Corporate Social Responsibility:

An Analysis of its Impact on Large Companies and Society

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ABSTRACT

The success of a business is often determined by the economic status it has built itself to, or the magnitude of its renowned distinction across society. The topic of CSR is often overlooked as a minor aspect of helping the business grow.

Corporate Social Responsibility (CSR) can be characterized into many facets. Some, when thinking of the topic, will think of giving back to its community. Others will associate it with keeping a modest supply chain or healthy working conditions (Agaard, Valente, & Rasmussen, 2007). Either way, any instance where a business acts on social activism and producing for the good of others is considered CSR. However, because it is often overlooked, departments of CSR usually fall on the small end of the sectors, following by a lack of insurance that companies are fulfilling their duties upon bringing benefits to its own and the rest of society.

This study is directed to analyze the effects of CSR upon a business and its community. It will further explain why it is such a vital part of making the world go-round. Through this study, a literature review of secondary sources will be conducted as well as interviews with three primary sources. The data will then be categorized into two tables by themes and participants where it will be analyzed by direct quotes from the transcripts. Each transcript will be read at least three times to pick out any details that might be considered beneficial for this study.

The results of this study will further conclude as to why CSR is so beneficial. Not only will a business thrive (according to the data provided), but it will also give an incitement to bringing extreme generosity and selflessness to society. The data from this

study provides tangible proof of such benefits that will further explain why every business

should implement a program such as this.

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CHAPTER 1

Introduction

Statement of the Problem

This study will focus on the different elements of corporate social responsibility (CSR) and its role in large organizations and the community that surrounds them. CSR has become an intrinsic business model to an exceeding amount of organizations around the world. "CSR has long been recognized as an integral part of the business model of corporate operations. CSR activities are generally conceptualized as the company's status and activities with respect to its perceived societal obligations" (Kim, Lee, & Roh, 2017, p. 414).

CSR has not only influenced an entire company to follow ethical standards, but its extended public as well. It has created a benchmark for people to follow by living up to the expression of "With great power comes great responsibility." By implementing CSR standards, large companies can initiate the start of inherently creating a better society. It is their responsibility to take control of this situation and enhance the world around them.

Background of the Problem

A common problem that is presented with well-off businesses is how they choose to handle cases of societal need that surrounds them. Whether it goes as far as education or not taking advantage of workers in third-world countries, it is essential that a company act as ethically as possible. Not only will the media criticize poor behavior, but also the negative effects on the rest of the community are substantial. Any well-to-do business has the responsibility to give back.

Karp argues that organizational actors, that is, large multinational corporations, should be considered responsible for human rights and, at the very least, serve society with goods and act for the good of society politically (2014).

Because companies are continuously growing and creating more revenue and brand naming for themselves, it is vital to act on their own responsibility. On the other hand, acting on responsibility can be lacking in some areas for several reasons, for example, finances. Huffington argues that corporate greed has taken over America:

> It's the same with our leaders. They stand on the bridge making theatrical gestures they claim will steer us in a new direction while, down in the control room, the autopilot, programmed by politicians in the pocket of special interests, continues to guide the ship of state along its predetermined course. And you can bet that corporate America- with its Energizer Bunny lobbyists and wide-open checkbooks- will now be working overtime to further its own interests (2003, p. 17).

It is predicted that a study will change this way of thinking- that the only way to be successful is to not take on or manipulate around the responsibility that becomes of corporations. The benefits to society and the organization must be evident.

Purpose of the Study

Where there is a lack of initiative upon the corporation to carry out their duties to their community, it harms not only society but themselves as well. It is imperative that any CSR standard and effect is fully understood so that the quality of society is enhanced. Because of certain doubts, awareness or disregard for CSR, it can be perceived as "lacking" by the public of the corporation. The goal is to change that.

By the end of this study, the benefits of CSR should be fully understood to the viewer. All tactics and functions of CSR need to be recognized as an integral part to a fully operational society, businesses included. By thoroughly researching and investigating all facets of CSR, it will further the positive implications that have the potential to come through for mankind.

Setting for the Study

This study will be completed with a two-pronged approach. One will be based off the databases through the California Polytechnic State University Library in San Luis Obispo, California. This will also include secondary sources provided from intellectual journals, essays and other documents that have explored similar theories.

The second method will be through three interviews, each person who has some interaction with CSR. These three interviewees will include: a professional expert, a specialist and student leader. Each interviewee will be asked a series of questions to answer the research gaps through the secondary sources.

Research Questions

The following research questions were the basis of this study. They were meant to guide a route in filling in knowledge gaps from sources and to provide evidence of different facets and effects of CSR. These questions were formed after the necessary research provided from the literature review.

1. What are the benefits of CSR?

2. What will the future impacts of CSR look like?

3. How can people commit to incorporating CSR into their business?

Definition of Terms

The following terms are defined in order to clarify any confusion or jargon throughout this research. It will provide context for the duration of the study.

Corporate Social Responsibility: where a business goes beyond its regular duties and engages in social activism that is not required by law and greater than the sole interests of the business itself (McWilliams, Siegel, & Wright, 2006, p. 1).

Marketplace: any communication between a business and its customers (Agaard, Valente, & Rasmussen, 2007, p. 1).

Normative Proposal Theory: claims that maintaining a moral obligation to society will enhance its surrounding environment and outperform other businesses, adding market value to their business (Peters & Mullen, 2009, p. 1).

Stakeholder Theory: businesses should adhere to policies to satisfy stakeholder, or people involved with the company, including workers, customers, suppliers, etc. (Freeman 1984).

Social Capital Theory: when people work for the sole good of others without any perception of personal benefit (Russo & Tencati, 2009, p. 285).

Organization of Study

This study will be organized into five chapters. The first, which preceded this section, included the statement and background of the problem, purpose of the study and definition of terms. Chapter 2 will use current literature to explore the many facets of CSR and research of its effects and strategies. Chapter 3 will present the methodology that will

direct the study. Chapter 4 will present the data in regards to answering and further

describing the research questions. Finally, Chapter 5 will conclude the study and provide

recommendations for large corporations on implementing programs.

CHAPTER 2

Literature Review

This review is intended to utilize existing literature on CSR to describe its role not only in the corporation but also in the community. It will explain the different facets of CSR, strategic implementation, relationships between the community and corporation, beneficial effects and financial ramifications.

The CSR Spectrum

CSR has a fine line of handling in order to pursue the proper objectives. According to Agaard, Valente, and Rasmussen (2007), CSR is a concept that explores how far a corporation will go to fulfill its responsibility towards its own community. A common place to start is by examining the different angles as to where a business can engage its accountability towards society. This case study organized seven components of CSR, listed as the following (Agaard, Valente, & Rasmussen, 2007, p. 4):

1. Leadership, vision and values

2. Marketplace

3. Workforce

4. Supply chain

5. Stakeholder engagement

6. Community

7. Environment

Leadership is essentially the first step towards any CSR implementation. It is the basis for conduct in the work place and the values that influence the management (Agaard, Valente,

& Rasmussen, 2007, p. 3). For example, Intuit, the software company that develops Turbo Tax, Quick Books, etc., focuses its company on delivering six main values: 1) Boldness 2) Passion 3) Decisions 4) Learning 5) Teamwork and 6) Delivering Awesome (Intuit).

Marketplace activities include anything with communication to consumers. That is, from legitimate advertising to fair pricing falls on the marketplace point of the spectrum of CSR (Agaard, Valente, & Rasmussen, 2007, p. 3). For example, PepsiCo recently revealed that it is planning to cut the amount of sugar in their soft drinks to make two-thirds of their products less than 100-calories. To the naked eye, it seems that PepsiCo is taking lead in health initiatives, but it actually is an instance of false advertising. The NY Daily News counteracts this statement by recognizing the fact that Pepsi is actually just reducing the size of their portions to 100 calories and investing in low-calorie drinks such as unsweetened teas and bottled waters (Pesce, 2016). The marketplace aspect of CSR is completely contradicted in the instance of the PepsiCo corporation.

Workforce responsibility determines how corporations handle the employee setting. This includes, but is not limited to, accommodating for disabled workers, fair pay, non-discrimination and safe facilities (Agaard, Valente, & Rasmussen, 2007, p. 3). An example of where responsibility was lacking is provided in a study of the biomedical workforce. The Mount Sinai School of Medicine is an institution that provides medical and scientific training to students who are aiming for a career in medicine. McGee, Saran, and Krulwich (2012), identified a learning establishment that had an extensive underrepresentation of minority groups enrolled in their program. Efforts have been made to increase diversity; however, positions in residency, postdoctoral fellow and faculty positions continue to engage in uniformity when hiring (McGee, Saran, & Krulwich, 2012). This institution is

lacking initiative into workforce CSR because it does not exemplify inclusion within its business setting.

Supply chain management is key because it is the beginning stage of external integration of CSR. It consists of exhibiting value for a company's suppliers as business partners in order to ensure ongoing cooperation (Agaard, Valente, & Rasmussen, 2007, p. 3). Therefore, integrity with paying suppliers is one of the common themes in correlation with CSR. A very prominent case where there was a lack of supplier responsibility was Nike, under the influence of CEO Phil Knight. In 1997, the company received the worst press in its history due to the criticism from anti-sweatshop movements. *Business as Usual* states that Nike had been condemned for its use of children in third world countries to make their products, specifically within poor working conditions in places such as Indonesia and Vietnam. These workers were also making less than $1.25 per day. The corporation initially denied the facts and Knight neglected to comment on the avid use of sweatshops (DeWinter-Schmitt, 2007, p. 339). Supply chain responsibility is the initiative to treat the internal aspect of a company with the utmost respect and dignified situations.

Relationships with stakeholders are a vital part of advancing CSR. Through transparency and engagement, any organization will have the ability to create a healthy relationship with its stakeholders for continuous loyalty. According to the Public Relations Review article by Lim and Greenwood, it will not only foster the success of the business, but also apply ethical standards to the existing corporation (2017, p. 768). For instance, the Lim and Greenwood state, "We make the case that stakeholder engagement strategy also has a long history in two-way symmetrical communication in which listening, understanding and shared responsibility have played prominent roles, and that communication management

scholars have identified stakeholder engagement as the best approach for building

relationships with stakeholders" (2017, p. 769). Utilizing models of communications is the

most beneficial way to uphold CSR standards in regards to investors and stakeholders.

Community responsibility is the topic that is most closely associated and observed

with CSR. Agaard, Valente, and Rasmussen argue that any activity that promotes the

improvement of the corporation's surrounding society and engagement in events to promote

ethics is considered CSR (2007, p. 4). An example is demonstrated through Apple Inc. when

the AIDS epidemic spread throughout Africa. This is described through "Shoppers of the

World Unite" by Norma Anderson (2008, p. 33). They used their most popular products i.e.

the iPhone and iPod and colored them in red to show support for the cause "Red." In

addition, the company also donated a percentage of revenue from those specific red products

to the AIDS work in Africa (Anderson, 2008, p. 33). Apple was a prime example of a large

institution carrying out community CSR because not only did it create awareness of the

problem for their large following, but also made a financial impact as significant as their

company could make (Anderson, 2008, p. 33). Given that Apple is one of the most

prominent companies in the world, they used their power to inherently create as much of a

responsibility for themselves. By doing so, they have exemplified the most basic yet

influential way a corporation should act in regards to ethics.

Finally, the environmental aspect of CSR has a large magnitude in a companies'

ethical standpoint. This is evidently defined as minimizing detrimental materials to the earth,

while creating a sustainable corporate lifestyle. Joe Pitts III (2008, p. 482) argues that

focusing on sustainable reproductions of the corporation is an avid part of CSR. A key

precedent that dealt with environmental CSR was with Nokia in Finland. Originally, there

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was no value for any sort of environmental CSR within the company. However, when the socially responsible investors, Amnesty International, were looking to invest, the mindset was changed immediately. Nokia wanted to change its stance on the environment and focused on making commitments on sustainable actions. "To this day, I believe that confirmation of those values, at the critical time when Nokia was expanding so widely around the globe, played a major role in reinforcing and crystallizing the company's ethical culture in ways that conferred enduring and vital competitive advantages, without in any way diminishing entrepreneurial initiative or productive risk-taking" (Pitts, 2008, p. 483).

In order to have total ethical standards, a corporation must include all seven of these themes within their CSR. A full understanding for each element of CSR will ensure that the accountability of the organization will be completely fulfilled.

Strategy Behind CSR Implementation

The summarization of strategy for CSR has been split into four groups, as stated by "Formal v. Informal CSR Strategies" (Russo & Tencati, 2009, p. 285): micro, small, medium and large-sized firms. Essentially, it is argued that larger firms typically have what is called a "formal" sense of the model while smaller firms are considered more "informal." This is due to the fact that smaller firms are managed directly through their owners in their local communities while also being dependent on their own sources to finance the department and create extensive growth in their society (Russo & Tencati, 2009, p. 285). On the other hand, when it comes to larger firms, theoretical research has shown that the stakeholder theory is prevalent to expanding CSR. Interest of outside groups often leads to the persuasion and success of a large corporation following suit (Russo & Tencati, 2009, p. 285).

The main argument used in this research, however, is the fact that the theory of social capital, where people truly work for the good of others, is the strategy that will allow for long-lasting positive effects on both the community and organization. "The concept of social capital is generally associated with the intangible assets of reputation, trust, legitimacy, and consensus, the bases of the long-term performance of SMEs [Small-medium enterprises] and especially of SMEs embedded into the local community in which they operate" (Russo & Tencati, 2009, p. 286). The article further explains that informal CSR strategies are typically ethic based and therefore have a more successful business and relationship with their local society, exemplifying that the basis for beneficial CSR is having only selfless and pure intentions (Russo & Tencati, 2009). However, formal tools such as codes and reports are usually lacking with these strategies because they are not available for micro, small and medium enterprises (Russo & Tencati, 2009, p. 286). The goal for future CSR tactics is to bring the advantages of both informal and formal strategies together by combining the theories together to practice an entirely new approach that will give smaller businesses the tools it needs to successfully implement CSR and large businesses the credibility (Russo & Tencati, 2009, p. 286).

CSR and Community Relationships

The biggest impact a CSR program can make is on its external community. Anywhere from sponsoring educational programs to providing housing to a third-world country is going to benefit a place that extends farther beyond the company. The essence of CSR depends on the company's willingness to do good selfishly, which will in turn produce successful results.

"The New CSR: Why actions speak louder than words" provides instances where large companies used their great power for great responsibility. An example demonstrated by Krisel (2017, p. 1) would be the Swedish furniture brand, IKEA, and its dedication to the Syrian refugee crisis. In an extremely political calamity, IKEA took themselves outside of the debate and decided on proceeding with the most absolute moral action. They used their design expertise to build shelters for camps around the world. In addition, they hired Syrian refugees to provide them with a job and income (Krisel, 2017).

This is one of the many examples where businesses utilized their capabilities for the greater good. CSR can physically change not only the lives of people, but also the way the world works. Large multi-million-dollar businesses have an incredible amount of influence, both monetary and socially. Causing a change can increase the chances of a domino effect, making other people and businesses follow suit. According to the 2017 Cone CSR study, 71 percent of millennial respondents are hopeful that businesses initiate social change, along with 63 percent of the total respondents (Krisel, 2017, p. 1). Additionally, Olgivy found that nearly half of Americans would avoid and retract their support from companies who are not in support for social issues, such as the LBTQ community (Krisel, 2017, p. 3).

Qualitative and quantitative research can be used to convince members of business to integrate their maximum CSR. However, having the most selfless intentions and moving forward as an advocate for society is the most pure and incredible way to go about CSR. Making a positive impact on the community is something that no statistic or price could ever measure. The responsibility of corporations is not to only use their power, but to do so honorably.

CSR and Positive PR

A specific case study in the Public Relations Review involving McDonald's in Japan proved that it not only improved its brand name but also made a difference in the lives of students. According to Takano (2013, p. 60) Corporations were typically not welcome in public schools, but when the corporation engaged with the nonprofit Associated of Corporation and Education (ACE), the results were positive (Takano, 2013, p. 60).

Due to health concerns and the mad cow disease epidemic in 2001, McDonald's institutions in Japan had significant decreases in sales (Takano, 2013, p. 60). In 2005, they implemented a program called "Time for Food Education" to promote nutrition knowledge. The ending conclusions, after interviews with CSR representatives and public-school teachers were extremely affirmative (Takano, 2013, p. 60). Through this food education program, the McDonald's brand image significantly improved due to its dedication of teachings and high-quality investment in instruction tools. Additionally, hundreds of young elementary students received an education in a culture that was incredibly strict on food laws made to preserve Japanese tradition. An interview with a public-school teacher referenced the fact that she was so impressed with the program that she went out of her way to purchase McDonald's products in appreciation for their resourcefulness and contribution to the public-school system (Takano, 2013, p. 61).

Concluding remarks from this case study regard the corporation in high value. What used to be a very stigmatized brand turned out to have improved their sales and image by simply doing the right thing.

Financial Effects of CSR

It is evident that implementing and carrying out CSR programs end up having certain financial costs. For example, something as simple as a donation or hosting an event to receive donations for a local homeless shelter will need a large sum of money. The Journal of Global Business Issues disclosed several studies in their article, "Some Evidence of the Cumulative Effects of Corporate Social Responsibility on Financial Performance" that demonstrated the financial performance on firms when incorporating CSR. An empirical case study in 2001 suggested that businesses with low CSR standards or no involvement in CSR at all led to a decrease in fiscal accomplishments due to a drop-in brand images and sales (Peters & Mullen, 2009, p. 1). Negativity associated with a business brand name incites a negative response from the public. According to the article, certain watchdog groups (i.e. CorpWatch) who keep an eye on business ethics will publicize irresponsible organizations and collectively shame their label (Peters & Mullen, 2009, p. 1).

Two theories have been examined as to how CSR and business finances have a positive correlation with one another. One considers stakeholders while the other is a normative proposal. The stakeholder theory provides the enlightenment that incorporating CSR is strategic in attracting and maintaining stakeholders to invest in a business. The normative perspective claims that keeping a moral obligation to society will enhance its surrounding environment and outperform other competing firms, adding market value to their business (Peters & Mullen, 2009, p. 4).

Competing viewpoints where studies examine whether CSR has poor financial association typically argue that CSR is "constraining" and "inefficient." However, these viewpoints are counteracted with studies of long-term performance (Peters & Mullen, 2009, p. 5). Providing services for the common good is, essentially, a positive moral philosophy in

combination with strategy. Consumers will act accordingly to a business if it is deemed

beneficial for society. Attitudes tend to be "more positive for proactive, rather than reactive"

(Peters & Mullen, 2009, p. 7). Essentially, this proves that the long-term benefits over time

are considerably exponential in regards to the public. Implementing CSR not only defies

financial doubt but also exceeds the expectations.

Chapter 3

Methodology

This chapter will present the methods that were used to research and collect data for this study.

Data Sources

To further explore the research questions, a professional expert, specialist, and student leader were interviewed. Interview questions were produced and developed in order to answer the knowledge gaps as stated by the research questions regarding CSR.

Participants

Isabelle Rogner is a CSR specialist at the software company, Intuit. She will be the professional expert used in this study. She works at maintaining the values of the company and working to give back to not only Intuit but the community, as well, through youth projects and implement the mission of "powering prosperity around the world." Throughout the research, she will be giving examples of the leadership and community aspects of CSR stated by the literature.

Cathee Sandstrom is a communications specialist at the Cal Poly Giving Center. She works towards the social responsibility of the school to its students and campus life to provide the best-valued education. Her responsibility is to maintain a proper workforce environment, all the while preparing for stakeholder engagement.

Finally, Lauren Goff is a student leader in charge of the Teaching Annual Giving (TAG Team) at Cal Poly. Her job is to implement the values of the school of giving back by

reciprocating bestowals between students and donors. She is leading a week-long event in which to educate and involve students to increase stakeholder engagement. She also works for the improvement of leadership and value-based education.

Interview Design

These interview questions were used to ask each of the experts in order to provide primary data sources for the study and solve knowledge gaps that were found in the literature. These questions will be the same or attempt to follow the same route for each interviewee.

1. Thank you so much for participating in this interview. The results will further describe why CSR will benefit the community and businesses around the world. In order to track the most sufficient research, may I please record this interview?

2. What are the steps needed to implementing strong CSR programs in within businesses?

3. How would someone incite passion or initiative for a company to participate in CSR activities?

4. How do you view the relationship between your business and the rest of society due to CSR initiatives?

5. In what ways have you seen your business influence society whether it has to do with politics, the environment, societal norms, etc.?

6. How has your business been perceived through CSR initiatives?

7. What impacts have you seen on your business specifically because of CSR?

8. What would you say is a reason or influence that businesses stray from what we perceive as "greed" or "selfishness" and act based off of social capital?

9. Have you experienced any example of someone viewing CSR as a negative?

Data Collection

Both qualitative and quantitative data will be collected throughout each interview with audio recordings that will then be transcribed into written notes. Qualitative data will then be organized into a data table to provide numerical evidence of themes found through each of the interviews. This interview will be presented in the most objective and unbiased way possible, providing all information noted.

The data collection process began when the interview questions were created and typed into a document. The same script was followed for each interview. Each individual interviewee was then asked to participate in the study. After they each consented, they were questioned with the interview questions stated above. Before the interview began, consent to record the interview was established to verify their comfort level with audio files being transferred into the study. After the interview, each audio recording was transcribed into written format to provide physical evidence for this study.

Transcripts

The interviews were transcribed verbatim from both notes I took and from the audio recordings of each interview. These transcripts were the initial data collected for the analysis. The transcripts of each interview can be found in the appendices.

Analysis - Themes

   To analyze the themes of this research, each transcript was read twice. After thoroughly looking into the answers provided by the interviewees, the transcripts were read again. This time, however, each question was categorized into two to three words. This provided a theme for every question answered by each participant. After each question was classified, common denominators were connected between each of the interviews. The results of the analysis are placed in the Results Table in Chapter 4. They were computed quantitatively as well by the ratio of participants who referenced the topic.

Analysis - Participants

   After each theme was brought to light from thoroughly reading each transcript, it was determined which participants provided those themes in their answers. With that, a quote was taken from the transcripts to provide evidence of the themes. These quotes were then organized by theme into a separate results table. The ratio of participants was the basis for these results, and then qualitatively exemplified. If a participant did not bring up the topic, the reference was labeled "N/A."

Limitations

   The main limitation of this study was the fact that it was due within one collegiate quarter. This refrained the study from going more in-depth, as CSR has many intricate facets that could be analyzed. Another limitation that was considered was access to CSR representatives or professionals. Being at a university with four other classes prevented time and resources to find CSR specialists, especially those with a significant amount of experience and connection to large corporations, such as those in the Bay Area.

Delimitations

   Certain boundaries that came across were the availability of the participants, as finding time to meet with them was considered a challenge. Their schedules were often unavailable, which prevented time to go in-depth to every facet of CSR possible.

   The final delimitation found was that CSR is a broad circle with many attributes. This study focuses on the benefits of CSR, but could go much more in depth into all elements that compose of CSR.

Chapter 4

The Data

Following the methodology provided in Chapter 3, data was collected and analyzed. This chapter presents the data analysis of key themes by participant.

Description of Experts in Related Fields

Isabelle Rogner is the CSR expert used for this study. Rogner is on the CSR team for Intuit, the software company that creates TurboTax and Quickbooks. Rogner graduated from Marshall University in 2016 with a degree in International Business and Economics. Her passion from CSR started in college when she realized a safety need for a bus system and sought to implement one for her campus. From there, she was personally asked by CEO Brad Smith to join the Intuit team as a Corporate Responsibility Specialist. This team is made up of a total of three people. Her work continues at Intuit, including initiating programs for youth in the community and strategizing ways the company can continue on its mission of "powering prosperity around the world."

Cathee Sandstrom is a communications specialist for the Giving Center at Cal Poly. She became a part of the team in 2016 with director Chris McBride and Melody Klemin, another communication specialists on the team. Since working in PR and marketing over 20 years ago, Cathee strives to create a comfortable and enjoyable work environment because she feels it is her responsibility to maintain a positive setting. Not only does she work to take care of the lives of her students, but also maintain a relationship with outside stakeholders in order to preserve connection to Cal Poly. Although the call center is the basis for the

school's donations, Cathee deems that building rapport is the most important aspect of the Giving Center.

Lauren Goff is a fourth- year journalism major at Cal Poly. She began her CSR specialty sophomore year when she worked for the Giving Center as a student caller for donations. As time progressed, she realized her passion for giving back and wanted to take on more of a responsibility in regards to the school and how it approaches donors. She decided to be the leader of TAG Team in 2017 where she would organize a Week of Giving for students to show appreciation towards Cal Poly's benefactors. Her mission is to exemplify stakeholder engagement in order to increase the relationship between Cal Poly and its outside associations.

Results by Theme

Each interview question provided a theme between the interviewees. A mark of "Y" in a column signifies that this theme was referenced in the interview with the interviewee. A mark of "N" means otherwise. Each column and row will be calculated to the proportion in which a theme was brought to attention, or each time the interviewee brought up a theme in general. Each labeled question is in direct correlation to the interview questions in Chapter 3, not the verbatim transcripts. See Table 1.

Table 1. *Themes Discovered through Interview Questions, by Percent and Count*

	Interviewee 1 **Isabelle Rogner**	*Interviewee 2* **Cathee Sandstrom**	*Interviewee 3* **Lauren Goff**	**Percent [Count]**
Q1 Theme: Transparency	Y	Y	Y	100% [3/3]
Q2 Theme: Teamwork	Y	N	Y	66% [2/3]
Q3 Theme: Benefitting	Y	Y	Y	100% [3/3]
Q4 Theme: Potential	N	Y	Y	66% [2/3]
Q5 Theme: Brand Growth	N	Y	N	33% [1/3]
Q6 Theme: Opportunity for Involvement	Y	Y	Y	100% [3/3]
Q7 Theme: Intrinsic Value	Y	Y	Y	100% [3/3]
Q8 Theme: Selfishness	Y	Y	N	66% [2/3]
Total Participant Calculations	75% [6/8]	87.5% [7/8]	75% [6/8]	

Results by Participant

Each theme was either referenced or not referenced through a quote from the interview. The following table presents these references as evidence for each of the themes through quotes of the interview. If the theme was not referenced, the person would be supplied with "N/A." See Table 2.

Table 2. Evidence of Themes, by Interviewee

Themes from Questions	Interviewee 1 **Isabelle Rogner**
Q1 Theme: Transparency	"I would say if you are starting from the ground up and getting it implemented, the first thing is really understanding who your customer is. Before you can even really implement anything, really understanding what the problem is you are solving and putting a name to the people you are helping is pivotal… in order to have true CSR implementation, you have to have the buy in from the business leaders because true CSR lives within a business strategy and not on its own atmosphere."
Q2 Theme: Teamwork	"I would say bringing them into the kitchen early on is really important and having them as a part of the journey. It's not "We've done all of this great research and here it is all put together, so can you sign off and give us a million dollars?" and then go abroad and do your own thing. I think it is really important to have them as a part of the journey when you're trying to solve the problems."
Q3 Theme: Benefitting	"I would say that we are definitely on the ground with them. And by that I mean we have so many ways to engage with our philanthropic efforts. You can be touched from a person on the outside through our We Care Give Back program because its grass roots and so wherever our locations are… you would be touched by if you were a low income individual and you want to file your taxes, you have access to our Pre-File Program, which is free use of our tax software. The third piece where you would probably touch our efforts is if you're in a nonprofit and want to use one of our products like QuickBooks, we provide that for free as well."
Q4 Theme: Potential	**N/A**
Q5 Theme: Brand Growth	**N/A**
Q6 Theme: Opportunity for Involvement	"How we are creating products as a part of our strategy and looking at how many people are self-employed, a lot of them are low-income. That's really implemented the strategy of the business to incorporate folks like that. I would also say that our new product, Quick Books capital, provides opportunity for people that normally would not get access to credit through QuickBooks, so that was a huge win for the company, which has a natural philanthropic vibe to it."
Q7 Theme: Intrinsic Value	"We want to help power people's prosperity through financial products. We are not selling copy machines. So I think when your mission is naturally philanthropic, I don't think it is a difficult transition of having CSR embedded within. But I think to actively create CSR with a business who's mission does not have a philanthropic tie, it is really based on the executive."
Q8 Theme: Selfishness	"I think the second turn away would be are people really just doing it as cause marketing or a pat on the back, kind of like green washing where you use philanthropic efforts just to push sales. I think that's where CSR can be pushed away as well."
	Interviewee 2 **Cathee Sandstrom**
Q1 Theme: Transparency	"It wouldn't be like we were reaching out to people just because we wanted something from then but because we are here on behalf of Cal Poly building a relationship, checking in with them, making sure we update their information so we can find them when we wanted them… I wanted to change the vibe or better the vibe at Phonathon so it was a happy staff so that would be evident when they reached out to people that they would be better informed and have a better attitude and better trained and have mentor buddies so that we were making the best call we could make and I feel like we did that."

Q2 Theme: Teamwork	**N/A**
Q3 Theme: Benefitting	"If people are praised for doing well, I think they will continue to do well and thrive in the environment that celebrates accomplishments and extra achievement… when parents get the call and I see parents comments on the Facebook page about the nicest young lady who spoke to me and they gave $10, I want people to be aware of us and think they are such good kids or they know what they are talking about or so polite. It is also important to me that we write letters to people who weren't in a position to give but had a meaningful conversation. We are rapport building, and fundraising again is a byproduct of that."
Q4 Theme: Potential	"I wouldn't say that we necessarily have yet, but again I think that we could. And once again our Poly Gives being the very first one last year, I am looking forward to seeing how this one shapes out. I think it can be a cool thing that people look forward to."
Q5 Theme: Brand Growth	"We've also gotten our students involved in things that really helped. I think we are growing our brand of Phonathon and we have also moved from advancement, which was the division I had originally been in. Now we are in admissions and I think our higher up is really behind us and talks us up. We've also helped other departments like athletics and admissions and Poly Cultural Weekend by giving them our calling software and/or staff to help them."
Q6 Theme: Opportunity for Involvement	"People are more aware of us and I've tried to position us as the best job on campus. Because of some of the incentives we have, like the T-shirts, getting a cover or getting homework done while you're there, etc. I think it makes it really accommodating for students like this is a gig worth keeping. I'd like to think that we are good at showing that academics come first and that's why you're here. The schedule and shifts are all doable."
Q7 Theme: Intrinsic Value	"When working as a boss or manager, if you care about your team and your people, I think they want to do well by you and then it just sort of becomes an infectious culture… I think people gravitate toward those work climates and respond to that. I just feel like that works, just appreciating and noticing what they do. And you want to give people raises and such, even though that's not always in your power. If you feel the love and feel a sense of team like a winning team or a fun team or the cool team, something that makes you not want to break up with it."
Q8 Theme: Selfishness	"Not everyone is always on board because they want to be more efficient and that's a constant balance to try to find, but I especially think here, on behalf of a public university or in an environment whose primary goal is to serve students or other people's babies are in my care, even if you're 20 years old and can handle yourself. You're someone's child and we have to make sure you guys are safe and you're in a good environment."
	Interviewee 3 **Lauren Goff**
Q1 Theme: Transparency	"We don't want students to just give their money and have it go to a black hole. And we don't want students to think that giving back to Cal Poly is a way for the university to benefit. It is, but it is more just a way for students to benefit. So I think that being transparent and showing students that it is important to them and its important to the university and just being as extremely clear as possible through educating students."
Q2 Theme: Teamwork	"I really think that leading by example and leading as an equal instead of as a higher up is also integral to making people feel as passionate as you are."
Q3 Theme: Benefitting	"I feel like the more people that feel connected with Cal Poly, the more likely they are to give back and that is kind of why we make phone calls all the time- to remind alumni and parents that we do care about them and we are thinking of them… People really just buy into a cause and feeling a need to give back, I think

	that really stems from the transparency that I talked about earlier."
Q4 Theme: Potential	"Through education, students will be more influenced to give in the future and I think that is how we can influence society in the future. It starts from the low scale of students, but it will manifest into a large community of givers, which I think is important."
Q5 Theme: Brand Growth	**N/A**
Q6 Theme: Opportunity for Involvement	"The TAG team is volunteer-based; however, because it is so cool and we are doing so many cool things and trying to educate students through a transparent sort of student- to-student way, it seems super genuine… it is super easy to get people involved because we are participating in CSR and we are trying to educate as truthfully as possible. Everyone is excited to participate because it is such a good cause."
Q7 Theme: Intrinsic Value	"It is hard to stay selfless a lot of the time especially when money is involved. A lot of the time, people just lose sight of what is important. It is important to lead by example and not be a huge douche bag to your employees and it is important to give back and not save all of your money for yourself even though you're a millionaire."
Q8 Theme: Selfishness	**N/A**

Chapter 5

Discussion and Recommendations

Summary

This study was performed in order to present data to support further exploration in implementing formal CSR programs. Because the ideal of CSR can either be lacking due to insensitivity, unfamiliarity or doubt, it can have severe effects on not only the business but the rest of society as well. It was vital that, through this study, one could interpret the positive effects of carrying out such a program and influence others of the same idea. Although secondary sources are sufficient enough to provide research into this topic, it was essential that three primary sources were utilized as well to describe firsthand experience with CSR. The segments of CSR that were exemplified through these three participants were leadership, workplace, stakeholder engagement and community.

To guide the analysis, three main research questions directed the methodology and data collection in order to best conclude the results of the study:

1. What are the benefits of CSR?

2. What will the future impacts of CSR look like?

3. How can people commit to incorporating CSR into their business?

In order to incorporate these research questions into primary research, eight interview questions were developed to provide an in-depth explanation of each of these statements:

1. What are the steps needed to implementing strong CSR programs in within businesses?

2. How would someone incite passion or initiative for a company to participate in CSR activities?

3. How do you view the relationship between your business and the rest of society due to CSR initiatives?

4. In what ways have you seen your business influence society whether it has to do with politics, the environment, societal norms, etc.?

5. How has your business been perceived through CSR initiatives?

6. What impacts have you seen on your business specifically because of CSR?

7. What would you say is a reason or influence that businesses stray from what we perceive as "greed" or "selfishness" and act based off of social capital?

8. Have you experienced any example of someone viewing CSR as a negative?

Each question was slightly altered depending on the context of the interview in order to make it applicable to the interrogation. After each interview, a set of data was organized, classified by theme. A "Y" inferred that the interviewee related the question to the determined theme. An "N" meant otherwise. Each theme was calculated based off the ratio of who referred to each theme and the number of times the participant brought up a theme. The results of the primary research are as follows:

Table 3. *Themes Discovered through Interview Questions, by Percent and Count*

	Interviewee 1 **Isabelle Rogner**	*Interviewee 2* **Cathee Sandstrom**	*Interviewee 3* **Lauren Goff**	**Percent [Count]**
Q1 Theme: Transparency	**Y**	**Y**	**Y**	100% [3/3]
Q2 Theme: Teamwork	**Y**	**N**	**Y**	66% [2/3]
Q3 Theme: Benefitting	**Y**	**Y**	**Y**	100% [3/3]
Q4 Theme: Potential	**N**	**Y**	**Y**	66% [2/3]
Q5 Theme: Brand Growth	**N**	**Y**	**N**	33% [1/3]
Q6 Theme: Opportunity for Involvement	**Y**	**Y**	**Y**	100% [3/3]
Q7 Theme: Intrinsic Value	**Y**	**Y**	**Y**	100% [3/3]
Q8 Theme: Selfishness	**Y**	**Y**	**N**	66% [2/3]
Total Participant Calculations	75% [6/8]	87.5% [7/8]	75% [6/8]	

This table is shown again in order display the results of the research and how it relates to the research questions. By observing the conclusions, it is evident that the participants are often in agreement with the same theme in regards to CSR, further justifying the repercussions and positive integrations of CSR.

Discussion

Through the data analysis collected in Chapter 4, several themes emerged between the three participants, filling in certain knowledge gaps from the literature in Chapter 2. The following conclusions have been made throughout course of the research.

Question 1: What are the steps needed to implementing strong CSR programs in within businesses?

Each participant responded to this question by somehow inferring that transparency was a key component of implementing a CSR strategy into a business. Goff clearly stated that being completely open about the organization's goals and decisions allows connection to its audience. Rogner and Sandstrom gave specific examples about their organizations have been transparent, specifically by understanding and being open about the problem and checking in with stakeholder emotion. Transparency is the initial step into understanding how to incorporate CSR as an official program in a business.

Through the literature review, this ideal was also provided in regards to the example of small-medium enterprises. It was stated that these businesses incorporate social capital as a CSR implementation strategy, and are usually successful due to the tangible goals they provide in addition to trust, reputation and legitimacy, enabling a more connected audience (Russo & Tencati, 2009, p. 286).

It can be concluded that a strong point of action to take to initially incorporate CSR into a business would be to have a clear goal in mind and be upfront about the change or vision that is deemed beneficial to the business.

Question 2: How would someone incite passion or initiative for a company to participate in CSR activities?

The theme that was determined by this question was teamwork. Although this sounds incredibly simplistic, it is evident that two out of three participants stated it because it is a difficult standard to maintain. Goff was clear in the fact that a leader means equal, not above another. Rogner states that anyone who is remotely involved in the process needs to be incorporated into plans from the beginning.

The literature also provided this theme when Greenwood and Lim discuss stakeholder engagement and the role of maintaining responsibility. "We make the case that stakeholder engagement strategy also has a long history in two-way symmetrical communication in which listening, understanding and shared responsibility have played prominent roles, and that communication management scholars have identified stakeholder engagement as the best approach for building relationships with stakeholders" (2017, p. 769).

Although not every team would necessarily consist of stakeholders, each instance would approach in the same way. The conclusion from this question is simply to build relationships off one another in CSR, not to overpower.

Question 3: How do you view the relationship between your business and the rest of society due to CSR initiatives?

When asked about the relationship between their organization and the outside community, each person described a benefit that provided society a great deal of happiness and advantage. Rogner explicitly detailed the value of integrating with Intuit's CSR, specifically if one is low-income. Sandstrom acknowledged that creating a happy environment for her students has benefitted not only them, but her organization as well. Goff stated that donors and students often feel more connected to the school through her program of Poly Gives.

The literature exemplified this theme when talking about IKEA and the Syrian refugee crisis. Although this example is on a much larger scale, IKEA benefitted Syrian refugees by hiring them and building shelters. The CSR ideal that was implemented clearly

benefitted the community and built up the relationship in each of these instances (Krisel, 2017, p. 3).

It has been proven that strong benefits come from maintaining CSR. If an opportunity presents itself where a business can benefit its community, it will take true social capital to implement such an ideal.

Question 4: In what ways have you seen your business influence society whether it has to do with politics, the environment, societal norms, etc.?

Although Rogner gave specific examples of how a large corporation is able to influence other aspects of society, the common theme was between Sandstrom and Goff, insinuating the amount of potential there could be with the right amount of growth. Because each of their groups are on the smaller scale, they both inferred that with the proper amount of tending to over time, their organization could end up being well respected and influence other societal norms.

The literature displayed this theme when discussing the precedent set by Apple Inc. with selling the Red iPod to support the AIDS epidemic in Africa. Because the company grew significantly after that campaign, it further explained how fostering a presence to influence education or another type of CSR could increase potential for not only business growth but societal impact as well (Anderson, 2008, p. 33).

It is clear that potential is a clear aspect when cultivating a CSR program to have an influence larger than itself. Although specific primary sources did not have an instance where they have done so due to their scale size, there is no doubt that the future opportunity will present itself.

Question 5: How has your business been perceived through CSR initiatives?

The theme presented by Sandstrom for this question was brand growth. She noted that a lot of people now respect and recognize her organization and therefore receive a lot more aid and volunteers. Due to the fact that Sandstrom has a background in marketing and public relations, she noted this difference as a benefit to her business.

Although only 33% of the primary research consisted of this theme, it was supported by the literature. In the case of McDonald's in Japan, they educated young elementary school students on health and severely impressed the families and faculty. One teacher even acknowledged that because they did such a great job, she started to purchase McDonald's products when she had not before (Takano, 2013, p. 61).

It is apparent that CSR can benefit a community. However, it can significantly impact the business as well in very positive aspects. An increase in branding will equal an increase in revenue, in which proves that CSR brings profit to a business and can essentially help the organization grow.

Question 6: What impacts have you seen on your business specifically because of CSR?

The consistent theme across all three respondents was the fact that CSR provided more opportunity from the outside to become more involved with their business. Rogner acknowledged that because Intuit has such a philanthropic product and mission, many people, specifically low-income, could benefit from their products. Sandstrom stated that because of her team's efforts to have Phonathon become a comfortable workplace, more people are starting to apply. Finally, Goff argued that people are becoming invested in Poly Gives because they remember the benefits of participating and feel more connected to the cause.

The literature supports this matter in regards to respondents responding to social change. According to a survey, 71% of millennials are going to be more attracted to a cause if a business implements social change, along with 63% of total respondents (Krisel, 2017, p. 3). The results from this survey suggest that opportunity is presented when people are attracted to certain ideals; those certain ideals in this case being CSR.

It is safe to conclude that a major impact of CSR is creating more opportunity. With opportunity, both the company and the community benefit in a strong manner, proving that CSR provides significantly positive outcomes.

Question 7: What would you say is a reason or influence that businesses stray from what we perceive as "greed" or "selfishness" and act based off of social capital?

The theme that was gathered from this question was intrinsic value. Part of being involved with a business is getting to the point of success. Whether or not one chooses to act ethically on their path shapes the direction in which they lead their organization. All three-research participants were in agreement that intrinsic value is the basis of straying from corporate greed. Rogner stated that the company and mission are naturally philanthropic, which leads to a consistently benevolent demeanor of the business. Sandstrom said that working for the good of her people and making sure they are tended to with the right care allows them to reciprocate, essentially providing a healthy relationship between manager and the worker. Finally, Goff states that staying selfless, specifically when money is involved, is the key to keeping sight of what is important.

Based on the literature, intrinsic value is also a key aspect to CSR. According to Russo and Tencati, CSR strategies that are ethic based have a more successful relationship

with their local society, meaning that CSR has only selfless intentions (Russo & Tencati, 2009, p. 286).

It can be concluded that leading with intrinsically good values can ultimately lead to a successful CSR program and business. That is the sole reason one would act off social capital to provide for others beside themselves.

Question 8: Have you experienced any example of someone viewing CSR as a negative?

From the participant transcripts, 66% concluded that the one way someone would view CSR as a negative would be due to selfish intentions. Rogner argued people could view CSR as a marketing tactic, not entirely based off social capital. Sandstrom argues that efficiency is lacking in CSR, so managers might view it as a waste of time and not entirely based for the good of the business.

The literature contradicts this theory in regards to the fact that critics view finances as a significant reason why someone would associate CSR with negativity. It is later counteracted by long-term performance studies that prove otherwise (Peters & Mullen, 2009, p. 14).

It is safe to infer that negative aspects of CSR can be easily canceled out. The arguments that CSR is in any way selfish or inefficient are proven otherwise by data. This inherently concludes that CSR is beneficial in any way or form.

Recommendations

Through the completion of this study, the data that was hereby analyzed and concluded on CSR presents important information as to why it should be implemented. With these results, it is vital to highlight the most important aspects of the data that are specific to

each of the research questions. This will exemplify why leaders of organizations should implement CSR as a key aspect to their company and attempt to influence execution these departments. To fully answer each research question and provide guidance to any doubts of CSR, the following recommendations have been developed:

1. Start an initially small program that has room for growth to see the primary impacts of CSR.

2. Be as inclusive as possible in regards to the facets of CSR to see progressive results.

3. Lead by passion and example to demonstrate intrinsically good values.

Start an initially small program that has room for growth to see the primary impacts of CSR.

Starting a new department or increasing its size and effect can be daunting at first. In regards to the implementation process, it is clear that transparency is the key figure in ensuring success. Being honest about change and the lengths in which it can grow is essential to providing a solid foundation for CSR.

As Rogner stated previously, putting a name to the problem and bringing the team on the journey with one's CSR proposal is vital to seeing the initial benefits of CSR itself. The advantages of CSR will come with beginning stages of wanting to improve responsibility within the company. Peters and Mullen also claim that a positive moral philosophy with strategy will attract consumers due to its ethical demeanor (2009, p. 14). In the case of McDonald's Japan, not only did the business benefit, but children also received a lengthy education provided by the company on health. Essentially, elementary students walked away with something that they would not have otherwise gained and will be able to take it with them for the rest of their life (Takano, 2013, p. 61).

After these effects are visible to the public and the organization, this recommendation can be taken further in which more benefits will be demonstrated.

Be as inclusive as possible in regards to the facets of CSR to see progressive results.

Exponential future impacts will be visible if the initial program expands to include more than one facet of CSR. For example, if the CSR of a company started its focus on environmental protection, it could expand into environmental protection in other countries, including the community facet of CSR.

Goff, in reference to Poly Gives, demonstrates her prediction of future involvement of CSR. "It starts from the low scale of students, but it will manifest into a large community of givers, which I think is important." The literature also pointed out that increasing legitimacy through the community exceeds any predicted results for the company. "The concept of social capital is generally associated with the intangible assets of reputation, trust, legitimacy, and consensus, the bases of the long-term performance of SMEs [Small-medium enterprises] and especially of SMEs embedded into the local community in which they operate" (Russo & Tencati, 2009, p. 286).

By furthering exploration into CSR, a company will be able to see not only the benefits previously stated, but also further success down the line.

Lead by passion and example to demonstrate intrinsically good values.

Finally, a way to incite a passion amongst the team to continue to build CSR is to lead with excitement and value. Having a core value of wanting to do good amongst others can inspire any followers to do the same.

As Sandstrom said, **"**When working as a boss or manager, if you care about your team and your people, I think they want to do well by you and then it just sort of becomes an infectious culture." The literature also proves this in the Berkeley Journal of International Law when it stated, "To this day, I believe that confirmation of those values, at the critical time when Nokia was expanding so widely around the globe, played a major role in reinforcing and crystallizing the company's ethical culture in ways that conferred enduring and vital competitive advantages, without in any way diminishing entrepreneurial initiative or productive risk-taking" (Pitts, 2008, p. 482).

Data can represent the benefits of empowering a team live ethically. However, it is the values from within that truly enable a successful CSR program.

Conclusion

Through countless hours of gathering both quantitative and qualitative data, this study is the tangible proof of the importance of CSR. With large companies, it is so vital that they use their power for great responsibility. With the opinions of several experts, both primary and secondary, CSR is now provided with factual content of why it is intrinsically good to implement this department into every organization. By lacking CSR, a business will not only falter in the future, but society will as well. In conclusion, the benefits of CSR are beyond substantial, and every person should recognize the value of it to bring goodness to society. CSR will allow the world to go around, and incite a passion for selflessness that this place truly needs.

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APPENDICES

Appendix A Interviewee: Isabelle Rogner
Date: December 1, 2017
Time: 12:43
Location: Blue Jeans
Start here.
Alexandra Gray: Thank you so much for participating. Is it okay if I record this interview?

Isabelle Rogner: Yes, of course!

AG: What would you say are the important steps when implementing CSR programs into a business?

IR: I would say if you are starting from the ground up and getting it implemented, the first thing is really understanding who your customer is. Before you can even really implement anything, really understanding what the problem is you are solving and putting a name to the people you are helping is pivotal. You can keep it broad, but when you broaden, you are boiling the ocean. You are never going to boil the ocean. You are going to have to hone in on that. The second piece is getting the buy in from the executive level. So, in order to have true CSR implementation, you have to have the buy in from the business leaders because true CSR lives within a business strategy and not on its own atmosphere. I think that is the biggest hurdle that most companies have. The third thing is you have to have it built in within the business. That way, it's not like its human resources it's a strategic part of the business that makes a difference on external facing stakeholders.

AG: How would you say you incite passion when to get executives to really support you on CSR?

IR: I would say bringing them into the kitchen early on is really important and having them as a part of the journey. It's not "We've done all of this great research and here it is all put together, so can you sign off and give us a million dollars?" and then go abroad and do your own thing. I think it is really important to have them as a part of the journey when you're trying to solve the problems. Your executives don't necessarily have to be the feet on the ground; however, they should know what the feet on the ground are doing as they are in the process.

AG: Just a little background on you- how did you get into CSR and can you kind of explain what you do for Intuit?

IR: I found my love for CSR in college when I did a lot for student government and so I found the intersection through creating a bus system for the students and saw where the public and private sector can find a sweet spot where there is a win for the customer, which in that case were students that you are helping, and there is a win

for the business. I think that is the sweet spot and that's how I found my love for CSR. My day- to –day here is implementing Intuit's CSR strategy, which is powering prosperity for youth. We have honed in on focusing on helping youth entrepreneurs who need it most and helping implement that strategy as well as the different programs that we do to reinforce that strategy. That could be volunteering programs, that could be our new CSR website, our report that we are going to be putting out. Really making sure that all of the programs that satisfy our different stakeholders are kept up to par and that the quality that it ladders up to our larger mission, which is powering prosperity for youth.

AG: How would you say, since you have been working here, you view the relationship between Intuit and people you've helped, youth you've supported, etc.?

IR: I would say that we are definitely on the ground with them. And by that, I mean we have so many ways to engage with our philanthropic efforts. You can be touched from a person on the outside through our We Care Give Back program because its grass roots and so wherever our locations are, that's where we would have people going in our community and utilizing their 32 hours of We Care Give Back time. On the other side with our strategic philanthropy, you would be touched by if you were a low-income individual and you want to file your taxes, you have access to our Pre-File Program, which is free use of our tax software. The third piece where you would probably touch our efforts is if you're in a nonprofit and want to use one of our products like QuickBooks, we provide that for free as well. What I love about it is, to your question, there are so many spokes that people can engage on within our CSR efforts.

AG: Since you have been working at Intuit, have you seen the company in any other way influence not just the youth but also politics, or the environment or any other aspect of CSR?

IR: We do a lot around sustainability. I do not have specific data points on it, but like apparently, we are really awesome at sustainability like we are ahead of our peers. We actually just updated the Intuit CSR website, so you will see that on there if you go onto the sustainability section. It talks about our carbon goals and how we blew them out of the water already, etc. As far as politics go, I would say we keep it very separate. Our product, with our tax software, touches politic engagement so our point is that it is very separate and that there is no incentive to the business behind our free file program, which is when we give our free products. There is no anticipation of making them a customer; we do it because it's the right thing to do.

AG: How have you seen Intuit viewed by the public through CSR initiatives?

IR: I would say that the public does not see us as much as they could. I think a lot of our work is done behind the scenes. For instance, the free-file program is not an Intuit Free File program. It's a free file alliance, which is made up of tax filing software of the entire industry. A lot of people don't realize who did it or put it on.

AG: Have you seen specific impacts on Intuit just because of CSR?

IR: Yes! I don't know if it was because of CSR, but I see CSR alignment throughout our focus on the self-employed user and who those people are and seeing that a lot of them are low income individuals. How we are creating products as a part of our strategy and looking at how many people are self-employed, a lot of them are low-income. That's really implemented the strategy of the business to incorporate folks like that. I would also say that our new product, Quick Books capital, provides opportunity for people that normally would not get access to credit through QuickBooks, so that was a huge win for the company, which has a natural philanthropic vibe to it. I don't think it was purposely caused by CSR.

AG: What would you say is a reason that people stray from greed or selfishness?

IR: I would say it really has to do with your executives and what standard they hold themselves to. I also think it has to do with the mission and what the business is. For instance, Intuit has a naturally philanthropic product. We want to help power people's prosperity through financial products. We are not selling copy machines. So, I think when your mission is naturally philanthropic, I don't think it is a difficult transition of having CSR embedded within. But I think to actively create CSR with a business whose mission does not have a philanthropic tie, it is really based on the executive.

AG: Okay. Final question- have you ever experienced an example of negativity towards CSR? Why would people think less of CSR?

IR: I would say two things. People might be concerned about CSR in the fact that its corporations trying to give impact and power points get in the way of impact because there is so much process there is a point of "Why don't you just do it?" So, I think that a lot of people think that the boots on the ground can do it quicker. I think the second turn away would be are people really just doing it as cause marketing or a pat on the back, kind of like green washing where you use philanthropic efforts just to push sales. I think that's where CSR can be pushed away as well.

AG: Thank you so much!

IR: No worries!

Appendix B -- Interviewee: Cathee Sandstrom
Date: December 4, 2017
Time: 39: 52
Location: Bldg. 26 Room 109
Start here.
Alexandra Gray: I want to make sure it's okay with you first that I record this interview. Do I have your permission?

Cathee Sandstrom: Yes, you do.

AG: Thank you for participating. I want to ask you how did you basically get into Annual Giving here at Cal Poly?

CS: I started my career at Cal Poly under University Advancement. I was the assistant to the AVP- vice president- and that is because I was in the temp pool and I had a strong marketing media/public relations background with some visits to public education. So, from the temp pool, they pulled me quickly and they needed a temp to fill this position so I started out in the marketing and communications department with Cal Poly. I did a couple rounds as a temp until they made that a permanent. Then I got the permanent position and then they reorganized that department and it was no longer a job. In the meantime, I had met Chris McBride and she had overheard me in another job recruitment and didn't know that I had this background in media and public relations and such. So, she reached out when this job became available because it didn't exist before. So, I am the first person to have this role, other than Chris.

AG: And what exactly do you do?

CS: My title is communications specialist, but I specifically oversee the day-to-day operations of the Phonathon and everything related to those 45 or so students. That includes the payroll, the hiring, the training and the call shifts. I also oversee the print solicitations that we do. So Annual Giving does fundraising via phone, fundraising via direct mail and fundraising via electronic digital giving. I do the student calling piece and solicitations via mail. I already did two mailings to all alumni and parents earlier this fall.

AG: So, there is Phonathon, which is the on- campus call center, Poly Gives and TAG Team, which is new this year. What are the strong steps to take when implementing programs like that to give back to the school? Or important things to value when starting a program like that?

CS: In my mind, before we got there, we needed to was to make sure that we were being really great ambassadors of the university in our calling. So, we shifted the focus from fundraising to rapport building with fundraising being a bi-product of that. It wouldn't be like we were reaching out to people just because we wanted something from then but because we are here on behalf of Cal Poly building a

relationship, checking in with them, making sure we update their information so we can find them when we wanted them. For Phonathon, that took us a couple years, which is what it generally takes to sort of lay the groundwork because you have to have happy employees for that to reflect in the phone calls. I wanted to change the vibe or better the vibe at Phonathon so it was a happy staff so that would be evident when they reached out to people that they would be better informed and have a better attitude and better trained and have mentor buddies so that we were making the best call we could make and I feel like we did that. Part of that also was building the awareness of Phonathon on campus so that we would also draw better candidates to be on our team. That was my initial groundwork plan for Phonathon. So then, for Poly Gives, we have all these amazing students who get the big picture and understand what we do beyond the calling, who are more familiar with different funds and different campus initiatives. Now we are better ambassadors when we do Poly Gives when we are out there doing more of a grass roots campaign like last year. I feel like our Phonathon students have more of an understanding of what giving days are and how this works and that the important thing is to capture this information and then we can always pursue these potential donors later. So, to get all the students on board and students beyond Phonathon campus-wide, they feel like we did a pretty good job of that for being its introductory year. I think Poly Gives is valuable in term of its long-term reach. Granted we pocketed some important dollars and secured some new donors last year. But I think for the long term its creating this culture of giving back and to make that tangible or visual or present for current students, we will hopefully convert them into giving alumni. So, I think when they as students are like, "Oh my gosh, this donation paid for me to have these new goggles in my science lab," and appreciate the things supported by outside guests and philanthropy, they would be more inclined to pay it back or pay it forward when they are alumni. I think that's the important message of Poly Gives. By encouraging students to give their time by either hosting a booth or writing a scholarly post card or doing something to contribute to the greater project- we weren't asking students for their dollars, we were just asking for the gift of their time, so I think that will translate hopefully to these people being more inclined to give back when we call them or solicit them a few years down the line when they are graduates or alumni with some potentially disposable dollars.

AG: What do you feel like is a good way to incite passion of giving back or for students to get more involved?

CS: The passion of giving back for the donors or for the alumni or the parents is to show the real impact of those gifts- how it maybe touched an individual. I think a lot of giving gets lost in the mix when you see Mr. and Mrs. Frost gave 10-million, so what will my $20 gift do? Do they even need it? And we do. When I oversaw the mailing on behalf of the college of science and math, in the letters we sent out we tried to cite specific examples of how students would benefit directly from the impact of your gift because we might have more opportunities to connect them with mentors or guest speakers coming to campus or send them to competitions or allow them field trips where they could really be exposed to professionals. That is

something that every gift would contribute to those opportunities to students in COSAM or wherever. For students, I think if we can show current students the impact of how they are benefitting in ways that they probably don't even know or appreciate. I think our Phonathon crew gets it because we have had the guest speakers that have spelled out for them that we wouldn't have the 24-hour study labs that are safe with the lights on and the doors unlocked in the library if it weren't for donors sponsoring that. I think those are impressions to make on students and I think TAG Week will really help with that so students get that there wouldn't be a safety van after hours or there wouldn't be charging stations for your phone if we didn't have alumni and parents donating on top of the donation.

AG: How do you view the relationship between Phonathon/giving center and the rest of the student body, alumni and parents?

CS: I am trying to raise the profile of Phonathon without being obnoxious about it. I have a background in public relations and I have also rebranded a magazine where I was the editor. I find that it starts from the inside out and that's what I feel like I have been doing and I think its catching on. Making sure that your people are happy and that extra efforts are noticed. If people are praised for doing well, I think they will continue to do well and thrive in the environment that celebrates accomplishments and extra achievement. That's why we do the little five minis [to get paid for extra minutes off work shift] and write little love notes every time someone does a great job on their comments so people think that someone is actually paying attention. People are more inclined to continue to do their best work rather than ragging on the people who are not. By starting with things like and making sure people are well trained and know what they are doing and armed with information by bringing in guest speakers so they have talking points when they do get on the phone and they aren't awkward or don't know what to say and this job is too stressful. If we take care of our people, and then our next step is to make sure people know we exist. And then volunteering our crowd to serve at Green and Gold the last couple years, I have gone with the team and done that. Now, people are aware of us. So that and also sort of building our brand in the Mustang News, I have set up a couple different stories that have run. One that was specific to Phonathon and what we do, which I was really pleased with that story and I took a lot of time to make sure she had everything she needed. Now that information is out there and I have spoken to different groups so that people are aware of us. I want to position Phonathon as a well-respected group of select students who earn the privilege of working at Phonathon and do a great job on our behalf. So, when parents get the call and I see parents comments on the Facebook page about the nicest young lady who spoke to me and they gave $10, I want people to be aware of us and think they are such good kids or they know what they are talking about or so polite. It is also important to me that we write letters to people who weren't in a position to give but had a meaningful conversation. We are rapport building, and fundraising again is a byproduct of that. I think we are in short time growing our profile, so that when people hear of us or things that we are doing whether it's on campus or beyond, people will respond better to us because we have earned their respect or have had some vague vibe of this

being a worthy group or worthy project. I think it's a long- term effort to earn people's respect and trust and show that your program is done with integrity and the money is being responsibly stewarded or directed to a place where you said it was going to go and will actually be utilized where students can benefit rather than going to salaries or other things like that.

AG: In what ways have you seen your team not just influence the university and to give back but in other ways such as politics, societal norms or environmental sustainability?

CS: I don't know that I have seen that. I think that in time we might be more of a body of influencers as a group. I think that there are people who are aware of us now that weren't before and I even had one of our applicants in this recent round who said she knows who we are because we gave her a free donut and we were so nice and she talked to the students at Poly Gives, otherwise she would have no idea Phonathon existed. I don't know that we have driven other things yet, but I also feel like when we show up as a group say at the evening of Green and Gold, and we are the first batch of students that all those attendees see and we are all classy and dressed nicely, they will recognize us as a group.

AG: So, do you think as Phonathon gets more recognized and gets more of a following, maybe they can start influencing not just giving back to Cal Poly but also giving back to the rest of society and working towards other things too?

CS: There was like an ASI sponsored Give Back day and I know a bunch of our callers did it because one of our members was involved in that so as a group we participated. There's more of a team spirit among us and we are like a sub family on campus of people who might have not otherwise crossed paths. When we get behind stuff we sort of have some momentum. We haven't really sponsored anything outside of Poly Gives, yet, but I think that we could. I wouldn't say that we necessarily have yet, but again I think that we could. And once again our Poly Gives being the very first one last year, I am looking forward to seeing how this one shapes out. I think it can be a cool thing that people look forward to. There are only a few pockets of groups that combine such a diverse group of people.

AG: So last year with Poly Gives, did you see any different or improvement with perception about the Annual Giving Team?

CS: A lot of people know Chris McBride because she has been around for a while and she's done a lot and been on other committees and a lot of people know and respect her. She also went to school here. But Chris was a party of 1 for a long time and Melody and I joined in 2016 and were able to cast a wider net. I have been part of this grass roots staff leadership community group, which I joined when I was a temp (I was the only temp at the time). It was administrative assistance campus wide, so I gave a couple of presentations to them on Poly Gives and wanted to get their buy in. And then I go to bi-weekly communicators meetings, so for every department

they have a similarly titled communications specialist and they are very aware of Poly Gives because it serves them and their fundraising efforts if money comes back to their specific department. We've also gotten our students involved in things that really helped. I think we are growing our brand of Phonathon and we have also moved from advancement, which was the division I had originally been in. Now we are in admissions and I think our higher up is really behind us and talks us up. We've also helped other departments like athletics and admissions and Poly Cultural Weekend by giving them our calling software and/or staff to help them.

AG: Have you guys seen impacts on Phonathon in a way that could include finances or more involvement and participation since you have been here?

CS: People are more aware of us and I've tried to position us as the best job on campus. Because of some of the incentives we have, like the T-shirts, getting a cover or getting homework done while you're there, etc. I think it makes it really accommodating for students like this is a gig worth keeping. I'd like to think that we are good at showing that academics come first and that's why you're here. The schedule and shifts are all doable. Nationally, Phonathon are generating less revenue than they used to and digital giving is picking up substantially. That is in part due to the fact that people are abandoning their landlines and going to cell phones and we haven't captured all that data. That's the huge thing across the board nationally: all colleges and nonprofits. Even though right now we are having a better Phonathon year in terms of dollars raised than we did last year at this time, it is probably not as strong as it was five years ago because people weren't giving online and just giving over the phone or in response to the letters we sent them. It is going to be increasingly difficult to get people on the line and to get people to answer their phone. That's why we are trying to capture their email addresses so we can find them at some point. Our budget, I am not sure if it has stayed the same but we definitely have our fair share of payroll for the students who work. So, we check in on how the rapport building is locking in and how we capture future donors and getting information from new grads. Sometimes the payroll on the given day is more than the money we earned, but long-term this will pay off. Again, telemarketing is becoming a less popular avenue for reaching people.

AG: What would you say is a reason people typically, when working for business, they act on social capital and the good of people instead of solely the benefit of the business?

CS: I think for me personally, when working as a boss or manager, if you care about your team and your people, I think they want to do well by you and then it just sort of becomes an infectious culture. To take care of the team inside out is a long growing process, but I think if you take care of your people and they're feeling noticed or appreciated, and maybe you can't give everyone a raise but you can bring them pizza on every third Friday of the month to make people feel like this is a cool place to be and people are having fun and like being here, I think people gravitate toward those work climates and respond to that. I just feel like that works, just

appreciating and noticing what they do. And you want to give people raises and such, even though that's not always in your power. If you feel the love and feel a sense of team like a winning team or a fun team or the cool team, something that makes you not want to break up with it. I think that I have been able to bring most of it to my work settings. When I was promoted to editor of a couple magazines, I was young- I was in my 20s. But I was the one that was really "Yay team!" and would do anything and didn't care about the money because I loved it and loved what we were doing. But I had to work on creating a culture of "We like this" because a lot of people were agro. It took a little time and now it's been like 20 years and the gal I had promoted who had been my entry level secretary at the time is now the editor of those magazines and a lot of that I had hired have stayed and are still somehow affiliated with that. I think it's because no one didn't not want to be part of the family anymore or go away. I think it's amazing my little Lisa is still there and still has a number of those people still working with her because it's a great culture. It's hard to maintain all that but still.

AG: In regards to CSR, have you ever had an experience where someone has viewed it as a negative thing?

CS: I have had bosses in the past who did not see the value in that and I really disagreed with them on principle. Case and point was when I was the news director of a news outlet and I thought it was really important to tell all the stories in a fair and thorough way, whereas the owner was determined to get them out without spending too much time on it. I get caught up in the caring and making sure it is fair and thorough and how this group would respond if we didn't cover this in a thorough way. Whether it was pro-trees or youth football or whatever the case may be. I think oftentimes people are more concerned with the bottom line instead of the picture we are painting. Another case and point was when I was working at the magazine with a younger audience and I felt like we had a social responsibility with stories that were age appropriate. Maybe we were writing about teen celebrities, but our audience was essentially 12-13 years old and the story had to be appropriate for them. If their mother was reading this what would she say? I had parents who loved what we did because it was age appropriate, but we also had to serve our other clients who were these celebrities who would share that their most recent single was being touted. So, there was a fine line of being interesting enough to sell magazines, but please the people we were writing about, please the people who were potentially purchasing it- this was another case of the owner/operator saying to just get it out there. And I always felt a social responsibility. When you get selfish about things, you might lose those relationships, so I have always cared about that every time to do the right thing even if it takes longer or I have to stay later or we don't make as much in the immediate. I am a huge proponent of CSR- I just feel like it's the right thing to do. I couldn't do it any other way even at the expense of your personal life. Not everyone is always on board because they want to be more efficient and that's a constant balance to try to find, but I especially think here, on behalf of a public university or in an environment whose primary goal is to serve students or other people's babies are in my care, even if you're 20 years old and can handle yourself. You're

someone's child and we have to make sure you guys are safe and you're in a good environment.

AG: Thank you so much!

Appendix C – Interviewee: Lauren Goff
Date: November 26, 2017
Time: 18:42
Location: 249 Longview Lane
Start here.
Alexandra Gray: Thank you so much for participating in this interview. The results will further describe why corporate social responsibility will benefit the community and businesses around the world. In order to track the most sufficient research, may I please record this interview?

Lauren Goff: Yes.

AG: Great. So, can you just describe to me a little bit of your job and how you came about doing what you do and all that kind of stuff?

LG: Do you want me to talk about Poly Gives at all?

AG: You can talk about anything you want!

LG: So, I first started working at Cal Poly Phonathon the summer of 2016 and I got involved with it off Mustang Jobs, which is Cal Poly's job search website.

AG: So now you're leading Poly Gives?

LG: I worked there for about a year- oh no. Probably about nine months and then I was asked to be the lead student intern on their second annual Day of Giving, which is called Poly Gives, which is a day-long celebration of our donors where we ask students to participate in stewardship by writing thank you cards to donors and coming to our UU booth during the UU hour and just celebrating donors so students understand the importance of giving back to our campus.

AG: After your experience with this thus far, what do you think are the necessary steps to implementing a strong CSR program, or something that helps give back to the community or back to the school necessarily?

LG: I think the utmost importance is transparency. Letting people know what you are doing and why you are doing it is so integral to people buying into anything you are doing. That could be just who you are as a person or some initiative you are trying to put forward like Poly Gives. Poly Gives started out as a day-long celebration of our donors and we are turning it into a week-long learning program for students to understand what at Cal Poly we have that we do not necessarily know is provided by our alumni and parents that we, not necessarily take for granted, but do not understand that we have it here because of people who have come before us and who have enjoyed Cal Poly and given back. Teaching students that Poly Gives- yes, it's a fun day for them to participate- but it's also made possible by people who have given back so that's why we are starting Why Give Week. That is how I feel my way of

being transparent about Poly Gives is. We don't want students to just give their money and have it go to a black hole. And we don't want students to think that giving back to Cal Poly is a way for the university to benefit. It is, but it is more just a way for students to benefit. So, I think that being transparent and showing students that it is important to them and it's important to the university and just being as extremely clear as possible through educating students. Monday of our week, we are going to show students why it is important or how they can participate in stewardship on campus by brightening somebody else's day. And the next day, we are going to show students what is made possible at Cal Poly by private giving, for example the 24-hour study room. And on the third day, we are going to show ways that students can give back on campus by their time, treasure or talent. And then the last day is our celebration of donors.

AG: How would you as a leader incite passion for giving back and for service?

LG: I think that leading by example is the best way to make other people feel passionate. For me, I am super passionate about Phonathon and I am super passionate about Poly Gives and I think that me just exuding my passion and doing it in a positive way can really instill other people to exude the same passion and positivity. I really think that leading by example and leading as an equal instead of as a higher up is also integral to making people feel as passionate as you are.

AG: How do you view the relationship between Phonathon and the Giving Center and the rest of society or the university?

LG: I think that you can think of Phonathon as a bigger scale. People give back to things all the time like helping get wells in Africa or clean water in third-world countries. I think it is important for people to feel connected to something and using that connection to give back. I feel like the more people that feel connected with Cal Poly, the more likely they are to give back and that is kind of why we make phone calls all the time- to remind alumni and parents that we do care about them and we are thinking of them. As well as Poly Gives, we want students to know that it's not just a black hole and we want them to know that you could not be at Cal Poly or things would not be the same at Cal Poly without donors who have given back. Similarly, there are people in society that value clean water that we have here or take for granted the fact we do not see human trafficking here as they have in third world countries. People really just buying into a cause and feeling a need to give back, I think that really stems from the transparency that I talked about earlier. That's also a big reason why a lot of the time people don't want to give big things across the seas because they don't think that their money is going directly to a spot and people just pocket the money instead. So just being as transparent as possible is really how people, I think, will be more inclined to give.

AG: What kind of effect have you seen between yourself and your team and everyone else?

LG: Because we haven't yet put on the event this year, within my own circle I have educated more of my friends and I think they have become more aware of it in terms of just things that they did not know were made possible by donors. Also, I think Poly Gives, especially when we made the phone calls last year on the day of Poly Gives we were asking them to participate in stewardship and just giving the commemorative pledge, which is just $19.01 to celebrate the year that Cal Poly was founded and that I think gave more of an inclination to give because people were like "Oh yeah, that's cool! I do want to give back to Cal Poly, but $19.01 does not seem like a lot of money also." They might have given a gift that year or a couple gifts that year, but a small donation just to celebrate the year Cal Poly was founded I think really incentivized people to give back and be a part of something bigger than just themselves.

AG: Have you seen your team influence other things, such as politics or societal norms or anything else that stems from service?

LG: In terms of my immediate group, this dude contacted me on LinkedIn and asked for my opinion his new app that has to do with engaging people in giving mobile through their company. I guess that's how I have influenced something bigger than us, but also our group is very low scale and centralized towards Cal Poly.

I guess there is a big stigma against why would I give back if Cal Poly already has so much money. I think that what we are trying to do is say that because you enjoyed Cal Poly so much, why shouldn't someone in the future get to enjoy Cal Poly. If everyone stops giving at once, students who do not have the means or the funds to stay could not stay. Or things like the library would not be possible or free tutoring would not be possible. Through education, students will be more influenced to give in the future and I think that is how we can influence society in the future. It starts from the low scale of students, but it will manifest into a large community of givers, which I think is important.

AG: How do you think people perceive the giving team?

LG: I think that it is important that it's a group of students. Faculty preaching to you about giving back to Cal Poly- like it's easy to say that you should give back to Cal Poly- but it is harder to disregard something that a student is saying. I think people perceive us as just people trying to educate other people. I do not think we have a negative connotation, but I think that sometimes Phonathon gets a negative connotation because we call so often. Then again, there are people that give all the time who love talking to us and who are going to talk to us. It is really just how they perceive us. Either you're going to like it or not, but it's up to us to shape new parents and new alumni's perception of us in terms of spending time talking to a parent for a while if they have a lot of questions and not just disregarding what they are saying and asking for their money. For a new grad, we try to talk to them to see how they are doing as soon as they graduate and don't ask for money. So, it's up to us to shape their perception of our group. Also, the Teaching Annual Giving Team,

this is the first year we have ever had it so it is up to us to direct our rhetoric and make sure that we are in charge of how people perceive us, which is really kind of fun because the future is in our hands.

AG: What impacts have you seen on your specific group?

LG: There is a lot of stuff that Cal Poly Phonathon specifically has impacted Cal Poly as a whole. There are so many things at Cal Poly that could not be possible without private giving. Free tutoring, free mentors, the career center, you can even go to the health center and take food from the food pantry if you don't have food or money to buy food. They will provide you with business professional clothing if you have an interview and cannot afford your own business professional clothing. There are private escort vans that take you to and from the library. There is a plethora of examples- maintaining the campus, all of which could not be possible without the generosity of students who have come before us.

AG: Through you doing all of this awesome stuff for the school, how is has it benefitted Phonathon and the Giving Center?

LG: The way that it has benefitted the Annual Giving Department as a whole is that we did start this Teaching Annual Giving Team. We had the idea in the summer and I think that because we are trying do so much cool stuff for Cal Poly it was super easy to incentivize people to be a part of it. The TAG team is volunteer-based; however, because it is so cool and we are doing so many cool things and trying to educate students through a transparent sort of student- to-student way, it seems super genuine. All we are trying to do is do good things for people and incentivize people to give back to Cal Poly and just so them that Cal Poly is so awesome and there were alumni who came before you who were students who sat where you were sitting or stood where you were standing and Cal Poly gave them all the tools they needed to succeed in life and decided to give back. In that sort of sense, it is super easy to get people involved because we are participating in CSR and we are trying to educate as truthfully as possible. Everyone is excited to participate because it is such a good cause.

AG: In your opinion, why do you think some businesses can be considered selfish and stray away from CSR and wanting to good on behalf of others and instead want to do well on behalf of the business?

LG: I think that people just become selfish. It is hard to stay selfless a lot of the time especially when money is involved. A lot of the time, people just lose sight of what is important. It is important to lead by example and not be a huge douche bag to your employees and it is important to give back and not save all of your money for yourself even though you're a millionaire. I think that people just lose sight of the social responsibility that they should participate in and it's easy to do. It's hard to be responsible all of the time.

AG: Have you ever experienced an example of someone viewing CSR as a negative thing?

LG: I don't think so. There has not been people who I have come into contact yet who have verbally said that it is not a good idea. I think everyone thinks it's a good idea, but not everyone acts that way. I am only 21 years of age, but I have yet to experience that.

AG: Thank you so much for participating- I truly enjoyed talking to you!