



- Best Practice:  
Development and implementation of a  
CSR strategy in a medium sized Austrian  
publishing company
- Alexandra Adler, Michael Bauer-Leeb
- Weitsicht – büro für zukunftsfähige wirtschaft

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1. Contemporary CSR and its application by SMEs
2. Introduction of the company
3. The meaning of CSR to a media house
4. Action - from plan to implementation
5. Challenges, solutions, and benefits

The European Commission states in 2011:

CSR is the “the responsibility of enterprises for their impacts on society. [...] For an enterprise to meet its social responsibility [... it should] have a process in place to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close cooperation with their stakeholders.”

- Activities dealing with social, environmental or similar concerns, which are not in line with the enterprise's core strategy or core business, are not falling into the realm of contemporary CSR
- 98,5 % of Austrian enterprises view themselves as engaged with society, BUT...
  - ...only 26.1% of medium sized enterprises have a strategy in place or use tools to value their engagement accordingly (Julius Raab Stiftung, 2012)
  - Frameworks, such as ISO 26000 or GRI, are useful and suitable for SMEs
  - As most of the frameworks are international ones, some of the social or ecological issues are regulated by law and therefore might not be relevant for European companies. Nevertheless SMEs have to try to find individual answers for their local requirements or go beyond regulations to improve impact on society.

## Österreichischer Wirtschaftsverlag/ Medizin Medien Austria

- Publishing house, providing B-to-B communications
- approx. 130 employees (2014)
- More than 30 print and online specialized magazines
- Meetings, congresses and symposia for professional target groups
- Self-description: „As contemporary information provider we connect industry, general public, politics, and SMEs.“
- 100% daughter of German Südwestdeutsche Medien Holding (SWMH, Munich), however...
- ...understands itself as an originally Austrian company

## Creating USP in hard times

Providing state-of-the-art information about economics and trends which influence businesses  
→ walk the talk

General economic difficulties in the field of print media → looking for new revenue models

Knowledge is generated more and more by free-of-cost-internet providers → USP



Stefan Böck  
Editor-in-chief  
CSR-Initiator



Stephan Strzyzowski  
Chief Editor „Die Wirtschaft“  
reports regularly about CSR since 2011



René Schmidpeter  
Drafting the „architecture“ of a CSR-strategy



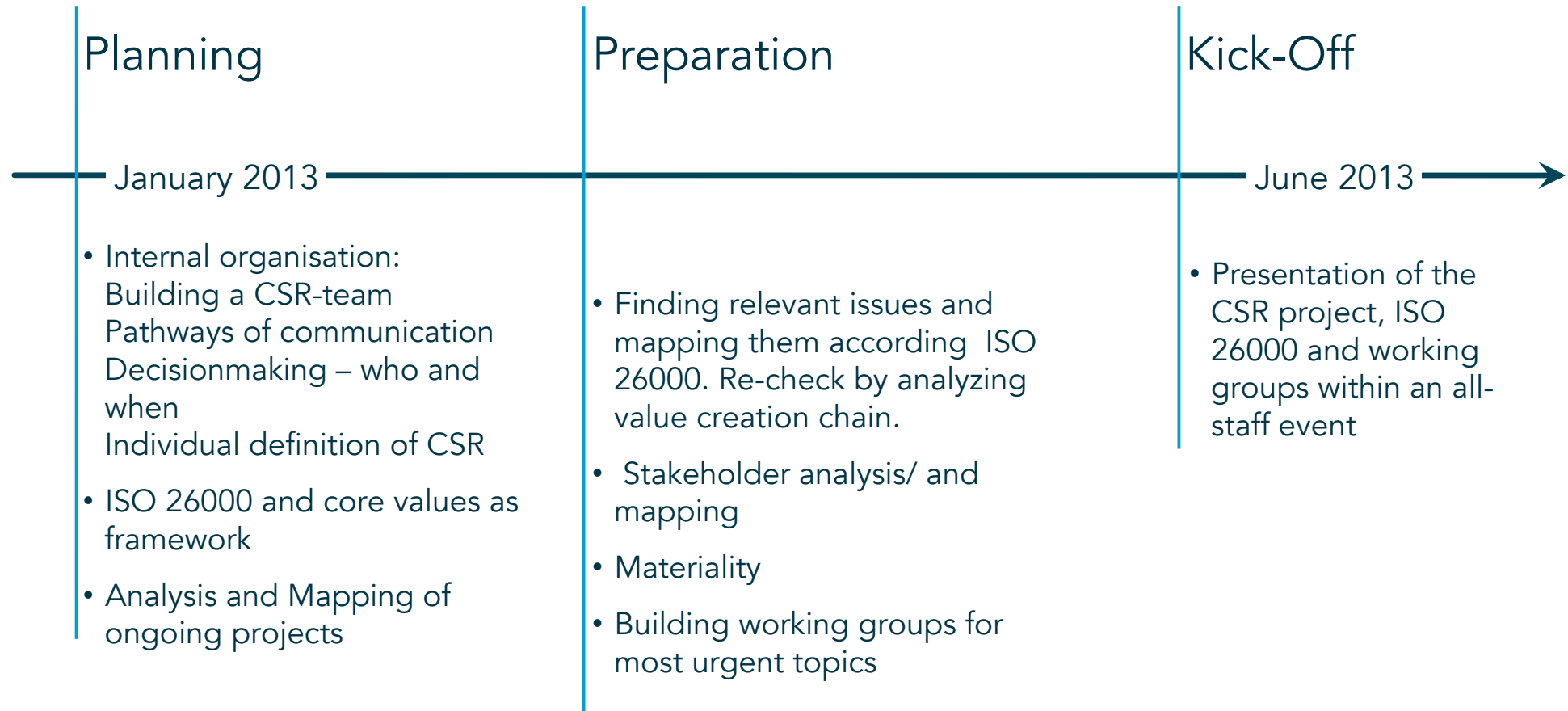
Alexandra Adler  
Graduation thesis about CSR at the ÖWW/MMA  
Initiating CSR 3.0 or integrative CSR  
Regular consultancy since 2013

- Internal workshop with CSR team using ISO 26000 as guiding framework
- Replicate workshop with external stakeholders
- Compare workshop results with company's value chain
- All-staff-voting on material issues
- Online poll reaching over 4000 people in preparation of sustainability report

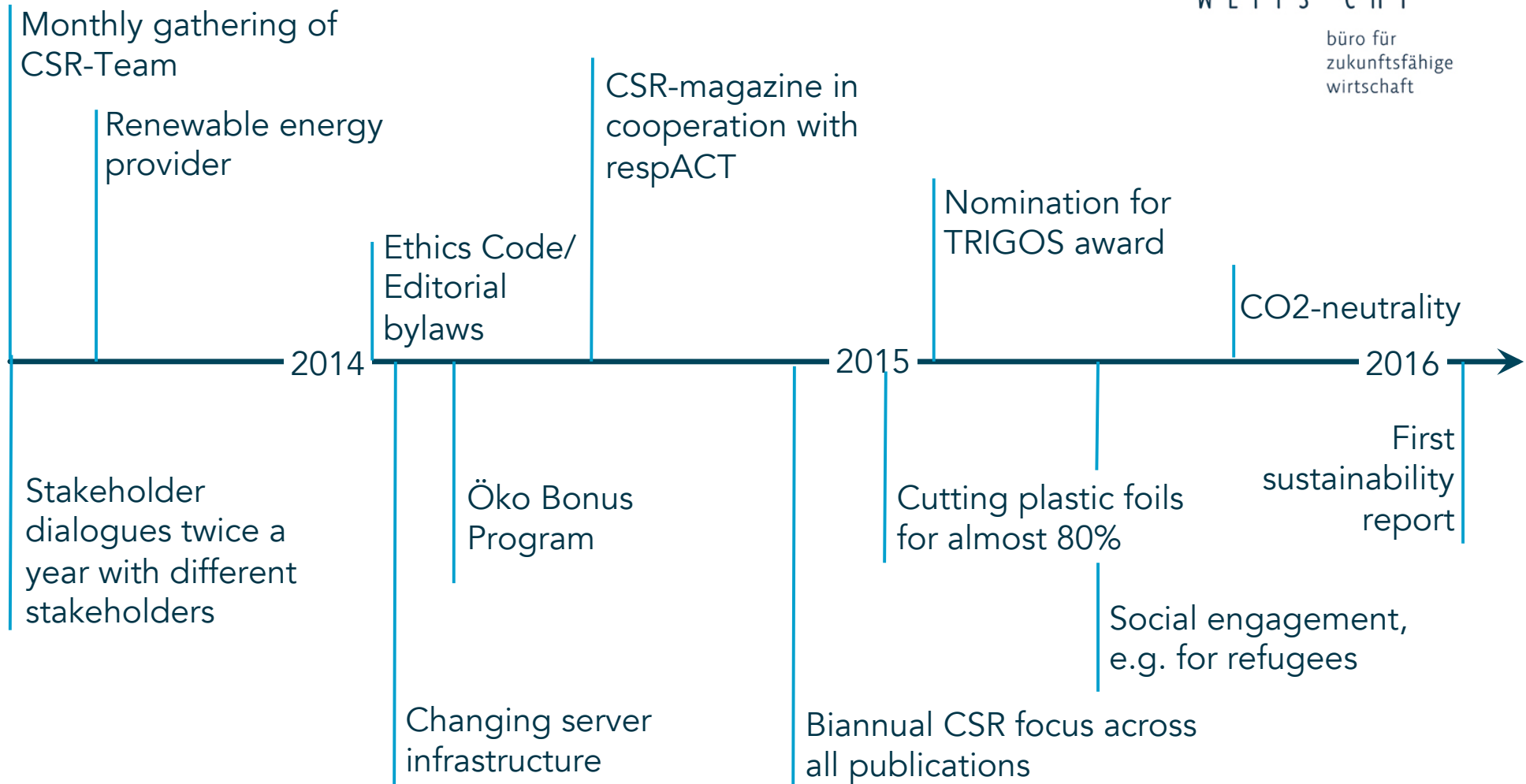
- Corporate governance, media law, journalistic content  
→ accountability towards stakeholders, § 26, ethical principles
- Economic performance → strengthening the already high brand credibility
- Environment → printing, packaging, and IT
- Employees' concerns → transparent, timely internal communication, stress & workload, educational programmes
- Stakeholder relations → dialogue to gain insights in stakeholders needs and expectations



Materiality analysis – issues determined



## Milestones of the CSR-Project (2013)



## Highlights of the CSR-Project (2014-2016)

Expectations	Challenges	Solutions
<ul style="list-style-type: none"> <li>○ Environmental protection: easy fix</li> <li>○ Possible resistance to implementation</li> <li>○ New business models, increasing revenues, USP</li> </ul>	<ul style="list-style-type: none"> <li>○ Solutions for plastic foils, continuous improvement</li> <li>○ Lack of time, will and/or concern</li> <li>○ Creating products, find markets, Trade-offs</li> </ul>	<ul style="list-style-type: none"> <li>○ „Low hanging fruits“, still looking for solution for ultimate 20%</li> <li>○ Serious engagement of executive board, communication</li> <li>○ New products through new skills, new target groups, patience</li> </ul>

## 3 main takeaways

CSR = interdisciplinary, cross-functional task, dissolves internal organisational boundaries, needs communication, can strengthen company culture

Forming and communicating CSR strategy improved company's reputation as a first mover, cost savings through reduced resource consumption

Clear decisions, core values and serious engagement create change!



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⋮ Thank you!