

CORPORATE SOCIAL RESPONSIBILITY AS A RESPONSE TO COVID-19

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Abstract

Based upon two in-depth case analysis of businesses that are highly recognized for their corporate social responsibility actions in response to COVID-19, this research examines how businesses can and are using corporate social responsibility as a way to respond to the COVID-19 pandemic. This research closely analyzed DoorDash and The Clorox Company. Several factors were looked at in each case study in order to figure out how exactly these businesses were utilizing corporate social responsibility to response to COVID-19. Each business' mission statement or values and purpose were looked at to see the correlation between the response and how it related to internal factors. The exact initiatives implemented were also looked at along with the channels that were utilized to reach individuals and how effective these channels were in reaching its intended audience. Recommendations were then based off of the information found through the two case studies for other businesses to be able to learn from. This research contributes to academic and professional understandings of how corporate social responsibility can be utilized as a way for a business to respond to a major situation of crisis like the COVID-19 pandemic.

Key words: corporate social responsibility, COVID-19, The Clorox Company, DoorDash, initiatives

Introduction

In December 2019, China reported its first case of an outbreak of a new virus named COVID-19. This respiratory disease began in Wuhan, China, and later spread worldwide. On March 11, 2020, the World Health Organization declared COVID-19 as a pandemic. To date, there's been over 31 million cases and around 550,000 deaths reported in the US (CDC, 2021).

Over the course of the pandemic, the US economy has been negatively impacted as the disease has continued to spread. The economy has not taken such a hard hit since the Great Depression. With the gross domestic product falling and unemployment rates surging, businesses have been struggling to keep up. However, amidst all the chaos, many businesses have taken the pandemic as an opportunity to figure out ways in which their businesses can help positively impact society. This is where Corporate Social Responsibility (CSR) comes into play with the pandemic. While CSR has been popular since the 1930s, more businesses are implementing CSR-related initiatives as the world endures a pandemic.

Many businesses have incorporated CSR and shifted their foci towards taking care of employees, customers, healthcare workers, and society at total. The goal of this literature review is to understand CSR as well as analyze how businesses have used and implemented CSR to positively influence society. The review will analyze scholarly articles that have contributed research and CSR efforts used by companies during the pandemic. First, I will examine secondary research that pertains to COVID-19 and CSR. Next, a case study analyses will be presented of The Clorox Company and DoorDash. The project then concludes with recommendations.

A History and Background of CSR

The definition of CSR varies between person, business, and organization. There is not one absolute definition when referring to this concept, which is why there's many different definitions of what it means for a business to be socially responsible. CSR revolves around the social, economic, political and environmental context during the time period that CSR is implemented and used (Mohtsham Saeed & Arshad, 2012, p. 221). A study by Alexander Dahlsrud analyzes 37 CSR definitions to find a commonality between them all. Dahlsrud (2018) concludes that there are five different dimensions within definitions—environmental, social, economic, stakeholder, and voluntariness (p.4). A basic definition found regarding CSR states that “the firm goes beyond compliance and engages in actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (McWilliams et al, 2006, p.1).

However, besides definitions, there are many different views on CSR and the approaches and frameworks that make up this ideal. One of the views of CSR dates back in history and suggests there are categories of responsibilities businesses follow to consider themselves as having fulfilled their social responsibility. Management professor at University of Georgia, Archie Carroll (2016), suggests that there is a ‘Four-Part Model of Corporate Social Responsibility’ (p.2). This concept presented in a pyramid model consists of four interrelated aspects of CSR, which include economic, legal, ethical, and philanthropic responsibilities (Carroll, 2016, p.2). Another is the neoclassical view of CSR. This view of CSR by Friedman goes against previous definitions and holds a solitary viewpoint as Friedman believes in the idea that the business is making a positive impact on society based solely on them creating jobs as

well as paying taxes (Moir, 2001, p.2). Friedman purposes this view to maximize shareholder value (Moir, 2001, p.2).

CSR, although extremely prevalent today, has been around for quite some time. The earliest forms of CSR were implemented into businesses starting during the Industrial Revolution in the late 1800s (Agudelo, 2019, p.3). Following the Industrial Revolution, there were a multitude of social problems that shined light on a need to take measures to address these problems (Harrison, B., 1996, p.353). This was the beginning and origin of what became CSR (Harrison, B., 1996, p.353). During the 1930s, the role of executives and the social performance of their businesses began to show up in literature (Agudelo et al, 2019, p.15). These executives began to discuss what their business was doing in terms of adhering to the businesses social responsibility in society (Carroll, 2008 as cited in Agudelo et al, 2019). However, formal writing on CSR did not become as prevalent until the 20th century and specifically the last 50 years (Carroll, 1999, p. 268). CSR practice has taken on a large role in businesses. These businesses and corporations have implemented several different forms and practices of CSR.

CSR Practices and Forms

The ways in which CSR is an effective tool for businesses takes many different forms. This can include philanthropy, corporate social advocacy, partnerships with advocacy groups, cause marketing, volunteering and sustainable business practices (Kotler & Lee, 2004, p.23). There are many different forms of CSR: however, for the purpose of this study, Kotler and Lee's six forms of CSR are the focus: cause marketing, corporate social marketing, cause promotions, corporate philanthropy, socially responsible business practices and community volunteering (Kotler & Lee, 2004, p.5).

Philanthropy is defined by Lester Salamon (1997) as “the private giving of time or valuables (money, security, property) for public purposes” (p.2). It is also often associated with non-profit organizations as many companies are often seen to engage in philanthropy with non-profits. As far as philanthropic efforts of businesses goes, a study found that individuals believe a business should contribute to social issues that align with the businesses’ corporate activities (Menon & Kahn, 2003, p.316). Meanwhile, corporate social advocacy relates to companies that engage with social issues and matters. According to Dodd and Supa (2014) corporate social advocacy is conceptualized as the taking of a public stance on a controversial social-political issue by corporations, most often in the form of a CEO statement (p.6). Similarly, partnerships with advocacy groups relate to taking a public stance on social issues but are a bit more specific as the companies partner up with one advocacy group to support. Cause-related marketing is essentially a relationship between businesses and a cause that they have paired up with in order to draw attention to and support (Wymer & Samu, 2008, p.5). Cause-related marketing requires a purchase transaction between the consumer and business for the company to make a donation to a cause. Another way in which CSR is seen in businesses is through employee volunteerism. This is where a business engages internal and external stakeholders in teaming up with an organization and performing volunteer activities (Plewa et al, 2014, p.643). It is common for businesses that do this to set aside a time and day dedicated to volunteering in which the business encourages its employees to go volunteer rather than work that day (Plewa et al, 2014, p.5). Lastly, sustainable business practices are regarding issues that pertain to environmental causes.

Typically, businesses try to align their organizational goals and beliefs with social issues that are alike. CSR is implemented in businesses for several different reasons whether it is to

benefit the business itself internally or affect the external public. It is believed that businesses that incorporate CSR do so as a result of economic conditions and institutional conditions (Campbell, 2013, p.952).

Corporate Philanthropy

According to Brunch and Walter (2005), there are two types of corporate philanthropy (p.50). While they both essentially fall under the same category, their purposes and focus slightly differ. One of them is market orientation while the other is competence orientation (Brunch & Walter, 2005, p.50). Executives who have implemented a market orientated approach into their business do so while keeping stakeholders' expectations at the base of their considerations (Brunch & Walter, 2005, p.50). Competence orientation, on the other hand, has a more internal approach as it focuses on aligning the businesses abilities and core competencies with its corporate philanthropic initiatives (Brunch & Walter, 2005, p.50).

Businesses that engage in philanthropic initiatives have garnered results that have benefited the business itself. Some of the results seen when businesses team up with philanthropies include better reputation, better relationships with the community, and performance (Feliu & Botero, 2015, p.130). CEO C.C. Garvin shares why he believes that corporate philanthropy is essential to keeping a business alive. He says, "Business does best in communities that are healthy, alive and secure. To stay in business, we have to make a profit. To succeed in business, we have to share some of that profit for the public good" (Mescon & Tilson, 1987, p.49).

Many companies have corporate philanthropy programs that they have implemented. Some of the highly recognized companies that practice corporate philanthropy include Johnson & Johnson, ExxonMobil, Microsoft, Google, Apple, Walmart, Verizon and others. However,

there are many other businesses and corporations that have implemented corporate philanthropy programs. While corporate philanthropy is heavily implemented in businesses another form of CSR that is seen used is corporate social advocacy.

Corporate Social Advocacy

Corporate social advocacy can be defined as “an important communication, public relations function when organizations (whether intentionally or not) align themselves with a controversial social-political issue outside their normal sphere of CSR interest” (Dodd & Supa, 2014, p.288). It is believed that corporations are an influential part of society as a whole and companies' communication efforts can change individuals' attitudes and beliefs (Parcha & Westerman, 2020, p.2). Therefore, when companies take stances on social topics, it can result in a cause of change for its stakeholders.

A study by Parcha and Westernman determined four different ways in which corporate social advocacy can change the attitudes and beliefs of individuals (Parcha & Westerman, 2020, p.2). The study states the following:

First, the more a social issue was thought to personally affect one's goals, the more a corporate statement on a low-fit issue changed an individual's attitude. Second, the more a social issue was thought to personally affect one's goals, the more a corporate statement supported by a large number of other corporations changed an individual's attitude. Third, the less a social issue was thought to personally affect one's goals, the more a corporate statement supported by only a few other corporations changed an individual's attitude. Fourth, the less a social issue was thought to be important to one's values, the more a corporate statement supported by only a few other corporations changed an individual's attitude (Parcha & Westerman, 2020, p.2).

One company which gained a lot of attention on taking a stance on social issues was Dicks Sporting Goods. Dicks Sporting Goods saw an opportunity to take on change with recent gun issues that had gone on in the US. The company took a clear stance on gun control reform by making public statements as well as discontinuing the sales of guns in its stores (Gaither et al, 2018, p.187). While many companies like Dicks Sporting Goods focus on corporate social advocacy as a form of CSR, other companies are seen partnering up with advocacy groups.

Partnerships with Advocacy Groups

The word advocacy itself refers to an array of individual and collective expressions that relate to an idea or policy (Reid, 2000, p.1). Advocacy groups, therefore, are groups of individuals that work towards bringing attention to a specific idea or policy in hopes of change (Reid, 2000, p.1).

Some of the most common advocacy activities include: “public education and influencing public opinion; research for interpreting problems and suggesting preferred solutions; constituent action and public mobilizations; agenda setting and policy design; lobbying; policy implementation, monitoring, and feedback; and election-related activity” (Reid, 2000, p.1).

One advocacy group which is very prominent is The Black Lives Matter movement. This group consists of individuals who advocate for non-violent civil disobedience in protest against police brutality, specifically against black individuals. Many businesses like Airbnb, Doordash, Uber, NBA and many more have partnered with the Black Lives Matter movement. While partnerships with advocacy groups have been a way in which businesses worldwide have been able to give back to its community as a form of CSR, Kotler and Lee also state that many also partake in cause marketing as a form to give back.

Cause Marketing

Cause marketing essentially is the relationship that is formed between a charitable case and a business by using promotional campaigns (Gordon, 2008, p.1). A more specific definition from Andresean states that cause marketing is when a “...a corporation donates a specific amount of cash, food, or equipment in direct proportion to sales revenue—often up to some limit— to one or more nonprofits” (*Profits for Nonprofits: Find a Corporate Partner*, 2014). Often times, cause marketing is a business’s name/logo featured alongside a nonprofit name/logo (Barone et al., 2000, p.250). Businesses team up with nonprofit organizations that are considered to be a ‘perceived fit’. Therefore, a meaningful association or alignment with values is what drives the business to team up with that specific nonprofit organization (Pracejus & Olsen, 2004, p.639).

Many different businesses engage in cause marketing. An example of a company that heavily uses cause marketing is Titos Vodka and how it has teamed up with Emancipet to help animals. On its website, Titos states that the non-profit organization Emancipet shares multiple core values as Titos (Vodka, 2021). The founder of Titos shared that when he figured he would not be able to afford to house multiple animals he turned to pairing up his business with Emancipet to care for those animals in need (Vodka, 2021). There are multiple products sold on Titos website that when sold, a portion of the profits directly go to benefit and support Emancipet (Vodka, 2021). Similar cause marketing initiatives are implemented by many different corporations: however, some corporations wish to get out into the community as a way to give back and instead will take part in volunteering.

Volunteering

Corporate volunteering is when an organization encourages its staff to become involved in the nonprofit sector by committing time to volunteer (Plewa et al., 2014b, p. 654). Many

businesses have implemented corporate volunteering programs as they have seen how it can benefit the company as a whole. Businesses often foster an employee driven process or company driven process. The employee driven process is when the company is providing resources for those already interested in volunteering. The company driven process is when the company provides some type of incentive if employees engage in voluntarism. According to Boccalandro, over 90 percent of Fortune 500 companies are currently running some type of volunteering programs (Boccalandro, 2009 as cited in Grant, 2012, p. 603).

Businesses engage in corporate volunteering as they have seen positive correlations between their employees taking part in volunteering and its effects on their performance. Some of the benefits companies have seen are increased productivity, job satisfaction, reduced absenteeism and turnover, team building and development of other job-related skills (Davidescu et al., 2020, p. 2). Companies such as Goldman Sachs have been recognized for encouraging corporate volunteering for its employees. Employees are encouraged to take part in Community Teamworks, which is an internal volunteering initiative that allows Goldman Sachs employees to spend time giving back to the local community in the form of volunteerism (*Goldman Sachs Community Teamworks*, 2021). Goldman Sachs has annually accomplished over 150,000 service hours globally, partnered with over 900 nonprofits, completed 1,800 community projects and had 60 of its global offices representing them in these initiatives (*Goldman Sachs Community Teamworks*, 2021). Many companies choose to base their CSR initiatives off of what they believe fits best with the company. Therefore, while some may not take part in volunteering they may in other ways like implementing sustainable business practices.

Sustainable Business Practices

Some individuals believe that economic, social and environmental aspects should be the topics that are touched upon when businesses promote sustainable business development (Lee & Mao, 2015, p.6). Sustainable business practices are also thought to incorporate a triple bottom line approach, which focuses on considering a variety of stakeholders interests. These include the environment and society as a whole (Bocken et al., 2014, p. 42). According to Slaper and Hall, “the TBL is an accounting framework that incorporates three dimensions of performance: social, environmental and financial (*The Triple Bottom Line: What Is It and How Does It Work?*, 2011).

One company that has taken sustainability to heart and has built it into the basis of its company is Patagonia. Patagonia prides itself on the environmental and social impact that it has had on the world. The company has created several environmental and animal welfare responsibility programs to guide the ways that they produce their products (*Patagonia Social Responsibility*, 2021). Patagonia also ensures that the materials and products used in order to create its items are sourced from safe, fair, legal and humane working conditions (*Patagonia Social Responsibility*, 2021). Patagonia is also extremely transparent in the way that they manufacture their products. Individuals are able to find extensive information regarding the footprint that Patagonia is leaving by visiting their website and clicking on the environmental and social footprint link (*Patagonia Social Responsibility*, 2021). This Patagonia example serves as a clear way in which CSR is reflected through different businesses.

Communicating CSR

While implementing CSR is important it is also equally as important to properly communicate those CSR initiatives. In most cases it is not necessarily if companies are deciding whether to communicate these strategies or not, but how they will communicate it in the sense of what to say, to whom, and how often (Kotler and Lee, 2004, p. 563). It is believed that

practitioners should make sure their message is 1) low-key and less promotional, based on factual information, contains 2) transparent information without intentional omission of any negative information, and shares 3) specific CSR information such as CSR beneficiaries and previous outcomes of companies' CSR (Kim & Ferguson, 2016, p.16). One of the most common ways that CSR is typically communicated is by drawing light to what the establishment has done for the society in terms of its CSR initiatives (Lim & Greenwood, 2017, p. 2). It is important to accurately communicate CSR initiatives as it educates stakeholders about any contributions that the establishment is making to the overall wellbeing of the community and society that it resides amongst.

According to Golob & Bartlett (2007), "corporate social responsibility (CSR) emphasizes the important role of corporate communication in establishing and maintaining transparent and open dialogues with diverse stakeholders to foster ethical and socially responsible courses of action for various issues" (p.5). It is also argued that the engagement strategy should be two-way symmetrical communication (Lim & Greenwood, 2017, p.769). An example of this two-way symmetrical communication can be seen through social media and places social media as a great platform to engage with the public (Lim & Greenwood, 2017, p.769). Social media serves as an effective way to mass communicate and crowd source due to the potential of the platform (Lim & Greenwood, 2017, p.769).

One of the reasons that it is important to communicate CSR is due to the impact that it can have on reputation building. A study by British Telecom (2002) found that CSR represents 25 percent of a company's reputation asset (as cited in Birth et al., 2008, p. 190). Therefore it is important to communicate CSR initiatives as it can impact the overall reputation of the company (Birth et al., 2008, p. 190). Communicating CSR has also been found to lead to stronger

relationships with publics, greater legitimacy, and more positive attitudes among stakeholders (Ellerup Nielsen & Thomsen, 2018, p. 508).

Benefits of Practicing CSR

Practicing CSR is believed to lead to greater value and competitiveness in businesses (Rexhepi et al, 2013, p.540). A study regarding CSR saw that key drivers of CSR are enhanced reputation, alliance with business partners, better stakeholder relationships, attractive employer, customer satisfaction-loyalty, new business opportunity, cost savings, minimizing risks and reduced regulatory interventions (Kiran, Sharma, 2019, p.13). CSR enables businesses to develop innovative ways and approaches to problems that will lead to long-term value and, in turn, allow them to stay ahead of their competitors (Rexhepi et al, 2013, p.540). A study conducted by Ioanna Boulouta and Christos N. Pitelis regarding the impact of CSR found that CSR performance is a strong indicator that the business will have improved national competitiveness (2013, p.360). A correlation between CSR and the positive perceptions on employees and their organizations has been seen in a study regarding CSR influencing employee commitment and performance. This study found that there is a higher level of commitment and organizational performance when a business exhibits a commitment to CSR (Ali et al, 2010 p.2798). Their commitment to CSR can be through identifying and fulfilling needs in the local community, bettering the environment, creating and producing quality products benefiting its consumers and employee welfare (Ali et al, 2010 p.2797). It has also been found that CSR also impacts employees' trust. There is a relation between an employee trusting their organization if they see the organization care for the wellbeing of those outside the organization (Hansen et al, 2011, p.40).

CSR has not only been seen to positively affect businesses internally, but it also correlates with positive associations consumers have with products and services of businesses. Green and Peloza categorize CSR and the value drivers that impact the overall value proposition of a product for consumers into three groups: emotional, social and functional (2011, p.48). The benefits of CSR are why businesses engage in CSR as it results in positively impacting the cash inflows. If a business makes donations, whether monetary or associated with the donation of production, the business receives tax deductions as well as sales tax exemptions and property tax abatements (Sprinkle & Maines, 2010, p.448). The rest of the benefits include— free advertising as a result of garnering media coverage, attracting and retaining talent within the business, stronger employee performance and trust as well as cost savings in the value chain (Sprinkle & Maines, 2010, p.450). Some companies choose to focus on sustainability and adopting a ‘going green’ mindset. This is where they incorporate protecting and preserving the environment into their core business functions and initiatives (Waters & Ott, 2014, p.3). However, while there are many benefits in corporations and businesses taking part in CSR there also comes many challenges along with it.

Challenges of CSR

Ethics and CSR may clash with profits when it comes to figuring out a way in which the company can implement CSR while focusing on ethics and values above profits. There can be instances where there is a possible conflict of interest in where the viewpoints of key players— company, industry, society— can clash or have different needs and wants (Labbai, 2007, p.20). In addition, CSR is constantly changing according to the economy as well as any current social issues. As a result, an organization needs to diversify its form of CSR practices so that it can keep up with the changing needs of the world (Sharma & Kiran, 2013, p.17). While social media

has revolutionized the way that individuals and businesses can interact with each other there is still a lot of unfamiliarity with promoting CSR through social media. Therefore, a challenge that arises is how to effectively reach stakeholders through social media platforms such as Twitter (Stohl et al., 2015, p. 418). CSR has been implemented into many companies; however, during COVID-19 there was an increase of businesses truly focusing all of their attention towards helping local communities and its employees.

COVID-19 Impact on People and Businesses

COVID-19 was first identified in Wuhan, China but quickly made its way into surrounding countries as well as the US. According to the CDC, "COVID-19 is caused by a coronavirus called SARS-CoV-2. Coronaviruses are a large family of viruses that are common in people and many different species of animals, including camels, cattle, cats, and bats" (*Coronavirus Disease 2019 (COVID-19)*, 2020). Individuals can contract the virus through respiratory droplets or smaller aerosols from an infected individual. These particles can be transmitted when the affected individual coughs, sneezes, speaks, sings or breathes heavily (*Coronavirus Disease (COVID-19)*, 2021). The CDC has advised individuals to wear a mask, stay 6 feet apart from one another and avoid crowds to avoid the spread of COVID-19 amongst individuals (*Coronavirus Disease 2019 (COVID-19)*, 2020). While there is still little information known about how the virus affects individuals, it has been seen to have greater and more severe effects on those who are elderly as well as individuals with underlying conditions (*Coronavirus Disease 2019 (COVID-19)*, 2020).

Individuals who contract COVID-19 are either asymptomatic or symptomatic. Some common symptoms of COVID-19 are coughing, fever, shortness of breath/difficulty breathing, loss of taste or smell, body aches, fatigue and sore throat (*Coronavirus Disease 2019*

(*COVID-19*), 2020). Symptoms are expected to show between 2-14 days after an individual has been exposed to the virus (*Coronavirus Disease 2019 (COVID-19)*, 2020). As of April 18th, 2021 there has been reported to be 141,536,867 cases of infection worldwide and 3,026, 938 deaths (*COVID Live Update: 141,536,857 Cases and 3,026,938 Deaths from the Coronavirus - Worldometer*, 2021). As a result of the COVID-19 pandemic, many businesses have been hit hard as they must survive during unprecedented times.

COVID-19 Impact

COVID-19 has changed the daily lives of every individual. People are confined to their homes and figuring out ways in which they can protect themselves and loved ones from becoming infected (Donthu & Gustafsson, 2020, p.285). Businesses have had to find ways in which they can navigate the current market as well as support their employees. This comes from short-term and long-term challenges that businesses have had to face as well as the long term effects they are not fully aware of yet. The pandemic has created an enormous uncertainty shock that has placed risk larger than that present during the Great Depression and the financial crisis of 2008 (Ibn-Mohammed et al., 2021, p.1). With having to socially distance and take precautions to limit the spread of COVID-19, businesses have had to alter products and the way that they distribute their goods and services. This has resulted in businesses opportunities as it pushes firms to redesign their current products to better fit the new ecosystem as well as rethink their delivery channels (Ibn-Mohammed et al., 2021, p.1). According to Forbes,

From a COVID-19 perspective, companies are placed into three categories depending on their response and the way the pandemic has directly impacted them: The covid-thrivers describes those organizations that have naturally thrived during the pandemic due to the nature of the services they offer – such as gaming companies or online delivery services

like Amazon. The covid-proofer includes those companies that are resistant to the pandemic's impact, such as supermarkets, some FMCG companies, and essential product manufacturers. The covid-sufferers are those companies that have borne the brunt of the pandemic's impact, namely service, hospitality, travel, and tourism companies. For all three variations, the challenges and opportunities can differ significantly, particularly in the short term, but it's the longer-term impact that will likely see these categories shift (Forbes, 2020, ...the covid thriver section).

The pandemic also caught the world by surprise as it led to a rapid increase of individuals needing medical attention and hospitalization. With COVID-19 spreading from person to person, there was a need for excessive amounts of personal protection equipment to be distributed among hospitals and other healthcare faculties. The pandemic resulted in frontline health care workers needing respirators, gloves, gowns, face shields, and hand sanitizer (Ranney, 2020, para. 2). As a result of the negative impacts of the pandemic, many businesses have taken it upon themselves to use CSR as a way in which it can positively impact others during the pandemic.

COVID-19 Impact on CSR

COVID-19 has greatly impacted the economy and has sent us into a 'new normal.' Some businesses worldwide have been negatively affected by the pandemic as it has resulted in loss of jobs and revenue due to temporary shut down of businesses. While businesses have been working to recover and sustain themselves during the pandemic, they have also been incorporating CSR to respond to the current situation. COVID-19 has become an opportunity for businesses to engage in CSR initiatives in a "genuine and authentic" form (He & Harris, 2020, p.176). This 'genuine and authentic' form is important as individuals are more likely to associate themselves with a brand that they believe is being authentic with their CSR initiatives as these

individuals can in turn feel as if they are also making a positive impact by associating themselves with the brand (He & Harris, 2020, p.179). While the pandemic poses a difficult time for businesses worldwide, it also allows businesses to build and form stronger relationships with the public. Governments worldwide have supported businesses with economic aid packages that have helped ease some of the financial impacts that came along with the pandemic. This aid has in turn encouraged business to practice ethical business (He & Harris, 2020, p.177). By implementing CSR, businesses will build stronger rapport among its customers and the general public, as they have built up strong expectation from leading brands, especially any favorable brands, during the current situation in regards to helping fight COVID-19 with regard to their efforts in combating the virus (He & Harris, 2020, p.177). Companies like PepsiCo have contributed to the needs that are present during the pandemic by utilizing their global campaign to provide \$45 million in donations and 50 million meals to more than 40 companies (White et al, 2020, p.1578). In addition to companies like PepsiCo, Coca-Cola as well as others have made large donations towards the World Health Organization's COVID-19 Solidarity Response Fund (White et al, 2020, p.1578). Businesses that have engaged and implemented CSR through activities and policies prior to COVID-19 have been able to experience better stock price performance (Mahmud et al, 2020, p.7). This finding is concurrent with the view that CSR builds trust with stakeholders that in turn leads to support of that business during times of uncertainty (Mahmud et al, 2020, p.30). It is also believed that consumers are proud of brands they are buying from when they realize that the business is helping its employees and partaking in philanthropic efforts during COVID-19 (He & Harris, 2020, p.177).

Conclusion

CSR has been a topic of importance at many businesses for some time now. While this idea dates back in history it is continuing to grow and become an important practice for businesses and expectation for customers and stakeholders. Some businesses are driven by the idea that they must make a difference by positively impacting the environment and society that they are a part of. They focus on making efforts to better their businesses internally by taking care of their stakeholders as well as making sure to focus on the general needs of the public. Others like Milton Friedman believe that CSR simply means providing consumers with high quality products. Meanwhile, Milton Friedman believes that simply by paying taxes the business is doing what it needs to do to consider itself as a socially responsible corporation. With there being so many different interpretations and applications of CSR there is not one set mold for what CSR looks like for every business.

Through reviewing several scholarly articles on CSR it is evident that there are many different interpretations of CSR as well as how it should be incorporated into businesses. One of the overarching themes within them all, besides Friedman's view, is that it is a way in which a business can utilize itself to positively impact society.

While there is an abundance of information regarding how businesses have implemented and benefited from the implementation of CSR, there lacks sufficient information on how CSR is playing a large role in business strategies during COVID-19. No specific guidelines are set to provide a business up for success when businesses are thinking of contributing their part to the greater good of society. There also lacks a sense of expertise in how businesses have figured out what they can do in order to bring in cash flow but limit cash leaving the business while incorporating CSR during the pandemic. Overall, CSR has a rich history that supports it being beneficial during times in which the economy is flourishing. However, there lacks support and

information to see the correlation between CSR as an effective response to COVID-19. To fill this gap, this project proposes to do so by analyzing two case studies.

Research Questions

To examine the way that businesses have used corporate social responsibility as a response to COVID-19, the research project will discuss the following questions:

R1: What types of initiatives are companies implementing as a way to respond to COVID-19?

R2: Do companies' mission statements and values align with their CSR responses to COVID-19? If so, how?

R3: How are companies telling their CSR story and through what channels?

Method

This research will include the analysis of two case studies that will analyze the ways that companies are using corporate social responsibility to respond to COVID-19. I chose to look at companies that have stood out and have been recognized as leaders in their response to COVID-19. Even though only two companies were analyzed, the depth and breadth of their efforts are sufficient to provide meaningful insight to the project's research questions.

The first case study will be The Clorox Company (Clorox) and the actions it has taken to support those affected by COVID-19. This case study was selected as it is a brand that has been heavily involved in giving back to the community by implementing many initiatives. Clorox has contributed to supporting COVID-19 by maximizing supply to get products where they are needed, protecting the health, safety and well-being of employees and supporting caregivers on the front lines of fighting coronavirus.

The second case study will be DoorDash and how it has supported its employees, business partners and community. This case study was selected as it has focused much of its actions towards supporting the company internally in addition to the external support it has provided. DoorDash has contributed to fighting COVID-19 in the following ways:

Supporting dashers in prevention, assuring affected dashers can recover, providing commission relief and marketing support for new and existing DoorDash partner restaurants, offering priority access to restaurant workers who want to become Dashers, offering DashPass benefits to our community, empowering merchants with resources, generating support through the #OpenForDelivery initiative, delivering vital food and supplies to vulnerable community members, partnering with United Way Worldwide and supporting healthcare workers (DoorDash, 2020).

HONORS RESEARCH PROJECT



CLOROX'S RESPONSE

USING CSR AS A RESPONSE TO COVID-19

Synopsis

The Clorox Company (referred to as Clorox) thus far has made a huge contribution towards helping fight against COVID-19. While the company has always made it part of its purpose and values to give back to its community, it has taken that mission even more to heart during this time. Clorox has taken the global situation the world currently sits in as an opportunity to become more invested in its communities by supporting those it serves. The company has focused on corporate social responsibility in several ways this past year as a way to support the COVID-19 pandemic.

This case investigates the specific initiatives that Clorox has taken since the start of the pandemic. It will also look at the way that the company has tied its corporate values and purpose to the ways that it has approached the pandemic, as well as the recognition that it has gained since the implementation of these initiatives. This case brings into light the ways that corporations like Clorox have used the pandemic to further support the community to create a stronger and better brand for themselves.

Company Background

Clorox is a multinational manufacturer and marketer of consumer and professional products that began business in 1913. The company was originally started by a couple known as the Murrays but were joined by 5 investors who helped bring the company into business. It is based in Oakland, California, and currently employs around 8,800 employees that help produce products that bring in an annual revenue of \$6.7 billion. As of September 14, 2020, the current chief executive officer is Linda Rendle.

The company was originally called The Electro-Alkaline Company but quickly changed its name as it realized that many of its consumers were calling it Clorox based off the popular

product it was selling at the time. As a result, The Electro-Alkaline Company was renamed The Clorox Company.

In 1920, Clorox began its first act of corporate giving. That year the company donated money to the Boy Scouts of America. During the 1940s in World War II, the company worked hard to help the war effort. Employees worked 48 hour-weeks in order to ensure that there were enough products that were able to ship. This was the beginning of the company stepping in during the country's times of need.

The most well-known product that the company sells is Clorox. However, there are many other known products that the brand sells. The company is best known for the following products: Pine-Sol® cleaners, Liquid-Plumr® clog removers; Poett® home care products; Fresh Step® cat litter; Glad® bags and wraps; Kingsford® charcoal; Hidden Valley® dressings and sauces; Brita® water-filtration products; Burt's Bees®.



Source: The Clorox Company, 2020

COVID-19 Approach Objectives

Clorox took several actions at the start of the pandemic to aid its employees, consumers, and community. Clorox states, “We are committed to that same goal and to continuing to earn your trust. And, we are steadfast in our mission to be a purpose-driven, ESG business by doing the right thing” (The Clorox Company, 2020). The company also created three main points that would guide them through how it would approach aiding to the COVID-19 pandemic:

- *Maximizing supply to get our products where they are needed*
- *Protecting the health, safety and well-being of our employees*
- *Supporting caregivers on the front lines of fighting coronavirus*

(The Clorox Company, 2021)

Maximizing essential products supply

Clorox identified relatively early in the pandemic that its disinfecting products were in high demand as they are effective in fighting against COVID-19. Seeing this high demand for its products, Clorox ramped up its production and worked 24/7 to bring more products to shelves. The company has worked closely with its suppliers and retailers to increase output. Demand since the start of the pandemic surged around 500% for various disinfecting products. According to Clorox, “From January through March, in the U.S. [Clorox has] increased the supply of disinfectants by 40 million units, an increase of more than 40% versus the same period last year” (The Clorox Company, 2021). Clorox has also stepped in to stop third party companies from price gouging any disinfecting product from Clorox.

Clorox has also had an important role in supplying its products to healthcare facilities and individuals in need. The pandemic led Clorox to create a 55-gallon drum of bleach that would be sold to healthcare facilities to clean up to 140,000 hospital rooms. Clorox’s employees are considered “essential critical infrastructure workers who support public health and safety, as well

as community-well-being, because [it] makes disinfectants and other essential household products” (The Clorox Company, 2021). This has in turn allowed Clorox to remain confident in its ability to serve its products to communities and individuals in need during the pandemic.



Source: The Clorox Company, 2020

Commitment to employees

Clorox has a global workforce of about 8,800 individuals. The company has made a commitment to supporting the safety and well-being of its employees as it realizes the importance of every single employee.

Clorox has ensured that it has upped its infection prevention measures. In order to do this, the company has hired a third-party entity to make sure employees have their temperature checked daily, strategic scheduling of meals and breaks and implementation of social distancing. Additionally, the company is also making sure that it is increasing its disinfecting and hygiene protocols.

Clorox has recognized that these are unprecedented times in which its employees are working in therefore, to show its appreciation to its employees, it has enhanced pay as well as incentives. Its broader global team has also been offered more flexibility for its sick-pay and

work hours as well as the company inserting \$1 million into its Employee Emergency Relief Fund.

Donations to Nonprofits

Clorox has a Clorox Company Foundation that was founded in 1980. Its mission is to improve the quality of life of those in the community that the company takes part of. Since 1980 the foundation has managed to donate approximately \$115 million to various nonprofits and educational institutions. Clorox realized that there was need to support those on the frontlines and reacted by providing a series of grants totaling \$5 million to three organizations that were at the front of the coronavirus relief. The Clorox Foundation donated to Direct Relief, Centers for Disease Control's Foundation Emergency Response Fund, and the American Red Cross.

Direct Relief Donations

The Direct Relief organization is “a humanitarian aid organization, active in all 50 states and more than 80 countries, with a mission to improve the health and lives of people affected by poverty or emergencies – without regard to politics, religion, or ability to pay” (Direct Relief, 2021). This organization has focused heavily on helping caregivers and employees in the US that are responding to COVID-19. It has focused its efforts into three particular areas.

- *Alleviating the strain on the nation's hospitals, emergency rooms and ICUs and its caregivers*
- *Providing assistance in the form of personal protective equipment to protect health workers*
- *Purchasing and distributing portable oxygen concentrators allowing ICU units to discharge patients on the other side of critical care for COVID-19*

(PRNewswire, 2021)



Source: The Clorox Company, 2020

CDC Emergency Response Fund

Clorox is supporting the Center for Disease and Control Preventions (CDC) Emergency Response Fund. The entirety of the fund focuses on addressing emergencies that affect public health. This includes but is not limited to natural disasters, bioterrorism threats, or disease outbreaks. Clorox's Foundation donation will help in the following areas:

- *Managing needs for healthcare providers, from ensuring adequate medical supplies to workforce challenges, including childcare and family support*
- *Disease control including required tracking and follow-up as community transmission occurs and training for caregivers*
- *Expanding communication infrastructure between hospitals and state and local health departments*

(PRNewswire, 2021)

American Red Cross Donation to Help Provide Safety to Frontline Caregivers and Donors

The Clorox Company Foundation has supported the American Red Cross for quite some time. This partnership allows Clorox to reach those within the US as well as impact those around

the world since American Red Cross is a global organization. Through donations to the American Red Cross, Clorox impacted frontline caregivers and donors in the following ways:

- *Enacting enhanced disinfection measures to help prevent the spread of the coronavirus, or any respiratory infection.*
- *Bolstering temperature checks for donors and frontline caregivers, to protect the well-being of individuals at blood drives and donation centers.*
- *Increasing American Red Cross' reach and capacity to help ensure blood products are available for patients in need, and mitigate risk to caregivers and donors.*

(PRNewswire, 2021)

The Clorox Company Earnings Report

Clorox shared its first quarter earnings that reflect its sales during the start of the pandemic. The company reported a sales growth of 27%. Clorox also reported its stock rising more than 35% this year, shares rising 4%, and double-digit increases in 8 of its business units. According to CEO Linda Rendle, “At a time of global uncertainty, these results speak to the strength of our brands and passion of our people as they stepped up to meet the needs of consumers around the world” (Staff, 2020).

The company reported to have an increase in sales in disinfectants as the pandemic began to roll out. With individuals staying in having to “bunker down” to stop the cases from increasing, consumers were in need of more everyday household products. Some of these household items included Glad trash bags and water filtrations. In addition, with more individuals cooking at home to avoid having to go out and risk contracting the virus, there was an increase of individuals needing charcoal to grill.

Clorox Response Timeline

11 March 2020

- CDC classifies COVID-19 as a pandemic

17 May 2020

- Clorox donates \$5 million in total to COVID-19 caregivers
 - Donation to Direct Relief
 - Donation to CDC Foundation
 - Donation to American Red Cross

21 September 2020

- 6 of Clorox's products are approved by the EPA's List of cleaning products that can kill COVID 19

2 November 2020

- Clorox reports that it has its best sales in 20 years

Clorox's Purpose and Values Linked to its COVID-19 Response

Clorox serves as an example of a corporation using its CSR initiatives to better those around them during a time of need. Clorox's products as well as monetary donations to support its employees and communities have created positive associations for others with its brand. According to Clorox, it was ranked, "No.2 overall and No.1 for Integrity and Resolve on The Harris Poll Essential 100 ranking of corporate reputation amid COVID-19" (Clorox, 2021). This clearly indicates that following through with its CSR initiatives as a response to COVID-19 has in turn enhanced the company's reputation as it garners high recognition for its actions. Below, Clorox's values will be described in depth:

- ***Championing people starts with the health and safety of our employees.***

It means building workplace culture that celebrates diversity and enables everyone to stretch, grow and do their best work. We have built a culture where everyone can bring their authentic, whole self to work every day.

(Clorox, 2021)

Clorox has prioritized the health and safety of its employees long before the COVID-19 pandemic. However, the pandemic serves as an opportunity for the company to show its appreciation and dedication to the health and safety of its employees. Clorox stood by the health and safety of its employees as it operated through the pandemic. Sanitation and cleanliness are key to the business as it worked towards ensuring its employees would be safe. This appreciation and dedication shown to Clorox employees in turn results in built trust between company and employee.

By taking care of its employees the company ensures that its people are happy and are willing to work for the company during times of hardship. While many companies were struggling to keep employees working throughout the pandemic Clorox was able to ramp up its production hours keeping many employees working overtime.

- ***Championing people to be well and thrive also applies to the consumers we serve.***

Our products make the world around us and the spaces in our homes and outside of our homes healthier, cleaner and safer. They strengthen bodies and minds, and help people care for themselves and the people and pets they love. Our brands bring people together and make life a little more joyful. It's why people love us. When our consumers are well and thriving, we are.

(Clorox, 2021)

Amidst all the uncertainties that have arisen with the pandemic, Clorox has remained true to its purpose and continued to create and produce valuable products for its consumers. While many companies were shutting down temporarily trying to get a grasp of what the new normal would look like at work, Clorox quickly managed to create a plan in which it would not only continue working during COVID-19 but increase production lines. The company also saw that there were different needs that were rising due to the complexity of the virus and how it was affecting different sectors like airlines and healthcare facilities.

- ***Our purpose also drives us to champion the people in our communities.***

It's why we're committed to bringing our communities together, to raise them up by supporting equality, equal opportunity and equal justice. And we want to make the planet healthier for everyone, in every corner of the world, with clean air, pure water, and unpolluted places where we live, work and play.

(Clorox, 2021)

Clorox not only worked hard to support its employees throughout the pandemic but also to uplift the community it has been immersed in since its founding. In order to do this, the company used its Clorox Company Foundation to support those in need.

Clorox knew that as a result of the pandemic there were needs greater than simply stocking its products on shelves. It was aware that when looking at the bigger picture there were other areas in which its community needed support. Therefore, Clorox turned to supporting in terms of monetary support.

In addition, seeing all the injustice that was going on in 2020 alongside the pandemic, the company felt that it needed to do something to impact its community. The company released a newsletter in June of 2020 describing its thoughts and stance towards racial injustice. In this newsletter the company clearly stated steps that it was taking internally and externally to do its part in “doing the right thing.”

- ***Do the Right Thing***

The long-term health of our company depends on our integrity. We have a tradition of honesty, fair dealing and ethical practices. We strive to use facts to determine the right thing to do, and we communicate openly about our choices.

(Clorox, 2021)

Clorox has maintained this value throughout the pandemic as it is constantly fighting to “do the right thing.” It felt that the “right” thing to do since the start of the pandemic was to continue supporting its consumers by producing the products that it has been selling to them for years. Even more so now, Clorox felt that it needed to create products that could be useful in helping fight off the pandemic. The company was aware that it had the necessary resources to figure out ways in which it could help out communities and in fact utilized its resources to become a positive force in fighting COVID-19.

Clorox also did not lose focus from making a small environmental footprint as it continued to reduce its fiber and plastic packaging by about 50%. While much of the focus was towards the COVID-19 pandemic, Clorox also knew that it was “right” to continue focusing on other aspects of goals regarding being environmentally friendly. Positively impacting the environment is something that has been of importance to the company for years, and therefore the company did not lose sight of its goals in making a small environmental footprint.

- ***Stretch for Results***

Our success is measured by our ability to consistently win in the marketplace by exceeding the expectations of our consumers, customers, shareholders and each other.

(Clorox, 2021)

Clorox continued to perform to the best of its ability despite the challenges that came with the COVID-19 pandemic. It not only focused on supporting those affected by COVID-19 but also continued to turn back to the commitments from prior years that were embedded throughout its purpose and values. The company was recognized by others during this time, shining light to the positive reputation that the company continues to build upon even during times of hardship. Clearly the hard work and dedication that its leaders as well as all level employees put into the company throughout the last year resulted in a “win” for the company even during uncertain times.

- ***Take Personal Ownership***

Progress is driven by people who take personal ownership in both the results and the process to get there. Each of us plays an important role in helping to ensure we deliver excellent results and achieve our goals.

(Clorox, 2021)

While 2020 was a hard year for most of the world, Clorox was able to come out relatively strong. The CEO attributes this growth not only to the high demand for its products but also thanks to the heroic work of its people as it worked hard to continue producing these products and keep up with the high demand.

Prior to the pandemic, many common households and healthcare facilities would buy Clorox products. During the pandemic, these individuals were in even greater need for the

products that it had always needed. The loyalty that the consumers had for the company prior to the pandemic was only strengthened as many realized how useful the company's products were as well as how essential of a company it remained when other establishments were shutting down and not keeping up with its production needs. This in turn resulted in higher numbers and results exceeding expectations.

- ***Work Together to Win***

Our success depends on productive collaboration among Clorox people, our business partners and our communities. While individual ownership and contributions are important, teamwork is essential to achieving even greater results.

(Clorox, 2021)

Prior to the pandemic, Clorox had continuously collaborated with several different business partners. Clorox truly focused on its end goal of “together we win.” The company realized that it was very well equipped to support companies that had the infrastructure and client base to continue running throughout the pandemic. These companies were able to continue selling products or services but lacked the knowledge surrounding sanitation. That's where Clorox stepped in by providing its expertise around sanitation protocols and helping companies implement these protocols into its business plan.

How The Clorox Company Is Telling Its CSR Story (Channels)

Clorox has strategically told its CSR story through different channels. The combination of channels that the company has used are described in detail below.

Company Blog

One of the first places where Clorox turned to when sharing its CSR initiatives was its blog. On March 30, 2019, Clorox released a blog named “Clorox’s Call to Action to Support

Public Health in the Fight Against COVID-19". This blog outlined how Clorox had responded thus far to the pandemic as well as what it would continue doing to support those around them. Since that day forth, the company has continuously posted updates on its blog to keep the community in the loop of the actions that the company is taking to aid the COVID-19 pandemic.

This blog resulted in getting the attention of many news and media outlets. Sites like PRNewswire were garnering attention towards Clorox. This resulted in many individuals that might not be aware of the company's actions towards fighting COVID-19 to be aware of it now since other media sources were drawing attention to it. The Clorox Company's strategy of posting on the company blog was smart as it became a way in which it could describe its efforts in detail while seeming authentic.

Company Website

Over time, Clorox has created a strong website where it has different sections regarding company products, how to's, coupons, and much more. As soon as the company recognized there was a need for its products in the community, Clorox stepped up to the plate and took immediate action. Its products created a stronger presence in the communities that it already served as well as those it had not served prior to the pandemic.

On the company website, one can find a section dedicated to the efforts that the company has made towards how it is helping during the COVID-19 outbreak. This section provides information not only about how the company is supporting those in need but also sections where it outlines information about how consumers can create their own disinfection products if they cannot locate any Clorox products. While the company is clearly stating information about how it has gone in the community to lend a helping hand, it is also providing valuable information for

individuals who end up on the site. This is a very tactful way of distributing the news about its CSR initiatives as it was paired with information that was very informative and has large reach.

Annual Report

Every year Clorox releases an annual report in which it gives an overview of what the company has essentially accomplished within the year. This document dedicates a section to its CSR initiatives. In previous years, this section had mainly focused on its IGNITE strategy; however, this year it added a section about its COVID-19 relief efforts.

The annual report was a strategic way in which the company was able to tell its story about how it impacted the community. Through the annual report the company was able to describe the specific steps it took to better the community and prove relevant statistics that proved the company truly made an impact on the lives of others. The annual report is a great place to address the way that Clorox is supporting the COVID-19 pandemic for its stakeholders and shareholders. Research shows that “what is foretold in an annual report, a sustainability report or on a corporate home page in terms of CSR action thus becomes an important communication platform and a condition for creating a large territory to support credence values, and ultimately the grounds for creating a strong brand” (Herbert & Schantz, 2007, p.4). While the annual report might not be something that individuals who simply buy Clorox products turn to look to for information on what the company has accomplished, it is a report that provides extensive information for current and potential future investors in the company.

Social Media

Clorox has a strong presence across several social media sites, such as Instagram and Twitter. On these platforms, the company has mainly posted information and images regarding important topics relating to the company as well as how it is positively impacting the community.

These platforms also have links to the company's news blog that directs users to the company website.

The company began to post consistently during the start of the pandemic as it was a way that it could easily reach its users and let them know of any initiatives it was part of. It was also a way in which Clorox could let consumers know of tips and tricks they could use during the pandemic regarding sanitation. In addition, the company also focused on bringing positive attention to its employees and the hard work that they were all putting in during these unprecedented times. By posting on social media platforms, the company is involving individuals and building a sense of community. This can also lead to encouraging others who are seeing these posts to find a way in which they can step in and help support the cause, in this case supporting Clorox's COVID-19 initiatives. Also, on platforms such as Twitter, users on the platform are able to retweet posts that Clorox has created, which results in consumer-driven information that is likely to garner more attention from other individuals. As a result, this is a great platform to be used to communicate its CSR initiatives.

Social Media Analytics

In order to analyze how Clorox is utilizing its social media platforms, several posts from both Twitter and Instagram were strategically chosen and analyzed. Two charts were created each with top posts by engagement. Each contains the top six posts in terms of activity per post in the past year. In order to find out specific information about top posts by engagement the social media analysis tool, Keyhole was utilized.

The Clorox Company Instagram

2,514 Followers, 91 Total Following, 541 Total Posts

Top Posts by Engagement

Image	Post Caption	Activity
	<p>In the face of COVID-19, healthcare workers, first responders, retail employees and others working tirelessly are some of our most visible heroes. But we want to also pay tribute to some of our people operating behind the scenes: our 4,000+ production employees around the world. To address unprecedented need, they're keeping our plants running around the clock to make disinfecting and other household products for people and our communities.</p>	<p>Engagements- 196 Likes- 189 Comments- 7</p>
	<p>In the face of COVID-19, healthcare staff, first responders, grocery employees and others working tirelessly are some of our most visible heroes. But we want to also express our gratitude for our people operating behind the scenes: our 4,000+ production associates around the world. Our Kingsford team is among them, working around the clock to ensure grilling products are available as more people are cooking from home with their families. These are some of the essential household products that help support community well-being. #kingsford #kingsfordcharcoal #grill #grilling #bbq #barbecue</p>	<p>Engagements- 160 Likes- 154 Comments- 6</p>



Our chair and CEO, Benno Dorer, shares some concrete steps we're taking to help combat systemic racial injustice. Click the link in our bio to read the blog and learn more.

Engagements- 153
Likes- 152
Comments- 1



#blackouttuesday

Engagements- 144
Likes- 138
Comments- 6



In the face of COVID-19, healthcare staff, first responders, grocery employees and others working tirelessly have been some of our most visible heroes. But we want to also express our gratitude for our people operating behind the scenes: our 4,000+ production associates around the world. Our BurtsBees team has been among them, working to make beauty and skin care products from natural ingredients that can help support well-being.

Engagements- 117
Likes- 115
Comments- 2



In the face of COVID-19, healthcare staff, first responders, grocery employees and others working tirelessly are some of our most visible heroes. But we want to also express our

Engagements- 114
Likes- 114

	<p>gratitude for our people operating behind the scenes: our 4,000+ production associates around the world. Our glad products team is among them, working around the clock to ensure our trash bags and food protection products are available as families spend more time at home. These are some of the essential household products that help support community well-being.</p>	
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The Clorox Company Twitter

3,456 Followers, 823 Total Following, 3,507 Total Posts

Top Posts by Engagement

Image	Post Caption	Activity
<p>Link</p>	<p>With areas reopening, health & safety remain foremost on people's minds. That's why we're proud to partner with @united on United CleanPlus, enhancing disinfection & supplying products to help customers feel more confident when they travel. Learn more: https://t.co/ooMTAO1VuM</p>	<p>Engagements- 104 Likes- 85 Comments- 19</p>
<p>Link</p>	<p>PRESS RELEASE: The @Clorox® Brand Donates \$1,000,000 to ClearTheList Foundation to Provide Resources for Teachers and Students During an Unprecedented Back-To-School Season https://t.co/3SB3zZ3gGJ</p>	<p>Engagements- 99 Likes- 72 Comments- 27</p>

	<p>When Stephen & Ayesha Curry's @EatLearnPlay Foundation offered to match \$25K in donations to the @USFCA Institute for Nonviolence and Social Justice, @CloroxCo HAD to donate \$25K! We're proud to be associated with these 2 organizations as we combat systemic racial injustices.</p>	<p>Engagements- 74 Likes- 62 Comments- 12</p>
<p>Link</p>	<p>Thank you Kerith & firefighters! As part of our 40-year partnership with @RedCross to respond to disasters & support communities in times of need, we're offering a \$100K match to help those impacted by California wildfires. Donate today: https://t.co/9ui9KfLC75 @KPIXtv https://t.co/Ce8cZJN3I3</p>	<p>Engagements- 30 Likes- 30</p>
	<p>PRESS RELEASE: Linda Rendle Promoted to Clorox CEO; Benno Dorer to Continue as Chair of the Board \$CLX https://t.co/a9k77FztQi</p>	<p>Engagements- 30 Likes- 25 Comments- 5</p>
	<p>Our @Clorox Scentiva brand is on a mission to help you turn your home from drab to FAB with @thebillyporter. You can join in the fun with a special sweepstakes and a TikTok challenge using</p>	<p>Engagements- 28 Likes- 19 Comments- 9</p>

	#YASClean to show off your transformation. https://t.co/67RkQmUdOn	
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After carefully reviewing the social media platforms that Clorox is currently using there are a few observations I have found to be interesting as well as recommendations going forth for the company. Clorox has a relatively small following when taking into consideration the size of the company. As of July 1, 2020 Clorox released a statement that they would take a pause on posting on its social media accounts. The company stated that, “until meaningful steps are taken to address the proliferation of hate speech and false information” they would not be posting on their social media accounts (The Clorox Company, 2021). This was a great move from Clorox as they have stood strong behind their decision but there is no denying that stopping posting on social media accounts could have affected the amount of people that could have learned more about its initiatives. However, while the company stopped posting in July, prior to that they had gotten a good portion of their followers to interact with their posts. Four out of the six most interacted with Instagram posts were related to COVID-19. This shows that this communication channel has been a great platform for the company to use to draw attention to its CSR initiatives related to COVID-19. The company has focused more on communicating its CSR efforts on its Instagram rather than its Twitter. But, they have about 1,000 more followers on Twitter than Instagram. Due to this I would have recommended that they would have posted more about COVID-19 related initiatives as there is greater reach on that platform. Overall, while Clorox stopped posting in some of the months where they implemented a lot of CSR initiatives, its Instagram account still served as an excellent platform to reach the public.

CSR Practices and Forms

Corporate Philanthropy

Clorox's Foundation has been able to give back to its community, which is a form of corporate philanthropy. Since its founding, the foundation has been able to donate a total of \$115 million to nonprofit organizations. While the company focused in the past on donating to different educational programs, the company has shifted its focus starting in 2020 to the COVID-19 pandemic.

Employee Care Efforts

Clorox has focused a majority of its efforts towards taking care of what keeps the company alive and thriving during the pandemic which are its employees. While Kotler and Lee (2004) touch on some of the main ways in which corporations take part in corporate social responsibility, one of the most important initiatives that corporations have implemented are those that take care of their own employees. It is definitely important for corporations to help those in its communities. However, it is equally if not more important for corporations to begin with employees.

When unexpected situations arise like the pandemic, it is important for corporations to keep their employees in mind as these are the people that are allowing the company to continue bringing in profits as they are working tirelessly to ensure products are continuously being made and sent out. Doing things such as increasing pay and providing resources that the employees can turn to in times of need it shows the true dedication the corporation has for employees. This is also a way a company can show its care for employees even during hard times. In turn, this can increase employee retention as well as bring in new employees as they will hear from others about the treatment they get while working there.

Conclusion

Clorox has clearly made it a priority to use CSR as a response to the pandemic. Through several different initiatives it has implemented, Clorox has proven that CSR can be used as an effective response to COVID-19 and in turn shine a positive light on the company. It has also brought into attention the fact that there is a form of CSR that is not heavily talked about which is investing in its employees, specifically during times of need. The support that Clorox is showing its employees is essential to the way that it is continuing to do businesses as those individuals are the ones that are keeping the production lines running and enabling the company to continue selling during these times. Overall, Clorox is a strong example of using CSR as a response to COVID-19.

HONORS RESEARCH PROJECT



Supporting Healthcare Heroes

DOORDASH'S RESPONSE

USING CSR AS A RESPONSE TO COVID-19

Synopsis

DoorDash, a popular food service delivery, took the global pandemic as an opportunity through which it could help out the communities and partners it has with different restaurants. The company also made it a priority to support its communities by providing relief to individuals working in COVID-19 frontlines as well as those who are vulnerable during this time.

The case will review what DoorDash has done as a company in order to support the community that it is in as well as its own employees. In addition, it will also draw connections between the company's mission statement and its response to COVID-19. Once the COVID-19 response efforts have been analyzed, the channels in which these efforts were distributed and brought to the attention of individuals will be described. Overall, this case study will sum up how DoorDash as a company has adhered to the needs of its communities during COVID-19 by the implementation of several different initiatives.

Company Background

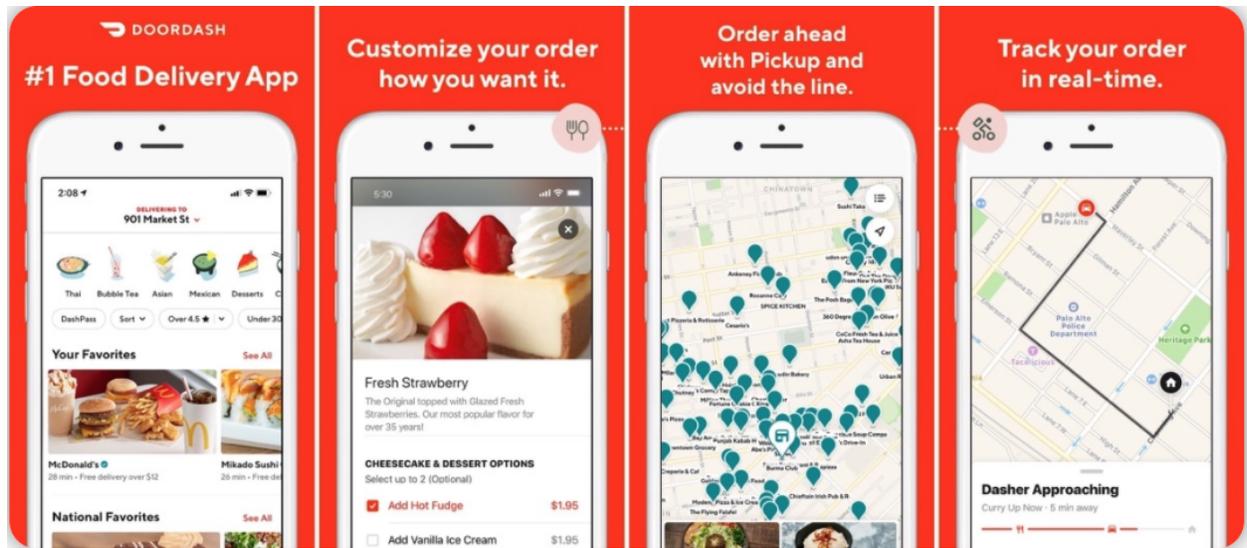
DoorDash was founded as a technology company that would enable every merchant to deliver to customers. Andy Fang, Stanley Tang, Evan Moore and Tony Xu are the creators of DoorDash. They came up with the idea for the company after they were all at a macaroon store in Palo Alto discussing with the store owner about ways in which an app could solve the distribution problems of food establishment owners like herself. She then shared that she wished there would be an easier way to fulfill delivery orders. This comment then sparked an idea for the four individuals and led them to the creation of an app released on January 12th, 2013, called Palo Alto Delivery.

Soon after, the name was later changed to Doordash. The DoorDash app enables its users, which are restaurant owners to deliver food to its customers through DoorDashers. These “Dashers” are individuals who work for the app and are the middleman between the restaurants and the customers, fulfilling the delivery.

DoorDash is currently available in over 4,000 cities including the US, Canada and Australia. Dashers are considered to be their own bosses as they are allowed to work at whatever days and times they want for however long they choose. All that Dashers need in order to be employees of DoorDash is a vehicle to drive as well as a smartphone.

DoorsDash allows restaurants who do offer delivery service themselves to still be able to deliver their food to customers. Once restaurants sign up online for DoorDash they are able to focus their entire attention on making the food while the Dashers on the app take care of the delivery aspect. Currently, there are around 340,000 restaurants that use DoorDash to deliver their products.

The DoorDash app can be downloaded on any smartphone device. Users can go on the app to search up restaurants nearby that are registered in the app for delivery. Users can then proceed to choose their order on the menu as well as make some customizations. Once the user places the order through the app they can then view how far away the driver is from them until the order is delivered as well as an approximate delivery time.



Source: 2ndkitchen, 2020

COVID-19 Approach Objectives

DoorDash has made it a priority to respond to the COVID-19 pandemic. The company has focused its efforts towards a few different categories. It has focused on local businesses, communities and health and safety, and information of resources on its platform. In addition, since the start of the COVID-19 pandemic its website has created a resource center where individuals can turn to find more information about resources that are offered and being put out by DoorDash. DoorDash states that,

This resource center outlines the actions we're taking to promote the health and safety of all of the communities on our platform as well as the actions we're taking to support local businesses and communities. We've also included health and safety guidance from health officials (DoorDash, 2021)

The company has created a page on their website that includes what it is doing in order to help fight COVID-19. This starts with their drivers taking the necessary precautions to ensure that customers are receiving safe food. It then goes on to touch on what DoorDash is doing to

impact its local businesses. For purposes of this case study, DoorDash's initiatives have been grouped into supporting its merchants, dashers and community.

Merchants

DoorDash identified a need relatively early on in the pandemic. This was that restaurants were being hit hard by the shelter-in-place that was being implemented and it was affecting restaurants being able to stay open. Therefore, DoorDash stepped in and took action by implementing several different initiatives in which it supports restaurants that are being affected by COVID-19.

- *Providing Commission Relief and Marketing Support For New and Existing DoorDash Partner Restaurants*
- *Generating Support Through the #OpenForDelivery Initiative*
- *Providing Access to Critical Tools and Resources*

(DoorDash, 2021)

Dashers

DoorDash knew that in order to keep its own company alive and going during the harshness of the pandemic on businesses it needed to focus attention on what keeps the company going, which are its employees. As a result, the company implemented several initiatives which supports its Dashers.

- *Offering Priority Access to Restaurant Workers Who Want to Become Dashers*
- *Supporting Dashers in Prevention & Recovery*
- *Financial Assistance Program*

(DoorDash, 2021)

Communities

The company acknowledges that communities have been impacted very hard from the pandemic. DoorDash teamed up with local nonprofits as well as facilities in order to provide food supplies. It focused its attention primarily on causes that had to do with food scarcity as most of what the company does involves bridging the gap between individuals and food.

- *Partnering with United Way Worldwide*
- *Extending DashPass Benefits to Our Community*
- *Supporting Healthcare Workers*
- *Delivering Vital Food and Supplies to Vulnerable Community Members*

(DoorDash, 2021)

DoorDash Response Timeline

11 March 2020

- CDC classifies COVID-19 as a pandemic

17 March 2020

- DoorDash supports local businesses and communities
 - Committed to safety and wellbeing of community
 - Supporting local businesses through marketing support, #OpenForDelivery, DashPass, access to critical tools and resources
 - Donating to United Way

7 April 2020

- DoorDash sets out initiatives to support healthcare workers

23 October 2020

- DoorDash offers grants for businesses to apply for

COVID-19 Response

Supporting Dashers in Prevention

DoorDash has recognized that its Dashers might have issues obtaining a mask and therefore the company has provided Dashers with access to personal protection equipment. Dashers are able to access free masks, wipes and hand sanitizer on the DoorDash store so that they are able to protect themselves and others while out on the job. DoorDash also implemented no-contact delivery when its Dashers are dropping off deliveries so that it can ensure that its Dashers and customers receiving deliveries are both limiting contact with each other.

Ensuring Affected Dashers Can Recover

Dashers unable to work due to contracting COVID-19 or having to quarantine due to COVID-19 exposure will be compensated with up to two weeks of financial assistance. This includes Dashers in the United States, Australia and Canada.

Offering Priority Access to Restaurant Workers Who Want to Become Dashers

DoorDash realized there are many restaurant workers out of work because of the effects of the pandemic. Therefore, DoorDash is offering a program in which restaurant staff can sign up to work as Dashers for DoorDash in order to ensure that these individuals are keeping up with financial needs.

Generating Support Through the #OpenForDelivery Initiative

DoorDash has garnered support for restaurants through its Open For Delivery initiative. Through this initiative it hopes to gather the attention of individuals in the community who are willing to continue supporting restaurants through ordering delivery while restaurants cannot serve customers inside their locations. DoorDash created the hashtag #OpenForDelivery for restaurants to let customers know they are open. Figure 1 shows what DoorDash has posted on its website as instructions that restaurants can follow if they wish to be a part of this initiative.



Source: DoorDash, 2021

Partnering with United Way Worldwide

DoorDash partnered up with United Way Worldwide in order to serve its local community and help out with food insecure households. These households include senior citizens, low-income families and mobility-impaired individuals. DoorDash has partnered up to launch a solution that will address meal delivery in certain cities.

DoorDash Mission Statement Linked to its COVID-19 Response

Since its founding, DoorDash has utilized the following mission statement to drive its company actions:

DoorDash is a technology company that connects people with the best in their cities. We do this by empowering local businesses and in turn, generate new ways for people to earn, work and live. We started by facilitating door-to-door delivery, but we see this as just the beginning of connecting people with possibility — easier evenings, happier days, bigger savings accounts, wider nets and stronger communities. (DoorDash, 2021)

DoorDash's mission statement has set the foundation for the company that has influenced the way in which it has responded to COVID-19. Part of DoorDash's mission statement is this idea of connecting people with possibilities and this was evidently seen in the way that

DoorDash approached the pandemic. The pandemic created many challenges for the restaurant industry as it changed the way that these restaurants could conduct business. As a response, DoorDash used its existing platform to connect its customers and restaurants with each other during a time where both parties could benefit immensely from delivery services. DoorDash's initiatives are seen to directly reflect the missions that the company has followed since its starting.

DoorDash stepped in as a resource to all of the restaurants not delivering and allowed these restaurants to use DoorDash's platform to facilitate door-to-door delivery. This in turn allowed restaurants the possibility of adding delivery services on top of take away services which empowered local restaurants. Its initiatives have served as a clear way in which the company has connected restaurants with customers resulting in stronger communities which is at the basis of its mission statement.

As the pandemic began to roll out and its effects quickly followed, DoorDash recognized that at the forefront of this pandemic were its workers, also known as Dashers. These individuals were constantly at risk of infection by performing their daily jobs. DoorDash also realized that without its Dashers and their commitment to the company, DoorDash could not continue to run and profit as a company. This was also a time of opportunity for the company as now more than ever were people relying on delivery services not just for convenience but now for essential reasons as many individuals were tied to their homes as they posed many serious health conditions and were at major risk of infection. Providing its Dashers with PPE supplies and financial assistance allowed Dashers to feel confident in the company that they worked for as they realized the company would continue to support them during difficult times. It also allowed them to not become financially affected from getting infected resulting in happier days.

DoorDash also responded to its future Dashers by allowing restaurant employees to get priority access to being Dashers which could result in these individuals having larger savings accounts from extra income. This was also a way in which individuals could find a new way to earn, work and live.

DoorDash has also heavily supported its community as part of its commitment to create stronger communities. Its partnership with United Way Worldwide, support of healthcare workers, and donations to vulnerable communities encompassed the company's mission to create new possibilities. The company was aware that while it was important to take care of its employees and restaurants it is constantly working with, it was as important to make a positive impact in the communities that it was immersed in. It also knew that it had the resources and manpower available to support its communities that were struggling during the pandemic and needed a helping hand. Its support of its community demonstrates to those individuals in the community that the company is utilizing its profits to not only grow its company but also to positively impact its community.

How DoorDash Is Telling Its CSR Story (Channels)

DoorDash has been able to tell its CSR story through several different carefully selected channels to engage the public's attention. The channels utilized to tell DoorDash's CSR story are described below. In addition, there is also a recommendation on how DoorDash can strengthen the way in which it is telling its CSR story through a channel it is not currently utilizing but does have in place.

Company Blog

DoorDash has had a company blog for some time now but at the start of the pandemic truly utilized the platform to engage with others. On its blog, DoorDash has posted several

different posts dedicated to the pandemic and how the company has responded as a result of the difficulties that have come along with COVID-19. Posting on its blog has allowed the company to discuss the initiatives in a more personable and less formal way which helps foster relationships with readers. By being more casual and personal on this platform it allows the reader to feel a sense of connectedness with the company.

However, this platform is not a highly effective platform for the company seeing that many people outside the company are not accessing this page and might not even be aware that the company has a blog. Fewer people are checking the DoorDash blog on a regular basis. This is concluded from the limited amount of interaction that the different blog posts are getting on the site. There is an option for users to engage with the blog posts by “clapping” or commenting. Many of the posts have under 15 claps and most have no comments. Therefore, there is a very small group of individuals that are truly keeping up with the posts that DoorDash is posting. However, a solution to this could be that the company drives people to the blog through its social media accounts. Since DoorDash has a relatively strong following on the social media accounts that it is currently active on, it could draw those users to start looking at the company blog to keep up with important information about the company's actions.

DoorDash could be more effective in the way that it is approaching how it is sharing its CSR story by posting on a platform that is seen by many individuals. While the blog might be read internally by individuals who are working for the company, it seems as if it is not an effective way to share how the company is using CSR as a response to COVID-19.

Company Website

DoorDash has effectively utilized its website in order to garner attention towards its CSR initiatives. Following the start of the pandemic, the company created a new section to its website

under its resources drop down menu that has information regarding COVID-19. In this section, individuals can find detailed information about what the company has done and is currently doing to support its merchants, Dashers and communities. This has served as an excellent way to detail the companies CSR efforts as it is a website that many have been familiar with prior to the pandemic so it was not a completely new source for people looking for information. It is also easily accessible to anyone trying to find more information about DoorDash and COVID-19.

While the company website might serve as a great platform in which the company can post a large amount of information about its CSR efforts in response to COVID-19, it is not necessarily the best way to reach an untapped audience. If someone is unfamiliar with the company then they are not going to be going onto the website to see what the company has accomplished in terms of CSR initiatives. A possible solution to reach a large audience it has not tapped into yet could be utilizing social media platforms as there is a greater chance that more individuals would have exposure to a post by DoorDash.

Social Media

While DoorDash has utilized a couple different social media platforms like Twitter and Instagram it is not utilizing those platforms to its best of ability in regards to telling its CSR story. One of the best ways in which companies can engage with users is through social media platforms. This is because many individuals of different ages are on social media platforms and engage with different companies to keep up to date with any announcements they may have. One way in which DoorDash could strengthen the way in which it is telling the public about how it is aiding the COVID-19 pandemic is through posting about the initiatives it has implemented. By posting on social media platforms individuals would be able to go on their explore page and stumble upon these posts. Users could also easily interact with the company's post by liking,

commenting, or retweeting/ reposting the images. Overall, DoorDash should consider utilizing its social media platforms to post information about its COVID-19 initiatives to engage with more individuals outside of the company.

Social Media Analytics

In order to gain insight about how DoorDash has utilized its social media platforms, specifically to communicate its COVID-19 CSR initiatives, its Twitter and Instagram accounts were looked at. Out of each social media platform, the top six posts were selected. These posts were recognized as top posts based off of the activity that the posts had (engagements, likes, retweets, comments). All of the posts selected were posted as of one year ago. In order to obtain the necessary data regarding DoorDashes social media information, the platform Keyhole was used.

DoorDash Twitter

157,946 Followers, 4,861 Total Following, 16,885 Total Posts

Top Posts by Engagement

Image	Post Caption	Activity
Text	@Coopavelli_ We fully support this plan	Engagements- 9,244 Likes- 9,066 Retweets- 178
Text	@AshNicholsArt Proudly delivering memes since 2013	Engagements- 245 Likes- 243 Retweets- 2
Text	@BubbaWallace @23XIRacing Proud of you ❤️	Engagements- 150 Likes- 148 Retweets- 2
Text	If you sweat while you eat, it's like you did half a hot yoga class.	Engagements- 107 Likes- 94 Retweets- 13
Text	@Memeulous 🙄🙄	Engagements- 84

		Likes- 83 Retweets- 1
Text	@tvnathanjust And now the real account, too	Engagements- 78 Likes- 77 Retweets- 1

DoorDash Instagram

164,004 Followers, 334 Total Following, 206 Total Posts

Top Posts by Engagement

Image	Post Caption	Activity
	Silence and inaction equal consent, so we commit to speaking up and taking action to fight injustice, inequality, and discrimination. We are announcing the following steps today—developed in partnership with our Black@DoorDash Employee Resource Group.	Engagements- 2,752 Likes- 2,635 Comments- 117
Video	Ringing the opening bell today with merchants and Dashers to celebrate our listing on the NYSE!	Engagements- 2,623 Likes- 2,376 Comments- 247
	Small businesses, and those who create them, are the lifeblood of our communities. Support local businesses to empower local communities. #MainStreetStrong	Engagements- 1,619 Likes- 1,158 Comments- 461
Video	Repost from mindykaling! ☕	Engagements- 1,477

	<p>+ 🍷 + 🏠 = The perfect WFH setup. Show us yours with #DoorDashDunkinMatch + #Sweepstakes for a chance to win a week's worth of Dunkin on DoorDash.</p> <p>No purchase necessary. U.S. residents age 18+ only. Ends at 9/25/2020 11:59PM PT. Void where prohibited. Prize: \$[100] DoorDash gift card. Rules: Link in bio.</p> <p>“I’m from Boston (wicked cool!) and nothing feels more like home than Dunkin’. And now, with the help of DoorDash, I can get it delivered right to my door (wicked convenient!). With so many of us still working remotely, DoorDash is giving you a chance to make Dunkin’ a part of your at-home office for free! From now until September 25, you can enter the DoorDash Dunkin’ Desk Takeover Sweepstakes. Just share an image of yourself cheesin’ with Dunkin’ at your desk on Instagram or Twitter with #DoorDashDunkinMatch and #sweepstakes, and you’ll be entered for a chance to win a week’s worth of free dunkin food and beverages through DoorDash! #Sponsored”</p>	<p>Likes- 1,153 Comments- 324</p>
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	<p>Miami Fans! Every month, DoorDash is giving \$20,000 to one local Miami restaurant nominated by YOU. Who ya got? To submit, tag your favorite restaurant in the comments and share why they stand out in your community using #contest!</p> <p>No Pur Nec. Ends 3/15/21. Rules: Link in bio</p>	<p>Engagements- 1,151 Likes- 559 Comments- 592</p>
	<p>As part of our commitment to highlight and support Black-owned businesses, we're proud to share that we've begun rolling out tags for Black-owned businesses nationwide on both DoorDash and Caviar.</p> <p>Help us spotlight the Black-owned businesses you know and love by sharing their information through the link in our bio.</p>	<p>Engagements- 1,111 Likes- 1,021 Comments- 90</p>

From reviewing the social media accounts that DoorDash has used during COVID-19, I have been able to draw a few conclusions based off of the effectiveness of utilizing social media channels to communicate its CSR initiatives. DoorDash has a large following on its social media accounts. Both its Twitter and Instagram accounts have hundreds of thousands of followers. As a result, I believe that its social media accounts would be a strong platform to use to reach a large audience of individuals. Saying this however, the company did not utilize its platforms to the best of its ability. With such a large following on both of its accounts, DoorDash could have posted more about how it was taking action towards helping fight the COVID-19 pandemic. Out of the top six posts for both Instagram and Twitter, there was no post regarding COVID-19. After

looking through DoorDash's Instagram and Twitter, I found that there were little to no posts regarding COVID-19. This is an opportunity missed as the company relied on its other platforms such as its blog and website to tell its CSR story. In conclusion, I think that there was a missed opportunity for the company in not focusing on garnering attention to its CSR initiatives that related to COVID-19 on its social media platforms.

CSR Practices and Forms

Corporate Philanthropy

DoorDash has given back to its community since the founding of the company. While it may have focused its attention towards areas that are different than what it currently is, it has always engaged in corporate philanthropy. Through the various contributions that company has made internally to merchants and employees as well as to those in its communities that could benefit from donations, DoorDash has positively impacted the lives of many individuals.

Employee Care Efforts

As stated in the previous case study over The Clorox Company, Kotler and Lee have not specifically touched upon the CSR initiative of giving back and supporting company employees. However, it is evident through the close examination of DoorDash's CSR initiatives that the company highly values and supports its employees. It can be subsequently argued that one of the most looked at valued CSR initiatives regarding the COVID-19 pandemic to DoorDash is its employee care efforts. This is an extremely important initiative for the company since its employees are what keeps the company in business and without them the company would not be able to function. Therefore, it is crucial that companies take good care of its employees so that it can continue to function as its employees are a vital part of what continues to keep revenue coming in.

Conclusion

DoorDash has been a company that has continued to remain strong to its mission and why it began as a company in the first place. It has used its mission statement to guide it towards positively impacting others and that has been explicitly seen during the COVID-19 pandemic. DoorDash serves as a strong example of a company that has continued to live out its mission statement and CSR initiatives through difficulties that have arisen through the pandemic. While the company has continued to profit through this time it has also worked hard to help around them to stay afloat.

Recommendations and Implications

After carefully analyzing both The Clorox Company as well as DoorDash, I have created a few recommendations that I think could benefit companies that find themselves in a similar position. Based on how these companies handled their responses to CSR, there are three main categories of recommendations that I have created. These categories include: employee care, mission statement relevance and appropriate channels.

Employee Care

The support that these companies have provided their employees with has been widely noticed and can serve as a great example to other companies that are looking for ways in which they can improve the way that it incorporates CSR during COVID-19. There are several takeaways that can be gathered from these two companies and the focus that they have had on their employees during the pandemic. In order to continue to survive and profit during times of hardship, it is important for companies to support what's most important to them, which is its employees. Employees are the most important asset of the company as they are the individuals that are keeping the company running every day. Without them, a company can not run and will

in turn not be able to make any profit. By supporting employees in various manners, employees begin to gain trust with the company and as a result will continue to show up and do their work as they feel confident in receiving the support they need. According to McKinsey, “in addition to basic needs (safety and security), three other experience themes (trusting relationships, social cohesion, and individual purpose) [have] a disproportionate impact on employee well-being and work effectiveness” (2021). Clorox and Doordash have exemplified trusting relationships by realizing the needs that its employees have during the pandemic and addressing those needs. These companies created social cohesion by establishing a community within their businesses in terms of its employees. They also made it very evident that its employees served a vital purpose in the community as without them the community would be lacking the services and products that were needed to help fight the pandemic. Some of the suggestions that have been concluded as a result of the case studies are as follows:

1. Begin with creating a safe and healthy environment for your employees. Enforce COVID-19 sanitary protocols so that employees are working in an environment where they feel safe. This is important as one infected employee can lead to a stop of production or stop in services due to a lack of employees being able to work.
2. Financially support employees during the pandemic in the sense of offering paid leave if an employee becomes infected with COVID-19. This will also give your employees the reassurance to feel confident in reporting any symptoms of being infected with the virus as they will not feel as if they cannot afford days off.
3. Show appreciation to employees through bonuses or increased pay. Employees are risking their health every day to continue supporting the company they work

for. To show appreciation for employees, reward their hard work and dedication by increasing their hourly wages.

4. Offer flexible work schedules to employees in order to help those who may be juggling children attending virtual school. A flexible work schedule could be helpful to the needs of a parent for whom COVID-19 has created extra hardships due to social distancing and mask wearing.

By implementing these three points, it is concluded that a company may have employees that are not only satisfied with their current position but have as a result have loyal employees improving retention rates.

Mission Statement Relevance

Mission statements are essentially statements that showcase the values and/or purpose of an organization or company and ultimately influence the decisions that the company makes going forward. Therefore, it is important that CSR initiative decisions that are made during times of crisis like during the COVID-19 pandemic correspond with the same values that are set in the mission statement or purpose and values of the companies. When moments of uncertainty arise and your business takes action, it is important for your establishment to keep the mission statement at the core. Using a mission statement as a compass also helps a company to make sound strategic decisions that are mutually beneficial to both external stakeholders and the company itself. The public will often see how previous actions of the company as well as the mission statement relate to the CSR initiatives that are being implemented. Therefore, it is important to utilize the mission statement or purpose and values to create CSR actions.

Appropriate Channels

After a company decides how they will implement CSR initiatives it is important for them to choose the appropriate channels to deliver their message to the public. While it is important to choose the correct CSR initiatives that align with the business and the needs of the community, it is equally as important to deliver the message in a way that will best reach the target audience. It is also important to keep in mind what different groups of individuals should be exposed to the message. Based off of this information, I have created the following recommendations in order to guide businesses to choosing the best channel to communicate its CSR initiatives.

1. Recognize the specific target audience that the CSR message will be communicated to. Once the target audience is determined, choose a channel that will best reach the audience.
2. Once you have chosen a media channel to deliver your message and have utilized the channel, check user engagement to determine whether that channel is effective in garnering attention towards. If you are using social media as a channel to reach the intended target audience, consider utilizing social media analytics as a way to track user engagement.

Conclusion

Clorox as well as DoorDash are clear examples of how businesses can utilize CSR as a way to respond to the COVID-19 pandemic. While they serve as exemplary companies to follow as they have several initiatives they have implemented to respond and take action in their community, it is also important to acknowledge the fact that there are many other companies also doing this. However, for the purposes of this research, Clorox and DoorDash were carefully chosen and analyzed. The recommendations also created were based on the insights that were

taken from analyzing these two companies. Overall, it was evident through Clorox and DoorDash that implementing CSR initiatives during COVID-19 was a successful tactic in which were successful because they helped to meet the needs and expectations of both internal and external stakeholders.

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