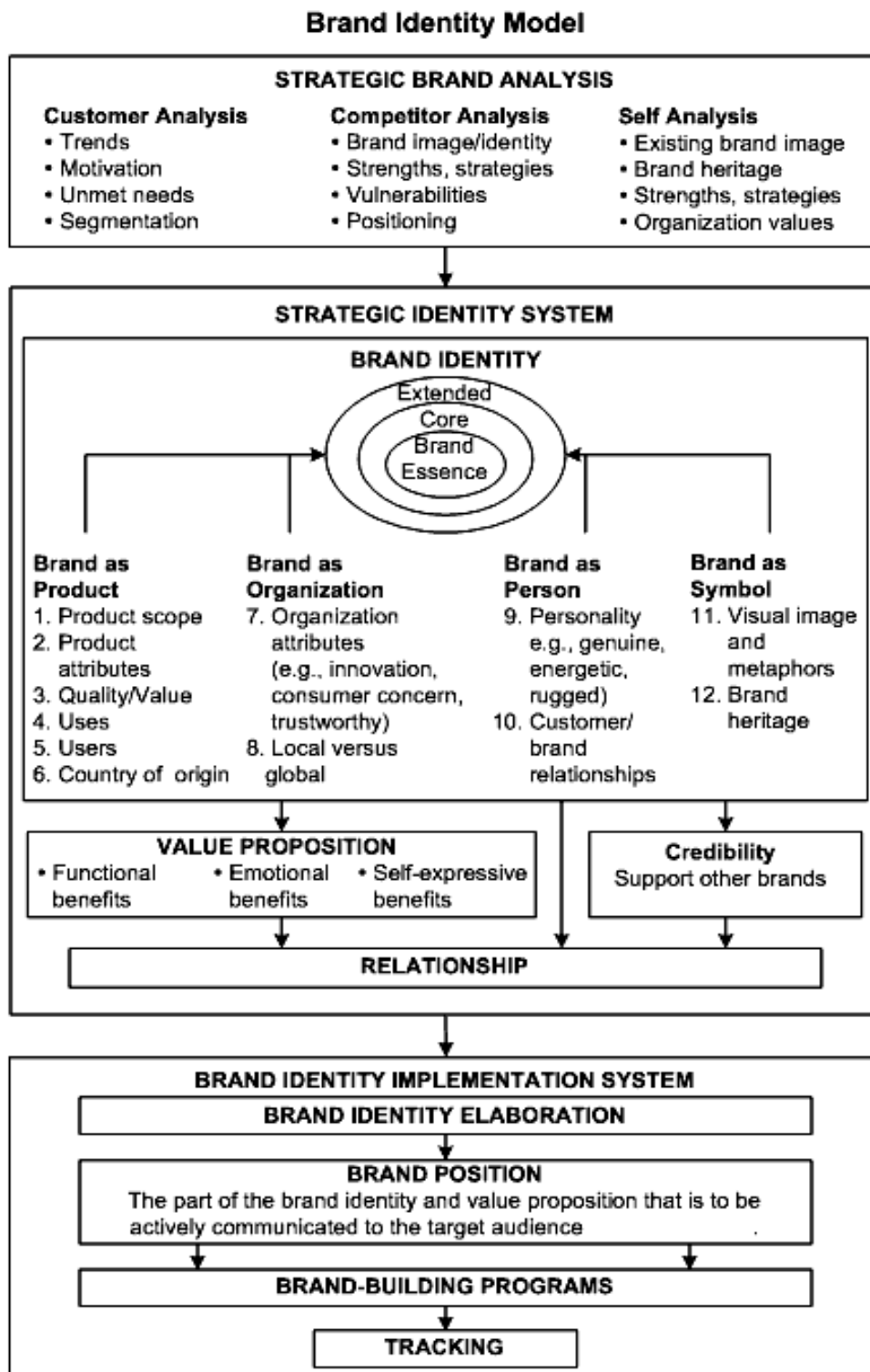
Appendix H: Stakeholders in the contemporary marketing context

As opposed to the Stakeholder Maps in Appendix F, this model is more complex and integrates factors from Appendix G as well. This model integrates CSR and marketing, and demonstrates how “...CSR drivers and constraints emanate from a range of stakeholder constituencies that seek to have their CSR agendas and concerns recognized by the organization and its marketing strategy. Stakeholder groups vary in their influence” (Simmons, 2009, pp. 683-684). It is helpful because it also includes a larger definition of CSR to include non-human elements.



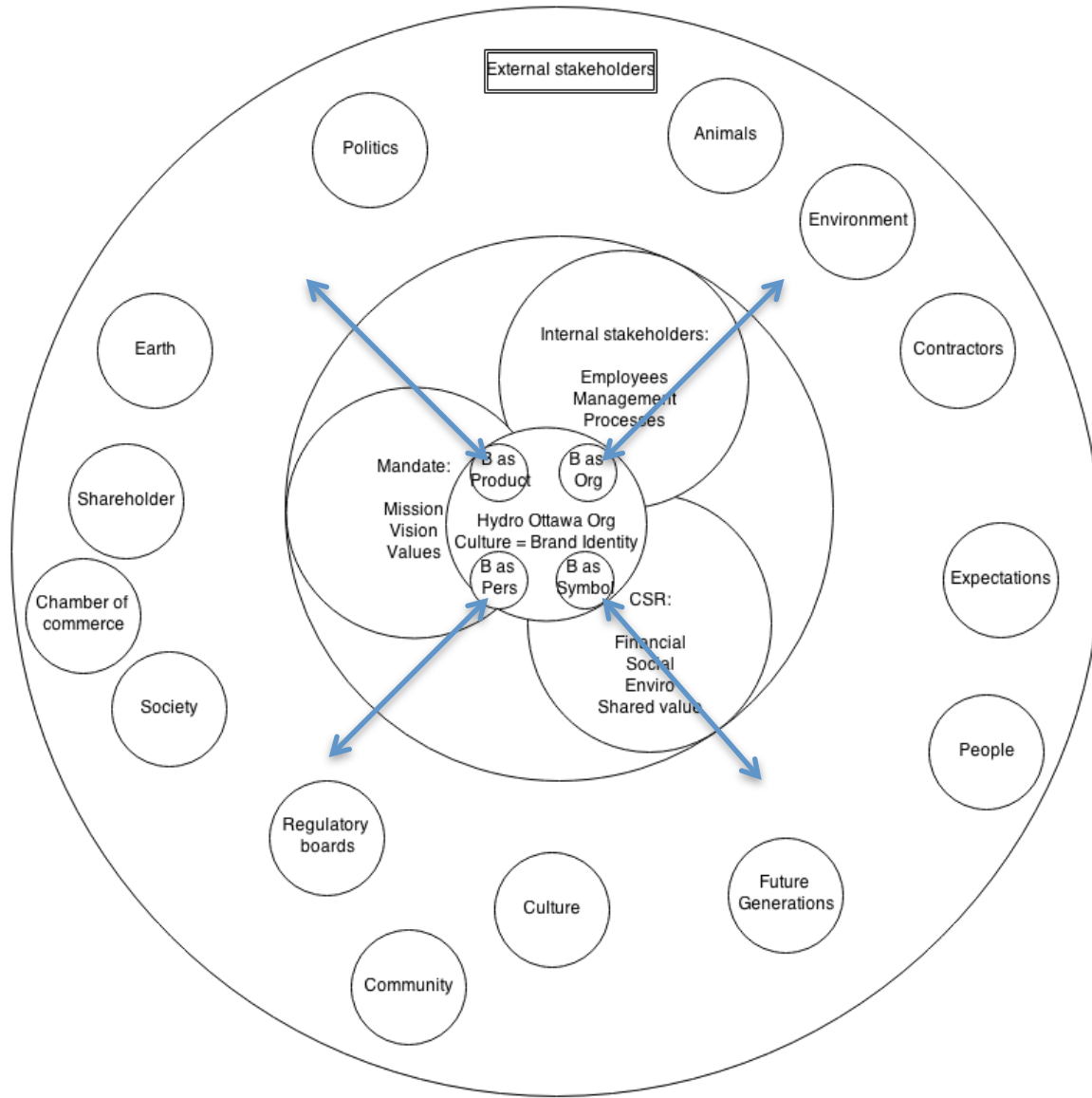
(Simmons, 2009, p. 684)

Appendix I: Aaker's Brand Identity System Model



Kilde: Aaker, David A. & Hoachimsthaler: Brand Leadership. The Free Press. 2000.
(Aaker, 1996, p. 1)

Appendix J: Inside-out/outside-in approach to branding CSR at Hydro Ottawa



(Phillips, M., Original work created on October 25, 2014)

Appendix K: Certificate of Ethical Approval from the University of Ottawa

File Number: 09-13-07

Date (mm/dd/yyyy): 10/22/2013



Université d'Ottawa **University of Ottawa**
 Bureau d'éthique et d'intégrité de la recherche Office of Research Ethics and Integrity

Ethics Approval Notice
Social Science and Humanities REB

Principal Investigator / Supervisor / Co-investigator(s) / Student(s)

<u>First Name</u>	<u>Last Name</u>	<u>Affiliation</u>	<u>Role</u>
Rocci	Luppicini	Arts / Communication	Supervisor
Michele	Phillips	Arts / Communication	Student Researcher

File Number: 09-13-07

Type of Project: Master's Thesis

Title: Exploring the Role of Corporate Social Responsibility in Ontario's Power Generation Sector and its Impact on Branding: A Multiple Site Case Study of Hydro Ottawa and Hydro One

Approval Date (mm/dd/yyyy)	Expiry Date (mm/dd/yyyy)	Approval Type
10/22/2013	10/21/2014	Ia

(Ia: Approval, Ib: Approval for initial stage only)

Special Conditions / Comments:
 N/A

File Number: 09-13-07

Date (mm/dd/yyyy): 10/22/2013



Université d'Ottawa **University of Ottawa**
Bureau d'éthique et d'intégrité de la recherche Office of Research Ethics and Integrity

This is to confirm that the University of Ottawa Research Ethics Board identified above, which operates in accordance with the Tri-Council Policy Statement and other applicable laws and regulations in Ontario, has examined and approved the application for ethical approval for the above named research project as of the Ethics Approval Date indicated for the period above and subject to the conditions listed the section above entitled "Special Conditions / Comments".

During the course of the study the protocol may not be modified without prior written approval from the REB except when necessary to remove participants from immediate endangerment or when the modification(s) pertain to only administrative or logistical components of the study (e.g. change of telephone number). Investigators must also promptly alert the REB of any changes which increase the risk to participant(s), any changes which considerably affect the conduct of the project, all unanticipated and harmful events that occur, and new information that may negatively affect the conduct of the project and safety of the participant(s). Modifications to the project, information/consent documentation, and/or recruitment documentation, should be submitted to this office for approval using the "Modification to research project" form available at: <http://www.research.uottawa.ca/ethics/forms.html>.

Please submit an annual status report to the Protocol Officer four weeks before the above-referenced expiry date to either close the file or request a renewal of ethics approval. This document can be found at: <http://www.research.uottawa.ca/ethics/forms.html>.

Appendix L: Consent Form

Title of the study: Exploring the Role of Corporate Social Responsibility in Ontario's Power Generation Sector and its Influence on Branding: A Case Study of Hydro Ottawa

Name of researcher: Michèle Phillips

Supervisor: Professor Rocci Luppicini, Ph.D, Department of Communication, Faculty of Arts

Invitation to Participate: I am invited to participate in the above mentioned research study conducted by Michèle Phillips as part of Michèle Phillips's Masters's thesis, supervised by Professor Rocci Luppicini.

Purpose of the Study: The purpose of this qualitative case study is to explore branding and corporate social responsibility in Ontario power sector, which will be explored through the following questions:

RQ1) Who are the main stakeholders at Hydro Ottawa and what type of influence do they have on the development of their CSR and branding strategies?

RQ2) What does corporate social responsibility look like at Hydro Ottawa and how is it shaped and defined?

RQ3) How does corporate social responsibility shape the brand image of Hydro Ottawa?

Participation: My participation will essentially consist of 30 – 60 minute one on one interviews, one or two interviews per participant during which participants will be asked to verbally answer questions. Interviews will be recorded using two audio devices, one as a backup. The interviews have been scheduled for fall 2013 and will take place at Hydro Ottawa. I will also be asked to validate the information contained in the interview after transcription (15-30 minutes).

Risks: There are no known risks to participation.

Benefits: My participation in this study will help create a branding strategy based on corporate social responsibility strategies that could be applied to the power sector and could also be applied to other sectors.

Anonymity:	I consent to being identified in the study (use of real name)	Yes/No
	or	
	I would like for to remain anonymous (use a pseudonym)	Yes/No

Confidentiality and anonymity: If I chose to remain anonymous: I have received assurance from the researcher that the information I will share will remain strictly confidential. I understand that the contents will be used only for data analysis and that my confidentiality will be protected, names will not be released unless participants so choose. **Anonymity** will be protected in the following manner: names of participants will not be released, however branding and CSR strategies associated to the institution will have to be released unless otherwise stated. The researcher does not anticipate any risks associated with the release of such information, the information will be used to build possible strategies, which can help the organizations.

Conservation of data: Once the data is collected, recordings will be kept in a secure manner on computer hard drive, on an external hard drive and on USB under lock and key in Professor Luppicini's office for the duration of the study and for five years following the study as per UO

regulations, it will then be destroyed. Only the researcher and supervisor will have access to it. Transcription will be kept in a secure manner on computer hard drive, on an external hard drive and USB under lock and key in Professor Luppicini's office. It will be destroyed after the completion of the study. Only the researcher and supervisor will have access to it.

Voluntary Participation: I am under no obligation to participate and if I choose to participate, I can withdraw from the study at any time and/or refuse to answer any questions, without suffering any negative consequences. If I choose to withdraw, all data gathered until the time of withdrawal will be used only if the participant agrees to do so, otherwise it will be destroyed immediately.

Acceptance: I, (Name of participant), agree to participate in the above research study conducted by Michèle Phillips of the Department of Communication, Faculty of Arts, University of Ottawa, whose research is under the supervision of Professor Luppicini.

If I have any questions about the study, I may contact the researcher or her supervisor.

Michèle Phillips
Researcher
MA candidate, Department of Communication, Faculty of Arts
University of Ottawa

If I have any questions regarding the ethical conduct of this study, I may contact the Protocol Officer for Ethics in Research, University of Ottawa, Tabaret Hall.

There are two copies of the consent form, one of which is mine to keep.

Participant's signature: _____ Date: _____

Researcher's signature: _____ Date: _____

Appendix M: Letter of Recruitment

Participant Solicitation Letter

(Insert date)

Dear *(insert name of participant)*,

Subject: Interview request for MA thesis project

My name is Michèle Phillips, I am a master's student with the Department of Communication at the University of Ottawa. The goal of this study is to explore branding and social responsibility strategies at Hydro Ottawa.

Your role as a participant will be to answer questions pertaining to branding and social responsibility strategies, which will last approximately 30-60 minutes.

The benefits of participating in this research include the ability to share your expertise and experience with a student. You will also contribute to the advancement of knowledge in branding and corporate social responsibility. Your participation will also contribute to my master's thesis, which will be shared with the organization.

I hope you will accept this invitation to participate in my research project. I am available to meet you at your earliest convenience.

Thank you for your consideration,

Michèle Phillips
MA candidate
Department of Communication
Faculty of Arts
University of Ottawa

Appendix N: Original Interview Instrument

Ice breaker

1. How long have you been working in this position?
2. What is your title? Your role?
3. When did you start this position?
4. Have you always occupied this position within the organization?

Organisation

5. Where is your position situated within the organizational chart?
6. Is there anything particular about the organization or functioning of the board that is unique in this organization?
7. Which area does the company serve?
8. To which extent is your organization legally allowed to do publicity in Ontario?

Stakeholders/Target Market

9. Who are your main stakeholders?
10. Do the communication messages (advertising, publicity ect) change from one stakeholder to another?
11. What is your relationship with customers?
12. Do stakeholders have a way of communicating feedback?
 - A) Through which channels?
13. How would you rate the level of customer service within this facility?
 - A) What could be improved?

Branding

14. Hydro Ottawa being a monopoly, whom are you branding for?
15. How would you define your brand?
16. What is the desired image of your brand?

Brand as a product:

17. What are the main services offered?
18. What is the biggest value or quality of your product or services?
19. How can your services be improved?
20. How does the logo reflect, or represent the services offered?
21. What is the dress code?
22. Were the interior and exterior of the physical buildings designed with a specific message in mind (Ex: a children's hospital would have colourful walls...). For example, I noticed at the main reception there are leaf shaped umbrellas, were those chosen randomly or do they have symbolic meaning?
 - The paint
 - The desks

- Offices
- Cubicles
- Artwork or other wall mountings
- Are there symbols of status (bigger office, better chairs ect)

Ect

- What about the power generation sites, what are their physical attributes?
- Those who work in the field – Anything particular about the truck, the uniform, the image they are to convey?
- Do you have specific policies about field workers and how they treat women? For example, city workers are really terrible for checking out women.

23. What is the mandate, or the raison d'être?

24. Are different populations served differently? Do you consider cultural differences?

Brand as organization:

25. How do you build trust with your customers?

- Describe the relationship

26. How do you build trust with your employees?

- Describe the relationship

27. What is the soul of the organization?

28. What are its values?

29. What is most important or the biggest asset to functioning of this organization?

30. How would you best describe the employees?

31. What makes this organization different from Hydro One or other energy distribution entities?

32. Does the company have a high, moderate or low turnover rate?

- Does this change by department or sector?
- What would you associate this to?

33. What is the biggest advantage about working for this company?

34. In which ways does the company give merit to deserving or outstanding employees?

35. Who would you say defines your organization's image to the public?

Brand as personality:

36. If your brand were a person or a character how would you describe them?

- Physical traits
- Personality traits

37. How would your clients and their families interact with this personality?

38. How would you describe Hydro One's character in comparison to yours?

39. What are the key messages to the different stakeholders?

- Do the messages change from one stakeholder to another?
- Residential vs commercial vs industrial

40. Do you have a slogan?

- How is the slogan decided?
- How often does it change?
- Is it different for different stakeholders (employees, vs residential..)

Core identity:

41. What is the soul of the brand?
42. How has it evolved?
43. What has remained constant?
44. What are the fundamental beliefs and values that drive the brand?
45. What does the organization behind the brand stand for?

Social Responsibility

46. What are the most important elements of your corporate social responsibility strategies?
 - a) What are the methods used to convey these strategies? (website, reports, advertising et cetera)
 - a) Could this strategy be improved?
 - b) Would you consider CSR to be part of your brand image?
 - c) How so?
47. What would you say is lacking to your CSR strategy, or what could be improved?
48. Does your employer encourage participation in charitable causes?
 - A) How?
If not:
 - B) Would you be motivated by an employer who encouraged participation in charitable causes?
17. What are the main charities supported by the organization?
 - A) How does this create shared value for the organization?
 - B) Which campaigns have been the most successful?
 - C) Which were the less successful?

Closing

18. Are there other companies that you admire for their branding or SR strategies?
19. How closely do you work with your competitors, if at all?
20. Could I please have a copy of the campaigns for the last 5 years?
21. Is there any other relevant information you would like to share with me?
22. Is there anyone else you can recommend for an interview?

Thank you very much for your time, what is the best way to contact you if I have any questions about our interview?