

The Effect of Corporate Sustainability on Corporate Education: The Case of Al-Mansour Group in Egypt¹

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In early 2010, Walid Nagi, Corporate Social Responsibility & Communications Manager at Al-Mansour Group was reviewing the group's Sustainability Report (2005-2008) and thought: "Two long years have passed since this report was issued. We have been working so hard on integrating sustainability management principles into our business over the past few years and have achieved impressive outcomes". Yet, a recent report of corporate reputation research conducted by AC Nielson was not as favorable as he had hoped. Nagi wondered: "I thought our group's image should have been far better, given the amount of time and effort that we have dedicated to community activities". He decided to call for an urgent meeting with his team to discuss this issue, and develop a clear strategy for the group's activities in the future.

Al-Mansour Group

Al-Mansour Group is a leading private sector conglomerate in Egypt, with an annual turnover exceeding \$2.4 billion dollars and employs more than 10,000 people. The Group's core expertise lies in the distribution of world-renowned brands in Egypt, Russia, the Middle East, and Africa, supported and maintained by best-in-class customer service.

Al-Mansour Group is a licensee of various international products, including Caterpillar, General Motors, Philip Morris, McDonald's and Credit Agricole IndoSuez, among others. The Group is considered a gateway to investment in the Egyptian market and in the region, where it has combined international know-how with local expertise to create successful long-term partnerships over the past 30 years. The Group is customer-focused, and honesty and integrity are the pillars of its approach to its partners, employees, and customers.

The Group's vision is to continuously invest in its 13,000 employees and in the latest management systems and state-of-the art technologies, which is the primary reason behind its rapid and continuous growth and leadership in the Egyptian market.

¹This case is based on information called through an interview with Mr. Walid Nagi, Corporate Social Responsibility & Communications Manager at Al-Mansour Group

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Background and History

The Group's success story began with its founder Loutfy Mansour, who established Mansour & Sons Cotton trading company in the early 1950s. The company expanded rapidly and within 10 years became the second largest cotton exporting entity in Egypt. As a result, a second branch was established in Sudan. In the 1960s, Loutfy Mansour had the vision to create a large industrial group. The dream came true in the early 1970's right after the 6th of October war. During this period, Egypt transitioned to an open-market economy, an opportunity Loutfy Mansour capitalized on. At that time, he initiated negotiations with General Motors Corporation (GMC), which resulted in the establishment of Mansour Chevrolet, the sole GMC distributor in Egypt. A few years later, the Group successfully established Mantrac, the first local dealership for Caterpillars' construction, power systems and material handling equipment.

Following two decades of continuous success, Al-Mansour Group signed an official agreement with Philip Morris International (PMI) in 1992, to be the sole licensee to manufacture and distribute PMI tobacco products in Egypt. As a result, Al Mansour International Distribution Company was formed. Today, the brands under this company include Marlboro, Merit, L&M, Parliament and NEXT. This deal cemented the group's entry into the consumer goods market, and allowed it to diversify into the food business with brands like Kraft Jacob Suchard at the beginning of the 1990's. The group further consolidated its grip on the food market in 1994 when it became the national McDonald's franchisee. In parallel, the Group capitalized on the Egyptian privatization program to purchase the SECLAM dairy products processing plant. It also entered the bottled water market, establishing a bottling plant in Siwa, to produce pure drinking bottled water, under the brand name Hayat. The Group also established the biggest retail chain in Egypt: Metro Market followed by a lower-tier chain, Khair Zaman. Later on, the Group's activities expanded through a partnership to distribute Red Bull and Pocari Sweat. The group was also chosen as the national distributor of the personal computers and accessories of IBM, Microsoft, HP, 3COM and Compaq, along with Samsung electronics.

Al-Mansour Group in Egypt comprises a long list of companies, detailed in **Exhibit 1**. This case focuses on the retailing, manufacturing and distribution businesses of the group, which lie under *Al- Mansour Holding Company for Financial Investments*.

Al-Mansour Holding Company for Financial Investments

The Holding company comprises several firms operating in the field of manufacturing, marketing and distribution. These companies distribute a variety of consumer goods to more than 130,000 outlets around Egypt, rendering it the largest distribution group in Egypt. Under Al-Mansour Holding Company for Financial Investments, the following firms are listed as follows: 1) Al-Mansour International Distribution Company; 2) Al-Mansour Electronics & Technologies; 3) Al-Mansour Free Zone; 4) Al-Mansour Courier Service; 5) Metro Markets Trading and Distribution Company; 6) HAYAT Company for Industrialization and Development; 7) SECLAM; and 8) Al-Mansour Trading and Distribution Company. Below is a brief description of the eight companies.

Al-Mansour International Distribution Company (AMIDC):

The company is the sole distributor and licensee of Philip Morris Tobacco products in Egypt. AMIDC is the largest international tobacco distributor in Egypt, with staff exceeding 600 employees. It distributes directly to more than 12,000 retail outlets and 300 wholesalers.

Al- Mansour Electronics & Technologies

It is the sole distributor of Bang & Olufsen in Egypt, and has secured licenses of a wide variety of international brands specialized in home theatre systems.

Al- Mansour Free Zone:

One of the most advanced factories in the field of cigarettes manufacturing. The factory manufactures two of the group's brands; Virginia blend (Forum) and American blend (Potomac).

Al-Mansour Courier Service:

The sole authorized courier service provider for UPS in Egypt.

Metro markets trading and Distribution Company:

Metro has succeeded in becoming the biggest food retail chain in Egypt with more than 50 outlets in six different governorates. There are two tiers of retails: Metro and Khair Zaman.

HAYAT Company for Industrialization and Development:

Hayat is considered the purest bottled water available in the market. While its market share is still limited, it is currently deploying an aggressive marketing campaign to improve its position in the market.

SECLAM:

This company produces Labanita pasteurized and UHT milk, Labanita Yoghurt, Yes juices, along with various cheese brands.

Al- Mansour Trading and Distribution Company (AMTDC):

The company operates in the field of importing and distribution of different consumer goods brands. It initially distributed Kraft brands but has extended into its own product brands, such as Sunshine canned tuna, mackerel, sardines and others. It also started (began) to export to Europe, the Middle East, and certain areas in Africa. Further, AMTDC is the sole distributor of Pocari Sweat and Red Bull in Egypt.

Since 2005, Al-Mansour group started operating in several Gulf Countries, which required the company to emphasize more on internal compliance beyond the Egyptian Laws. As a result, starting 2008, Al-Mansour Group's successes prompted them to explore new expansion strategies that would include sustainability at the core. The company's new approach would allow them to meet their obligations towards the communities in which they operate. While such activities focused on philanthropy and corporate social responsibility; management began to explore ways to apply corporate sustainability in the group at large.

Corporate Social Responsibility in the 21st Century

Corporate Social Responsibility (CSR) has been one of the most significant new concepts for business in the 21st century. Recently, *The Economist*, a long time skeptic about the value of CSR, asserted that “corporate responsibility, once a do-good nothing side show, is now seen as mainstream (January 18, 2008). The majority of the largest global corporations from the United States and Europe have developed some kind of CSR strategy and reporting mechanism, and the concept is rapidly being adopted (and adapted) by companies around the world; such as in China, India, the Middle East and Latin America. Consumer facing companies are the most advanced in CSR strategy but increasingly more sectors and more companies of all sizes are addressing this issue. The growth of CSR has been supported by the development of global institutions such as the *Global Compact* and the *Global Reporting Initiative* in addition to the specification of CSR standards by the OECD, ISO, numerous industry associations and even national governments.

Innumerable definitions of CSR and alternative concepts have been developed, but there has been a longstanding agreement among experts about the fundamental parameters of the term. A common and oft-cited definition in the management literature is Davis’: CSR is “the firm’s considerations of, and response to, issues beyond the narrow economic, technical and legal requirements of the firm to accomplish social (and environmental) benefits along with the traditional economic gains which the firm seeks.” (1973, 312) This definition has two essential components. The first is that CSR is a voluntary activity, often taking the firm beyond what is legally required of it. This is particularly important when firms engage in issues, and in locations, where regulations on social and environmental concerns are weak or unenforced. Additionally, this definition points out that CSR should not involve a wholesale trade-off of profitability. A long-standing debate in the literature was prompted by the economist, Milton Friedman (1970), who worried that CSR would divert attention from the core objectives of business in a market economy. Today, CSR is seen as a component of business strategy that complements and enhances the firm’s economic objectives.

There are several reasons why CSR has proliferated in this century and hence several motivations for firms to adopt CSR policies. Globalization, characterized by the spread of corporations around the world, the growth and increased knowledge of global NGOs, and development of communication technologies have prompted more collective thinking about the roles and responsibilities of the firm in society (Brown, et. al. 2010). The financial crisis of 2007-08 has given new impetus to these concerns. Perhaps one of the biggest challenges of our times is to harness globalization toward the end of development, poverty reduction and improvement of health, in emerging and less developed economies. The corporation is seen as a critical actor in achieving this goal. In many developing countries, corporate philanthropy is a deeply rooted concept, thus there is no need to ‘sell’ firms on the notion that they have some relationship and responsibility to their communities. The challenge is to understand how corporations can make the best use of their resources to achieve broad social ends.

Increasingly, CSR is thought of in terms of ‘strategy’; and corporations are advised to develop CSR objectives that are clearly linked to their core business. Porter and Kramer (2006) explain most clearly how firms can identify social and economic ‘win-wins.’ Firms operate in contexts

that are characterized by consumers, employees, suppliers, and institutions (state and non-state) that frame the legal and regulatory boundaries of their activity. In order to maximize economic gains, firms should think about how well this context supports their objectives. CSR can be directed at improving the business context. For example, firms can invest in the education, skills and health of communities from which they are likely to find future employees. When a firm contributes to building a school or launching a vaccination effort, they are going beyond the core business in one sense, but laying the framework to conduct that business in another sense. The same logic applies when a firm makes an investment in local businesses that could serve as its suppliers, or when the firm joins an initiative or lobbies government to create standards that prevent competitors from exploiting weaknesses in the law. Finally, firms can focus CSR on improving the conditions of their consumers. Bottom of the Pyramid (BOP) initiatives, which target very low income consumers and aim to create possibilities for future consumption, are examples of this. The key idea is that CSR needs to have a clear logic for the firm, adding both social and economic value.

Strategic CSR can go beyond what Porter and Kramer recommend. Very often, firms invest in CSR programs additionally to improve their reputation or to manage reputation, social or political risks (Sprinkle and Mains 2010). In doing so, firms need to have a clear and thorough CSR program. As many firms have learned, making claims about corporate responsibility and then not following this all the way through the business and its supply chain can be devastating (think of British Petroleum, for example). CSR policies become a part of a corporate image and thus need to be treated with as much care as any other aspect of a company's brand or name. Reputation for responsible business takes significant time and care to build, and involves much more than a glossy brochure or single high profile initiative. Most recent thinking about CSR is therefore focused on integrating responsibility into the business, moving away from purely a marketing or PR 'side-show' to being a core part of strategy.

Corporate Social Responsibility in Egypt

The integration of CSR into business in Egypt is a fairly new phenomenon although one that has been rapidly gaining speed and attention within the business community. Initially, CSR was by and large equated to charity and in some cases, it could be qualified as more strategic philanthropy, but for the most part, for the Egyptian private sector CSR simply meant donating money to a certain cause or an organization that was positively impacting society. Prior 2006 and the establishment of the UN Global Compact Egypt Network, the concept of CSR in Egypt has slowly shifted from philanthropy to a clear shift in management approach that did not just think about the role of the company in its external community, but moved beyond that to think about how the internal day to day operations of a company can change to be more socially responsible. Over the past 5 years, the Egyptian private sector has come to understand the importance of sustainability and moving beyond a pure bottom-line approach. It has become evident that a triple bottom-line approach to doing business, whereby environmental and social performance are as important as economic performance. To that end, long-term gain as opposed to short term becomes their key focus.

The Egyptian private sector is now taking CSR and sustainability management seriously. This is further exemplified by the fact that key business networks, such as the American Chamber of Commerce and the Egyptian Junior Business Association have established CSR and/or Sustainability committees to promote principles of socially-responsible business among their members. On a public policy level, with the support of the United National Development Program, the Egyptian Corporate Responsibility Center (ECRC), which is housed within the Ministry of Investment, was established in 2008 to further support the integration of social responsibility within the Egyptian private sector. ECRC currently acts as the local focal point for the UN Global Compact Network where they hold regular seminars, workshops and training programs for Global Compact members, which have now reached 59 companies. In 2010, Egypt also became the second country after India to introduce an Environmental, Social and Governance (ESG) Index to its local stock exchange.

In the midst of all of the above, not only has Mansour Group made a conscious decision to fully integrate socially responsible principles within its core business and to become more strategic in how they socially invest their money in their surrounding communities, **but** they also made a strategic decision to become an actively engaged thought leader with regards to promoting CSR not only in Egypt but in the Arab region at large. Mr. Youssef Mansour, the Chairman of Mansour Group, currently acts as the Egyptian Global Compact Network Representative. Mansour Group has also been a key supporter of ECRC and recently seconded their CSR Manager to the Global Compact headquarters in NY for two years to establish an active Arab Global Compact Network. Further to this, Mansour Group is one of 3 strategic corporate partners in the John D. Gerhart Center for Philanthropy and Civic Engagement's (based at the American University in Cairo) region wide Corporate Sustainability Capacity Building Program which was launched in March 2010 to promote the adoption of sustainability management across the Arab region. Based on this, it is clear that not only does Mansour Group believe CSR to be of paramount importance to the success and sustainability of its own business; it also believes that its thought leadership in this regard will further serve to strengthen and expand local economies in the region.

Al Mansour Group and Corporate Sustainability

Al-Mansour Group believes in giving back to the community to which it belongs. This belief has its roots in the principles of the company's founder, Loutfy Mansour, and the family culture that has been maintained. The company recognizes the value of Corporate Social Responsibility and the effect that this value brings to the community. It also recognizes that success and leadership, as much as they are associated with gains, they also entail responsibilities and obligations. It is also believed that the private sector and civil society must engage with governmental and national authorities to overcome social and economic challenges.

The concept of "Community Development" was introduced for the first time to the group in 2000 upon signing a partnership agreement Philip Morris. Then, the group launched its corporate social responsibility (CSR) activities by supporting a school for autistic children in Maadi in 2002.

Considering CSR as a duty to the country, the group thought of institutionalizing its activities, and hired Walid Nagi as the group's CSR & Communications manager. The group also utilizes external firms and experts in the field in order to monitor and evaluate all implemented projects. According to its mission, Al-Mansour group aims *"to contribute to reducing poverty through education and to create awareness about the importance of protecting the environment in general"*. As a result, Nagi was assigned to manage the group's initiatives in three different directions: 1) Education; 2) Environment; and 3) Creating value in developing markets.

Education

One of the major factors that contribute to poverty is the lack of education. It is obvious that illiteracy alleviation, a prime objective of the Egyptian Government, is essential to maintain any hope of reducing poverty. In 2006, several initiatives led by Egypt's Former First Lady led to a significant reduction in illiteracy rates in the country. Yet, further efforts, particularly from the private sector, are crucial to further improve education in Egypt. As a result, Al-Mansour group has drawn the conclusion that the only way to help the country move forward is to empower its people and overcome the high illiteracy rate. The group's goal therefore, was to help reduce poverty through education. Company leaders consider education a right to every human being which enables him/her to improve his/her standard of living, as well as a solution to many environmental and social problems. The citizens of Egypt who would benefit from improvements in education were also the company's, future employees. Therefore, educational reform was selected as the main focus of Mansour Group's CSR program. The group follows a very organized CSR strategy that mainly consists of:

- 1- Reduce poverty through Education;
- 2- Focus contributions on responding to human needs in order to alleviate suffering;
- 3- Ensure contributions are sustainable and have measurable impact; and
- 4- Work with well-organized associations to ensure that support is reaching the intended beneficiaries.

Al-Mansour group successfully implemented several projects and initiatives focusing on Education, including "The Literacy Awareness Campaign", "Eradicating illiteracy in Beheira and Mansoura Governorates", and "Financing the Advance School for Autistic Children". Below is a brief description of the three projects.

The Literacy Awareness Campaign (2005-2006):

The main objective of this campaign was to create awareness about the importance of education to every Egyptian citizen as one of his or her basic rights. As a result, the group approached the General Authority for Adult Education (GALAE) to partner with them. They succeeded in producing three TV spots highlighting the importance of education, with special focus on female education in rural Egypt. Moreover, both entities agreed to formalize this partnership by signing a protocol agreement in 2005 to sponsor the costs of airing the three TV spots produced for a period of two years, followed by a press campaign in order to ensure the effectiveness of the initiative.

Eradicating Illiteracy in Beheira and Mansoura Governorates (2006-2007):

According to GALAE, the illiteracy rate in Egypt in 2005 was 27.3%; 69% of which were females. Moreover, illiteracy is much more common in rural areas rather than urban areas.

Despite the government's achievements in handling this issue, there was still a significant need to improve the quality, efficiency and the relevance of education delivered to be able to meet global standards. Therefore, many awareness campaigns have been developed to address specific issues such as high illiteracy rates among girls in Upper Egypt.

Al-Mansour group and GALAE initiated a project in two Egyptian governorates: Mansoura and Beheira, where they funded the transitional classes between "*Shehadet Mahw el Ommeya*" (Illiteracy Alleviation Certificate) and the "*Thannaweya*" (High School) Classes. Moreover, the group offered scholarships to top students who have hopes to continue with their education beyond literacy classes. As a result, a total of 748 students joined the program with a success rate of 86%.

Financing the "Advance" School for Autistic Children:

"Advance" is a school for children with autism and other related development problems. This school is also known as "the Egyptian Society for Developing Skills of Children with special Needs". This not-for-profit organization was founded in 1999 by a group of families of children with similar cases. Its objective is to offer services to help children and adults develop their abilities. This school is the only specialized learning center for autistic children in Egypt, and due to its importance to the society, Al-Mansour group believed that funding it would be an investment that fits its mission.

The support of Al-Mansour Group started in 2000 when it paid for Advance's rent expenses. Afterwards, this support expanded to building a small village for Advance, where children could live while working. The objective is to allow them to earn a constant income and become independent. The aim was to institutionalize the project in order to ensure its sustainability. In 2004, Al-Mansour Group bought a land to establish a small school serving 10 Advance students. Nowadays, the school serves more than 60 students and has a target of serving 200 students in the near future. Al-Mansour Group aims to fund Advance until the completion of the school's construction work.

Environment

Al-Mansour Group strongly believes and is firmly committed to raising awareness on the importance of protecting the environment. The group emphasizes key environmental issues, such as climate change, a topic currently raising significant global concerns. Understanding the serious consequences that could result from severe climate change, Al-Mansour Group considered it as a duty to participate as much as possible in protecting the environment in the fields in which it operates, and creating awareness about the importance and seriousness of this issue.

As a result, the group has started taking actions in examining and developing different ways to minimize its environmental impact by efficient means of waste management. An immediate action was to replace gasoline and diesel used in most of their vehicles with natural gas. They applied this strategy to around 75% of a total of 900 vehicles, a considerably large fleet, given the nature of the group's distribution business. Moreover, the group always cares about minimizing the waste created by its retail chain and its SECLAM's factory in Alexandria by continuously conducting Kalla Environment Research.

Al-Mansour Group's dedication to the environment is a result of its beliefs that environmental degradation is caused by people's habits and their lack of knowledge of the risks associated with destroying non-renewable resources. Their strategy for this issue three main areas: raising awareness through educational material; organizing environmental campaigns; and giving special attention to the challenge of climate change.

Furthermore, SECLAM's factory has taken several precautionary approaches to protect the environment. It has signed a contract with Violin, a company for "Complementary Services in Waste Treatment". This contract defines modes and conditions to enable the factory to implement a system to collect, transport, and eliminate industrial waste produced by its operations.

One of the main environmental initiatives that the group implemented is the "Environmental Awareness Campaign" (2005-2008). This campaign was developed to support the group's vision of increasing Egyptians' awareness of the threats and hazards of pollution, and its serious effects on the environment and on peoples' health. This initiative was advertised through a television campaign that was aired on main Egyptian channels and some free-to-air satellite channels for a period of two days. The campaign was totally produced and financed by the group in collaboration with the Ministry of Environment under the slogan of "*We All Love Egypt*". The campaign focused on how people could change their behavior to save the environment. They promoted this concept by providing examples of some habits that, if applied, could keep the environment clean, including regularly maintaining cars to reduce smoke pollution, and cutting down burning rice straws.

Creating Value in Developing Markets

Believing that enhanced corporate sustainability can be reached through focusing on "Bottom of the Pyramid" initiatives, Al-Mansour Group started developing new ideas to link those initiatives to the business while serving the B&C classes. As a result, in 2007, the group started investing in a new retail chain called Kheir Zaman. The chain operates under the strategy of merging the high discount concept with a system of better targeted customer services. This positioning ensures high-quality, while allowing for discounted prices that would suit the massive Egyptian middle class. After two years of operations, the chain was able to attract a large number of customers, and within the first couple of years it succeeded to cover 14 locations in middle class housing areas while ensuring a steady comparative average of 9-10% discounted price offering to its customers. This chain is now considered one of the most successful examples of value-based core business services, and is planning to increase its geographical coverage to better serve most governorates in Egypt. Al-Mansour Group is currently examining the idea to allow for a larger entry of small and micro-enterprises across the supply and value chains of Khair Zaman along with other well established institutions.

Research on the Corporate Image

After enjoying remarkable success in most of its CSR activities throughout the past years, Al-Mansour Group decided to conduct a study to evaluate those activities and assess their impact on the group's corporate image. Accordingly, the group hired AC Nielsen, a leading global

marketing research agency to perform in-depth market research that allows the group to assess the return on its SR activities.

According to AC Nielsen, to better interpret the findings, the research focused on two groups; the general public and the opinion leaders. The main objectives of the study were:

- To evaluate the effectiveness of CSR activities on key indicators
- To understand the attitude of key stakeholders towards the group in comparison to other companies
- To evaluate their perceptions and explore the drivers behind these perceptions
- To understand target group's expectations
- To identify key areas of development

Unfortunately, the study's findings were far below the group's expectations. For example, in questions related to consumers' awareness of companies' involvement in CSR activities, **Henkel** was found to be on top of the list for its "Food Bank" campaign, followed by **P&G** for its "Vitamin A" campaigns. **Mobinil** came third due to its direct involvement with the public in its CSR activities, while Al-Mansour Group came seventh. **Exhibit 2** illustrates the detailed results. Because the study measured the customers' awareness about the companies' CSR activities, it could be concluded that although Al-Mansour Group conducts several successful CSR activities, the amount of publicity and advertising dedicated to highlight these activities is minimal. Unlike Al-Mansour Group, other companies on the top of the list such as Henkel, P&G, and Mobinil broadcast numerous TV ads, which stress on their CSR activities as a key selling point. It was also found that almost 50% of opinion leaders believe that Al-Mansour Group is not visible in the media and that the familiarity of Al-Mansour Holding Company is relatively low among the general public.

Moreover, the top three campaigns were established on the concept of selling products and services with a premium price, and allocating part for the good of the society, which revealed to the public a high sense of commitment. For example, Pril donated 5% of its selling price to prepare half a million "Iftar Meals" (breaking the fast in the holy month of Ramadan). Also, Mobinil donated 1 piaster for each minute for charity. This proves that consumers are willing to pay price premium to do good for the society. **Exhibit 3** illustrates the key CSR projects initiated by the leading companies.

Another interesting finding is that consumers consider fighting diseases and better health infrastructure as the two most important contributors to development in Egypt. They also believed that projects related to health in general are the most visible in the media due to their importance. **Exhibit 4** illustrates that health-related issues are prioritized by about 47% of the respondents. This is a major problem for Al-Mansour Group, which focuses its activities on education and environment. Also, CSR projects promoting health issues might contradict with the group's tobacco business. Research findings also revealed that consumers think of Al-Mansour Group as a company that attempts to help the needy and provide educational support (see **Exhibit 5**), which is obviously true.

The Future of Sustainability Initiatives

After reading the research report again and again, Walid Nagi asked his team: What do you recommend we should do? How can we design our future CSR activities in a way that positively influences its corporate image? Should we maintain our strategy and focus on education and environment? Should we consider working on health issues? Is it worth it to continue spending this money, while our corporate image is barely improving? I need to justify the “Return on CSR Activities”!

The team discussed this critical problem, and interestingly, more questions and ideas were raised. Would advertising on TV raise awareness of the group's initiatives? Should they follow their leading competitors and consider engaging the community through price premium promotions?

Other questions raised were related to the group's branding strategy: Should they link the corporate name “Al-Mansour Group” to their activities? If yes, are people aware of all the products sold by the group? What about linking activities to the different brand they own in a way that each initiative is related to a relevant product? Would this allow the group to satisfy community needs? If they decide to do so, is it important to link the products to the holding company? One idea is to design an advertising campaign listing all the group’s companies and products, aiming to increase the credibility of the CSR activities among people. Is this a good idea?

Nagi was hoping that the meeting with his team will answer the various questions he was asking. Instead, he was left with more questions and directions to choose from. He knows that such decisions are strategic and crucial. As a result, he decided to form a committee to analyze all possible actions and come-up with recommendations to be discussed in an up-coming meeting. Nagi said: "We need to make a decision. But we need it to be well-justified. It is not about what to do; it is rather about the rationale and strategy that will guide our future actions."

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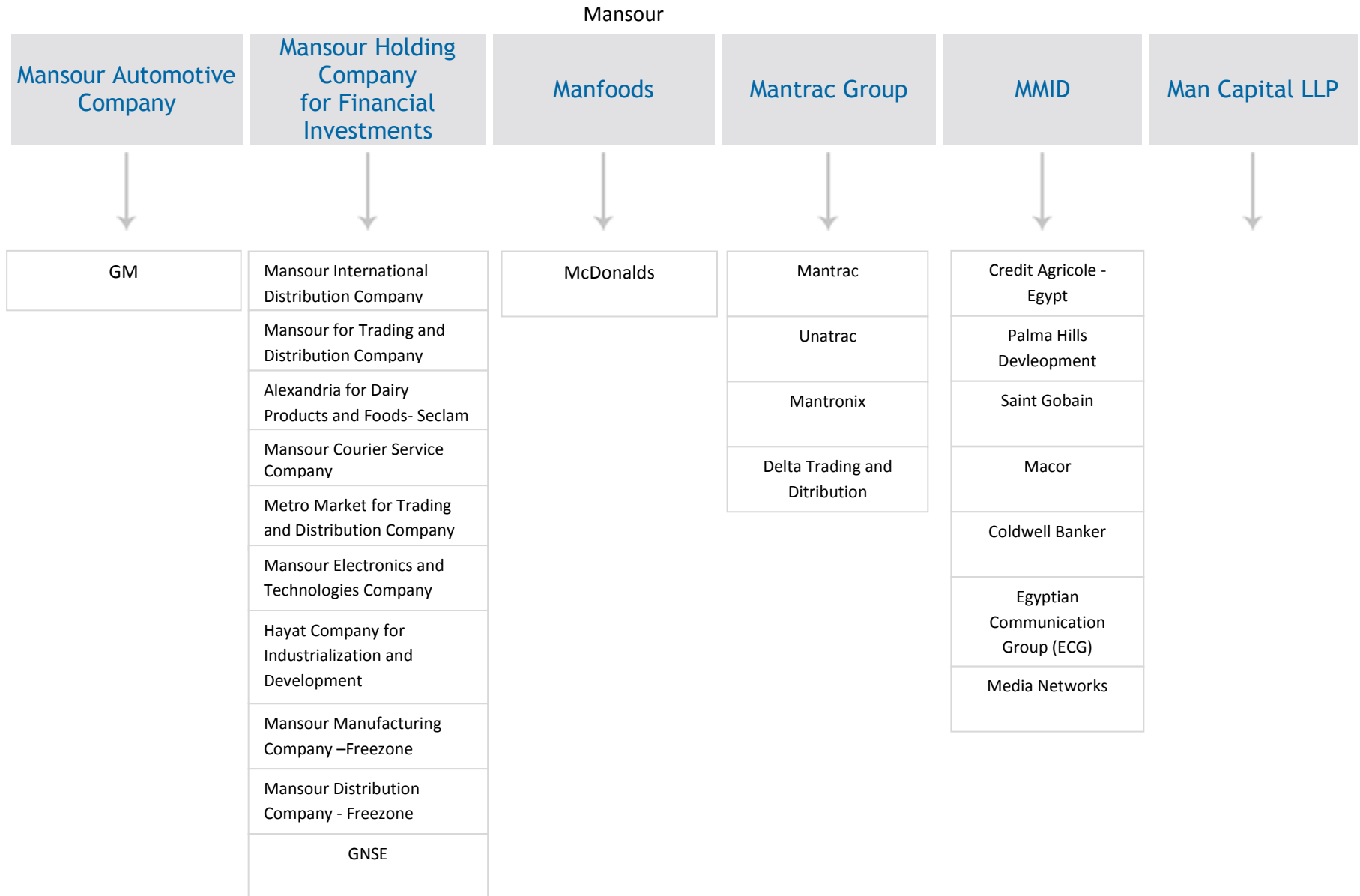
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Exhibit 1:

AI- Mansour Group Organization Structure



**Exhibit 2:
CSR Involvement Awareness**

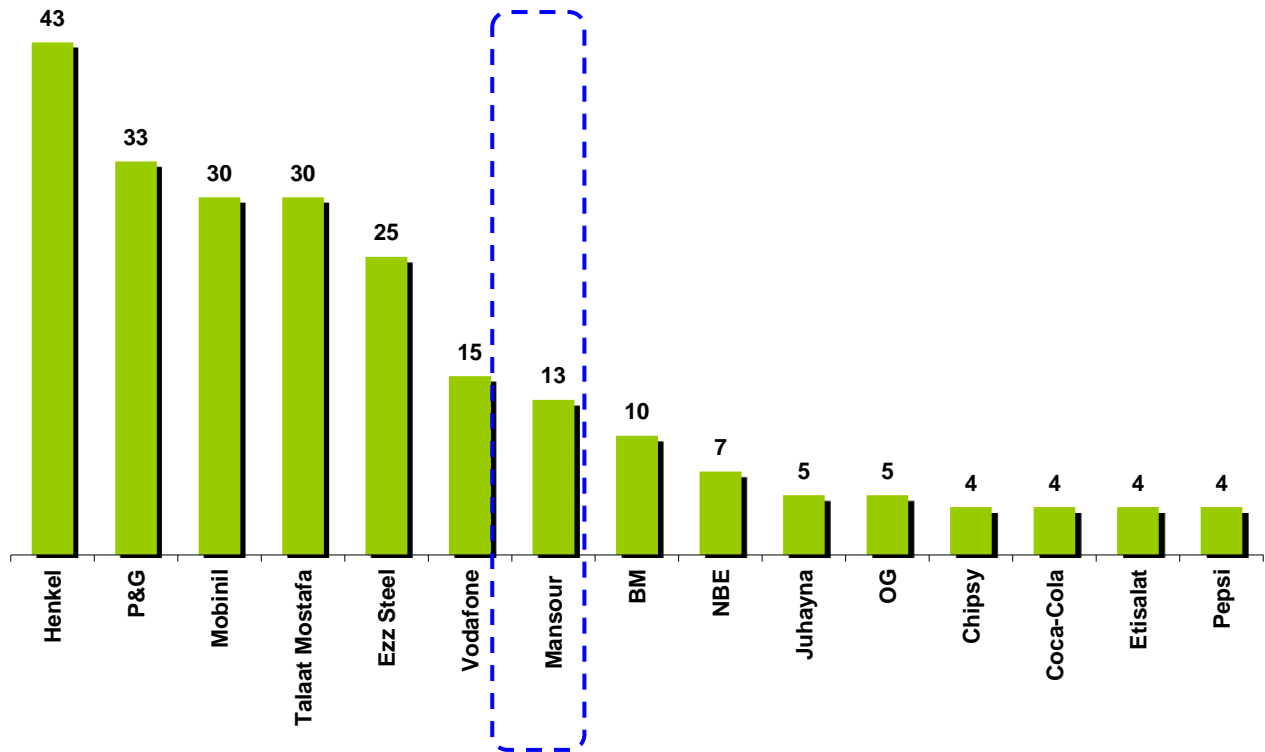


Exhibit 3: CSR Projects

Admired CSR projects



Stated Awareness	Base
Henkel	295
P&G	264
Mobinil	159
Talaat Mostafa	99
Ezz Steel	88
Mansour Holding	114
Vodafone	80

Base: General Public (820)

ACTIVITIES...

- Food Bank** (price premium, 1/2 million iftars in Ramadan), charity and donations
- Vitamin A** dosage for children , Offers pilgrimage Hajj , Giving used clothes for the needy
- Price Premium (Donate a share of the minute value)** Donations to cancer patients, Orphan sponsorship
- Offers constant pensions to the needy, Ramadan bags, Offers pilgrimage Hajj
- Offers steel for Ebny Beita
- Providing job opportunities, Vocational training, Ramadan Bags & Iftars, Offers pilgrimage Hajj,
- Price Premium (Donate a share of the minute value)

Exhibit 4: Importance of CSR activities

Attribute	%
Fighting diseases	24
Better Health Infrastructure	23
Supply clean drinking water and better sanitation facilities	9
A better quality of education	9
A better educational infrastructure	8
Provide vocational trainings	5
Focus on adult literacy	4

Exhibit 5: Mansour's Group Strengths in CSR activities

Attribute	%
Helping the needy (homeless children, old people, orphans)	18
Developing education quality and building schools	14
Help in establishing hospitals	11
Charity	7