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RESEARCH ARTICLE

Practices and approaches of corporate citizenship by Public Relations (PR) department at Nestle Zimbabwe to enhance corporate reputation from 2010 to 2013

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Abstract:

This article seeks to assess the practice and approaches of Corporate Citizenship (CC) by the PR department at Nestle Zimbabwe to enhance corporate reputation from 2010 to 2013. It looks at how Nestle Zimbabwe has managed to boost its corporate reputation through CC and how they influence people's decision making process through their help mechanisms. The study would be guided by Carroll's (1991) model, two-way symmetrical model and the stakeholder's salience model. Furthermore, the study applies triangulation through the use of both qualitative and quantitative research methods to obtain information closer to reality and validity. Again the study uses interviews, questionnaires and observations as tools for data gathering. For data analysis the article used content analysis to analyse the Nestle Zimbabwe documents and written articles. This article assesses the practices and approaches of CC by PR department at Nestle Zimbabwe to enhance corporate reputation from 2010 to 2013.

Key Words: Communication, Corporate Citizenship, Corporate Image, Corporate philanthropy, Corporate Reputation, Public Relations, Practice, Approaches, Social Responsibility.

Introduction

The popularity of the term "Corporate Citizenship" is evident among academics and business practitioners in Africa (Visser et al 2006). Gardberg and Fombrun (2006:330) describe corporate citizenship as the portfolio of socio economic activities that companies often undertake to fulfill duties as members of society. Traditionally corporate citizenship has been narrowly conceptualised as philanthropy (Carroll 1998). This article sought to uncover the practices and approaches of Corporate Citizenship (CC) by Nestle Zimbabwe to enhance corporate reputation. Practices and approaches of CSR being done by Nestle Zimbabwe include The Healthy Kids Programme, Village Women Dairy Development Programme, NAPH basketball tournament, Champion of Champions Charity Shield and NESCAFE Winter Jazz Festival. CC really means developing mutually beneficial, interactive and trusting relationships between the company and its many stakeholders - employees, customer, communities, suppliers, governments, investors and even non-governmental organisations (NGOs) and activists through the implementation of the company's strategies and operating practices (Stuart 2003:3)

The article seeks to determine the contribution of Corporate Philanthropy and Corporate citizenship on customer reputation, to identify Corporate Social Responsibility/investment (CSR) programmes done by Nestle Zimbabwe and to establish the benefits of CC/CSR to Nestle Zimbabwe. In addition, the study attempts to respond empirically to the question of whether the practices and approaches used by Nestle Zimbabwe through CC/CSR programmes assist in enhancing corporate reputation. Again the study assesses the extent to which Corporate Philanthropy done by Nestle Zimbabwe boosts their reputation. The study would also assess the CC/CSR programmes implemented by Nestle Zimbabwe, and also whether the PR department is behind the implementation of CC/CSR as part of their practices and approaches at Nestle Zimbabwe to embrace the achievement of organizational objectives and goals using CC/CSR.

The article used purposive sampling to the management, judgmental sampling and stratified random sampling with employees and customers. The main objective of sampling is to draw conclusions about the population based on analysis of a limited number of items from that sample. Primary and Secondary data were used to set the foundation

to the research through company records, journals and independent press reviews and also field research. Questionnaires and interviews were used to elicit data from the targeted population. Information obtained was thereafter presented in graphs, tables and charts for ease of analysis and interpretation.

The PR department is still centralized and some of the Public Relations practices exercised by the organization include Events Management, Advertising and Media monitoring, Corporate Sponsorship, Exhibitions and Issues Management. Thus the article results would conclude the practices and approaches of CC/CSR by Nestle Zimbabwe to enhance corporate reputation. The researcher would come up with recommendations depending on the findings.

Back ground to the study

According to Lilies V.I (2011; 9), CC/CSR origins can be traced back to the years 1930-1940, but it was perceived as a field of research several years later. A chronology of major authors that have contributed to the development and evolution of the CSR concept has been put together by Carroll who, in 1999, did a large scale research having as its objective the building of a definition for the corporate social responsibility concept. The period discussed by the author spans 50 years. Although he identifies theoretical elements dating back to the 1930s-1940s, Carroll decides to base his discussion on the periods after 1950, considered by him to be the modern era of CC/CSR.

Two broad factors lie behind the recent interest in CC/CSR. The first has to do with the marked rise in stature and power of corporations in society. With the end of the Cold War, the International power structure has shifted from its political and defense base towards one of market economies and business, the very domain of corporation (Baron 2000; Kulik 1999). During this period, the power of the welfare state has also steadily declined. Corresponding shifts toward liberalization, privatization and globalization mean that corporations are increasingly assuming some of the social responsibilities formerly held by government while at the same time being held less and less accountable to nation-states (Tichy et al 1997). The second factor concerns rising public expectations for corporations to play a greater role in ensuring societal wellbeing. Empowered by increasing access to information, citizens are demanding greater levels of inclusiveness, transparency and accountability from corporations (McIntosh et al 1998, Rondinelli and Berry 2000).

In the face of increasing numbers of stakeholders now capable of directly affecting business performance, businesses are paying more and more attention to matters of assuring stakeholder trust and maintaining a strong corporate image (Garone 1999; Kulik 1999; McIntosh et al 1998). In the past, CC/CSRs were largely dominated by philanthropy (Garone 1999, Post et al 1999). Today corporate citizenship efforts are much more strategically oriented. They are also less concerned with the amount of money being contributed than with the end effects that their CC/CSR actions are having on societal wellbeing (Kulik 1999). Finally, CC/CSR efforts are increasingly being designed to affect stakeholders beyond the traditionally esteemed shareholders, employee and customer (Post et al 1999; Wheeler and Sillanpaa 1997).

Nestle was founded in 1866 by Henri Nestlé in Vevey, Switzerland, where the headquarters are still located today. In Africa, Nestle's operations are subdivided into 5 geographical regions. These are Central and West Africa Region (CWAR), North East and West Africa Region (NWAR), Southern Africa Region (ZAR), North Africa Region (NAGREB) and Equatorial Africa Region (EAR), to which Zimbabwe belongs. The East Africa Region (EAR) spans 22 countries with its Regional Head Office in Nairobi, Kenya. The region's main factories are located in Harare and Nairobi.

When Henri Nestlé (1867) developed his milk food for babies over 130 years ago, it saved the life of a baby who could not be breastfed. Nestlé's invention responded to the need for a nutritionally safe alternative to breast milk. Today, Nestlé research and development create high quality infant formula products for use when an alternative to breast milk is needed and that is nutritionally adapted. Henri Nestlé (1867) also insisted that every mother able to breastfeed should do so. The principle is still the cornerstone of the Nestlé policy today, and is in line with the aim of the International (WHO) Code of Marketing of Breast Milk Substitutes, which was adopted by the World Health Assembly in 1981.

Nestlé recognizes that most of the accusations levelled against it have been because many children in the region have not been going to school due to rampant poverty by local citizens and so their idleness has been largely responsible for their ending up in cocoa farms as labourers. By donating directly to schools in Zimbabwe and by

providing scholarships, the organization has been able to help many young people get a precious education. The objective of the Nestlé Healthy Kids Global Programme is to raise nutrition, health and wellness awareness of school age children. In this respect, Nestlé Zimbabwe has partnered with NAPH, the custodian of all sporting activities in primary schools in Zimbabwe in the organization of the NESTLÉ KIDS ATHLETICS AND PHYSICAL PROGRAMME. The partnership initially is for a period of three years (2011-2013).

CC and PR conceptual framework

Carroll's model

Carroll (1991)'s definition is often pictured in form of CC/CSR Pyramid, where many CC/CSR practitioners and theoreticians start. As seen from the pyramid, he argued that companies should have economic responsibilities. Obviously, without making a profit then a company would cease to exist and CC/CSR dies. However, the key issue is that CC/CSR is not anti-profits; simply it is all about how profits are made.

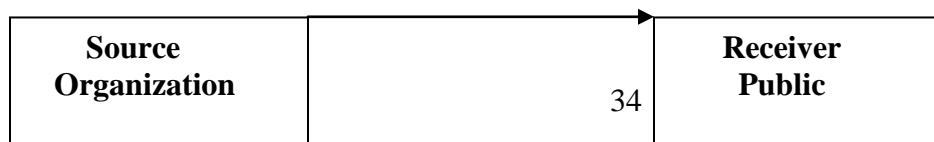
According to Carroll (1991), "Be profitable" the main social responsibilities of a business organization, the foundation upon which all other rest. Any business institution has the responsibility to produce goods and services the society wants and to sell them at an acceptable profit. The economic components of CC/CSR are: to perform in a manner consistent with maximizing earnings per share; to be committed to being as profitable as possible; to maintain a strong competitive position; to maintain a high level of operating efficiency; to be consistently profitable in order to achieve a successful position on the market. Obey the law") [what do you mean?] are strictly co-related with the economic ones and they reflect the society's expectations regarding businesses to fulfil their economic mission within the framework of legal requirements. The most important legal components of CSR are: to perform in a manner consistent with expectations of government and law; to comply with various state and local regulations; to be a law-abiding corporate citizen; to be defined as one that fulfils its legal obligations in order to be successful; to provide goods and services that at least meet minimal legal requirements.

("Be a good corporate citizen") are those about which society has no clear-cut message for business – they are left to individual judgement and choice, but business is expected to contribute financial and human resources to the community and to improve the quality of life. The philanthropic components of CC/CSR are: to perform in a manner consistent with the philanthropic and charitable expectations of society; to assist the fine and performing arts; to engage managers and employees in voluntary and charitable activities within their local communities; to provide assistance to private and public educational institutions; to assist voluntarily those projects that enhance a community's quality of life (Carroll, 1991:40 - 42). Philanthropy encompasses those corporate actions that are in response to society's expectation that businesses be good corporate citizens. This includes actively engaging in acts or programs to promote human welfare or goodwill.

Two-way symmetrical model

The practice of CC/CSR at Nestle Zimbabwe is one of the good examples of two- way symmetrical model of communication. The two-way symmetrical model, have been debated components of the excellence theory (which considers managerial, strategic, symmetrical, diverse and ethical values and tactics in decision making). They argued that "this 'win-win' approach provides an ethical basis for public relations because it "provides a coherent framework for socially responsible practices". Nestle Zimbabwe uses this model in their CC/CSR programmes so as to enhance corporate reputation through the radio programmes they have every Tuesdays and Thursday in the morning. Their customers are in a position of responding to what they have been informed about and at the same time there are some competitions where they are asked questions and if they answer correctly they win prizes which include food hampers with all Nestle products, cash donations, holiday trips to resort areas and fees vouchers to children in primary and secondary schools.

Du Plessis (2000:25) notes that even though the two way symmetrical model seems at the kick-off to be the ideal model for public relations practitioners, Grunig and Grunig (1989:3) admit that few organizations apply this model in practice because their world-view of public relations does not correspond with the characteristics of this model. The study would seek to inquire whether Nestle Zimbabwe applies two way symmetrical model when approaching CSR issues that seek to improve the welfare of their publics.





Two-way symmetrical model: McQuail and Windahl (1996:196)

The two way symmetrical model, has it that public relations experts depend on two way communication to position their brand among end-users. Free flow of information takes place between the organization and its stakeholders, employees, investors and vice versa. Conflicts and misunderstandings are resolved through the Padare/Enkundleni, quarterly meetings where every employee attends and have the chance to communicate with top management about their grievances and how to improve their quality of work and most ideas are often implemented because there is free flow of information and ideas are taken seriously.

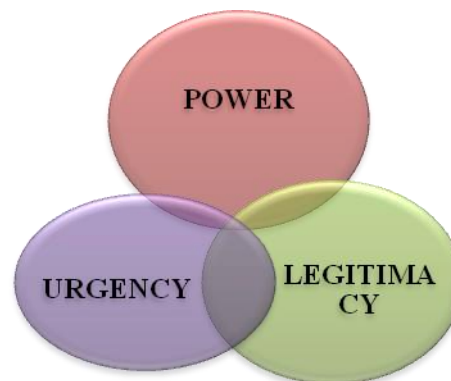
The Stakeholder Salience Model

The Stakeholder Salience Model was proposed by Mitchell, Agle and Wood (1997). The authors proposed a *Theory of Stakeholder Identification and Salience* in response to the many competing definitions of 'stakeholder' and the lack of agreement on 'Who and What Really counts in stakeholder management' (Mitchell et al 1997:853-854).

Considering the principle, proposed by Freeman (1994), of 'Who and What Really Counts' Mitchell et al(1997:853) argue that the first question calls for a normative theory which logically defines who should be considered as stakeholders. While the second requires a '*descriptive theory of stakeholder salience* [emphasis in the original]' which explains what conditions are in place when managers do consider certain people or entities as stakeholders. Although there are many different definitions used for identifying stakeholders they tend to be either broad and inclusive or narrow and pragmatic. For example, Freeman's broad definition allows practically anyone to be classified as a stakeholder as virtually anyone can affect or be affected by an organization.

Donald and Preston, (1995:85) defines stakeholder as, 'persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity' In other words; an entity must have a legitimate claim or stake in the organisation to be considered a Stakeholder. They then proposed a new normative theory of stakeholder identification based on three variables: **Power** to influence the firm, **Legitimacy** of the stakeholders' relationships with the firm and the **urgency** of the stakeholders claim on the firm.

Silence Model: Stakeholder Classification



Stakeholder Salience Model

Mitchell et al. (1964:59) define power as the extent to which a party has or can gain access to coercive (physical means), utilitarian (material means) or normative (prestige, esteem and social) means to impose their will.

The definition of legitimacy is taken from Suchman (1995:574) who defines legitimacy as 'a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions'.

Urgency is defined as 'the degree to which stakeholder claims call for immediate attention'. The 'degree' depends not just on time-sensitivity, but also on how 'critical' the relationship is with stakeholder or the importance of their claim (Mitchell et. al, 1997, p.867).

From this stakeholder typology the authors introduce managers' perceptions to develop a theory of stakeholder salience. They define 'salience' as 'the degree to which managers give priority to competing stakeholder claims' (854) Power and legitimacy are interrelated and the three variables can overlap. The combinations give seven different classes of stakeholders, which the authors illustrate using a Venn diagram. For example, people who have an issue that is urgent to them, but don't have any power or legitimacy are *demanding*. Those with power and legitimacy are *dominant* and the team will report to them and defer to their direction.

Corporate reputation through CC

According to shareholder approach, the classical view on CC/CSR is maximizing the profits of shareholders (Friedman, 1962). (Foley, 2000). From the stakeholder theory, it is obvious that organizations should be accountable to other groups of stakeholders, who can affect or be affected by a company's objectives (Freeman, 1984).

Fisman et al (2002:2) note that in the business community, CSR has emerged as a significant theme. That is, companies may increase profits by acting as upstanding corporate citizens. The most visible element of a company's CC/CSR activities is often its charitable giving, which in most cases could very easily be decoupled from its product (Caldwell 2006). These include a three-year sponsorship of the extremely popular Nestlé Champions of Champions Charity Shield soccer tournament from 2011. Nestlé was also actively involved in the arts and entertainment circles through the NESCAFE Winter Jazz Festival. In addition the company has funded Primary School sporting activities namely the National Primary School Heads basketball tournament. The company now ensures that all marketing and advertising of all its products is first of all monitored by an independent team to ensure that it is in no way misleading or biased.

CORPORATE PHILANTROPY AT NESTLE ZIMBABWE

This is perhaps the oldest CC/CSR program in existence. Kotler and Lee(2005) note that Corporate Philanthropy is a direct contribution to charity or causes, most often in the form of cash, grants and donations. Most corporations make monetary or other donations to charities and non-profit projects in their communities. Unstructured philanthropy is often considered a "first step" in building a robust CSR program.

A philanthropic programme is useful when the brand positioning enhancement is intended or the company intends to cut into a new market. As a program evolves, philanthropy can be used more strategically and ultimately can be seen as returning many benefits to the company as well as the community at large. In the study Nestle Zimbabwe has established some education sponsorship programmes for the less fortunate children known as the Healthy Kids Programme. This includes the adoption of Kudyarawanza Primary School in Seke communal lands and Chitsere Primary School in Mbare.

It includes social aspects like corporate giving, volunteer efforts and other societal contributions. This also involves employees, customers, suppliers, societal needs, organization expertise which include resources like, equipments and finance. Strategic philanthropic practice in firms can be dated back to the 1980s where it emerged as a branch of CSR and as a management and marketing tool in the USA. Since then, many firms in many countries have adopted strategic philanthropic scheme as a means to tie firms' societal activities to business goals and objectives (mostly long term) with the emphasis that such activities could advance business interest (Smith, 1994). These include, increased customer loyalty, enhanced firm reputation and strengthening of employee commitment and productivity (Smith 1994).

Corporate Reputation

It is the duty of the PR department to maintain the corporate reputation of an organization. The PR department at Nestle Zimbabwe has used different types of media for their CSR programmes to enhance corporate reputation of

the organization. Corporate reputations can be defined as an asset of immense value. Fombrun and Riel (1997:10) note that “a corporate reputation is a collective representation...It gauges a firm’s relative standing both internally with employees and externally with its stakeholders...” Fombrun and Riel (1997) identify different views of reputation which include economic, strategic, marketing, organization, sociological and accounting each with its own traditional of defining concepts.

Dowling (2004) argued that corporate reputation is an overall rating that shows whether people see the business organization as positive or negative. Fombrun, (1996) notes that business organizations strive to develop positive reputation by projecting and creating a set of skills which are recognized as unique by their stakeholders, through operational excellence, innovation and close relationships with consumers. Dowling, (2004) argued that good reputation builds confidence and trust whereas bad reputation does not. Most of the business organizations are driven by corporate reputation because this directly or indirectly sells their products to the public.

Hollender and Fenichell (2004) observed that on 132 leading organizations, majority of the respondents responded that corporate reputation has become more important in the recent years, while others described reputation as a vital measure of success. Business organizations with good reputation are also good at sustaining huge profits over the period (Roberts & Dowling, 2002. Reputation enhances profitability and long run survival of the business if it is used appropriately.

Communications by PR at Nestle Zimbabwe

Lubbe and Puth (1994; 7) note that, “public relations as communication strategy functions to send and receive messages between the organization and the various publics”. This places importance on communication as a two way process that seeks to achieve mutual understanding. Communication is a vital element not only in the Nestle Zimbabwe PR department but the group as a whole. It is the means by which Nestle Zimbabwe’s image, reputation, identity, goals and objectives are conveyed.

Du Plessis (2000) suggests two types of communication media for PR namely controlled and uncontrolled. Controlled refers to communication media over which the PR practitioner has control in terms of the message, frequency, placement, content and format. Most of these forms of media are communicated to the diverse publics by the internet. Other examples of controlled communication include; Healthcare and Medical Equipment Supplement in *The Newsday* and *Daily News* of 07 April 2011, and also on the congratulatory supplement advert in *The Herald* where they placed their visit to the Chinyaradzo Childrens Home. Nestle Zimbabwe use the group communication model as information is conveyed from the top management to the general staff and vice versa.

Corporate citizenship and CSR

Corporate citizenship sometimes can be called corporate responsibility, which is defined as the ways in which a company’s strategies and operating practices affect its stakeholders, the natural environment, and the societies where the business operates. Corporate citizenship encompasses the concept of corporate social responsibility (CSR), which involves companies’ explicit and mainly discretionary efforts to improve society in some way, but is also directly linked to the company’s business model in that it requires companies to pay attention to all their impacts on stakeholders, nature, and society. Corporate citizenship is, integrally linked to the social, ecological, political, and economic impacts that derive from the company’s business model; how the company actually does business in the societies where it operates; and how it handles its responsibilities to stakeholders and the natural environment.

Enhancement of Corporate image by PR at Nestle Zimbabwe

Corporate image is fluid in nature, continuously changes because of time and other variables. Healy (1969) alludes to this fluid nature of corporate image on the basis of current events and on the measures of key employees in certain critical issues. It is important for organizations to examine and ensure that certain events are revisited in a bid to maintain or improve the image. These include the content of corporate statements, actions which dramatize the organization’s corporate conscience, the corporate look and the corporate name structure. The PR department at Nestle Zimbabwe has engaged the Nestle website as a platform and also whenever they do CSR programs they issue out Nestle t-shirts, caps, pens and also powdered milk and cereals, to promote its corporate image and present an image which it wants the public to understand.

Four Stages of PR Process

PR process is to set targets. It estimates the working hours and other costs involved. It also selects priorities which will control the timing of different programmes and to decide the visibility of carrying out the declared objectives. For instance, in research Nestle Zimbabwe would be focusing on three elements which include: Client or organization, Problem or potential problem and opportunities to do public relations and audiences or public. This is mainly done through formal or informal research methods.

Action plan/Objective/planning programme

The best way to explain objectives is through SMART. The campaign must be specific, or one should plan exactly what one wants to do. It also should be measurable thus should have boundaries to where your campaign must be done. Nestle Zimbabwe started their Healthy Kids programme which is a three year programme (2011-2013) they created a theme that they knew would help their cause; “Healthy Kids. This programme is based on creating a healthy mind and a healthy body”. Their main target were children especially those in primary level where physical education and good nutrition are being encouraged at all levels as the prevalence of Non-Communicable Diseases (NCDs) such as diabetes and high blood pressure is on the rise thus explaining to children why they should always have a balanced diet.

Develop and implement communication tactics

Nestle PR department would make sure they would use all forms of mediums so as to achieve best CSR results at the end of every campaign that they did. Whenever they were having their visits they would make sure they would invite different journalists from different publications and also whenever they do the Healthy Kids athletics. They release the programme in every publication and also every Fridays and Mondays they have a programme on radio where they teach people about the importance of a balanced diet and also ask questions. On this stage, they also draft a budget of whatever they would want to do and for Nestle Zimbabwe this is done by the Public Relations department in collaboration with Global Brands which is their advertising agency.

Evaluate after and during the campaign or programme

Nestle after the athletics programme and the any campaign that they do they have assessment of what they would have achieved at the end though writing reports on how successful it was and also how profitable it was and to the community. Thus this article would evaluate practices and approaches of CC/CSR programmes by PR department at Nestle Zimbabwe to enhance corporate reputation.

FINDINGS

Distribution and Response rate for Questionnaire and Interviews

The researcher distributed a total of seventy three (73) questionnaires among Nestle Zimbabwe’s internal employees and external publics. The researcher distributed forty eight (48) questionnaires among the organization’s internal publics and twenty five (25) to the external public and sixty eight (68) were returned, which showed good response rate by the respondents. From the findings of the study through questionnaires 10 were from the PR department, 10 from the Marketing department, 10 from Finance department, 10 from supervisors of different departments and 8 for managers at Nestle Zimbabwe. The researcher administered questionnaires to the targeted respondents which are Nestle customers. Other internal employees did not respond to the questionnaires due to lack of interest in CC/CSR programs. Others did not see the necessity of the PR department in the organization and for others they had genuine reasons due to pressure of work. The researcher used the drop and pick in the distribution of questionnaires. The researcher physically distributed the questionnaires by hand to selected respondents and collected them after 3 days.

The remaining twenty-five (25) questionnaires were administered and distributed by the researcher among the organization’s external publics comprising the organization’s clients mainly benefiting from the CC/CSR programs. Out of the twenty five (25) questionnaires issued by the researcher, only twenty three (23) were attended to, and the other 2 refused to answer the question due to work load. The researcher also used electronic emails, to reach respondents who could not be contacted physically.

Type of respondent	Questionnaires Distributed	Questionnaires Returned	%
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Public Relations	10	10	100%
Marketing	10	8	80%
Human Resources	10	6	60%
Supervisors	10	4	40%
Managers	8	3	38%
External publics	25	23	93%
Total	73	54	74%

Below is a table for the distributed questionnaires.

Table 1: Questionnaire distribution and response rate

The table below shows a positive response of 74% from the questionnaires that were distributed to both the internal and external publics through the co-operation of the PR department with 100% percent and also the marketing department with 80%. This showed a very good response also showing the relationship between the PR and marketing department and also they work hand in hand. There was a low turn in the supervisors response with 40% and managers with 38% due to the fact that they are always busy and some were not interested to answer questionnaires.

Approaches used by Nestle Zimbabwe through CC/CSR to enhance corporate reputation

From the findings of the study it can be deduced that, Nestle Zimbabwe is involved in corporate social investment programs, Nestle Zimbabwe has so far distributed 346 cows in the country in the project for both small and large-scale dairy farming. From the study findings it emerged that, the company plans to invest \$14 million on both commercial and small-scale dairy farming in the next seven years. Nestle Zimbabwe would bring cattle from source markets to boost the national herd as well as assist farmers in creating wealth. The company is conducting this same project in rural areas whereby 500 women are into cattle and buffalo dairy production under the Village Women Dairy Development Programme. The national milk output is projected to increase to 25 million litres annually in the next few years to rise from the current 3, 5 million.

The few publics interviewed by the researcher through questionnaires indicate that they usually communicate with the organization through their website and also for every event and educational matters on balanced diets they listen to the radio programme on Tuesdays and Thursdays which is presented by DJ Tendai Chakanyuka and Tinashe Chikuse. The publics also have the room to call and ask questions on things they do not understand and also through competitions that are done every end of the month.

The study found out through questionnaires that PR Personnel at Nestle Zimbabwe came up with a program called “Creating Shared Values in the Community” thus showing their involvement in the society. Nestle Zimbabwe dedicated itself to the sustainable use of water and constant improvement in water management. It has acknowledged that Zimbabwe faces a growing water challenge and that responsible management of Zimbabwe’s water resources by all water users is an absolute necessity. The company has sunk boreholes in different communities and schools to provide clean and safe water.

Again through the *Daily News* the PR director Farai Munetsi asserted that every month end the PR department does some clean up campaigns in the CBD and they also have a fixed day in their yearly calendar where they visit the Chinyaradzo Children’s Home, spend a day there clean the rooms, yard and also do some laundry for the children. Nestle Zimbabwe PR department has reserved a Labour Day for staff at Kudyarawadza Primary School where they offer their services voluntarily and at the end give them any form of donations towards the school development.

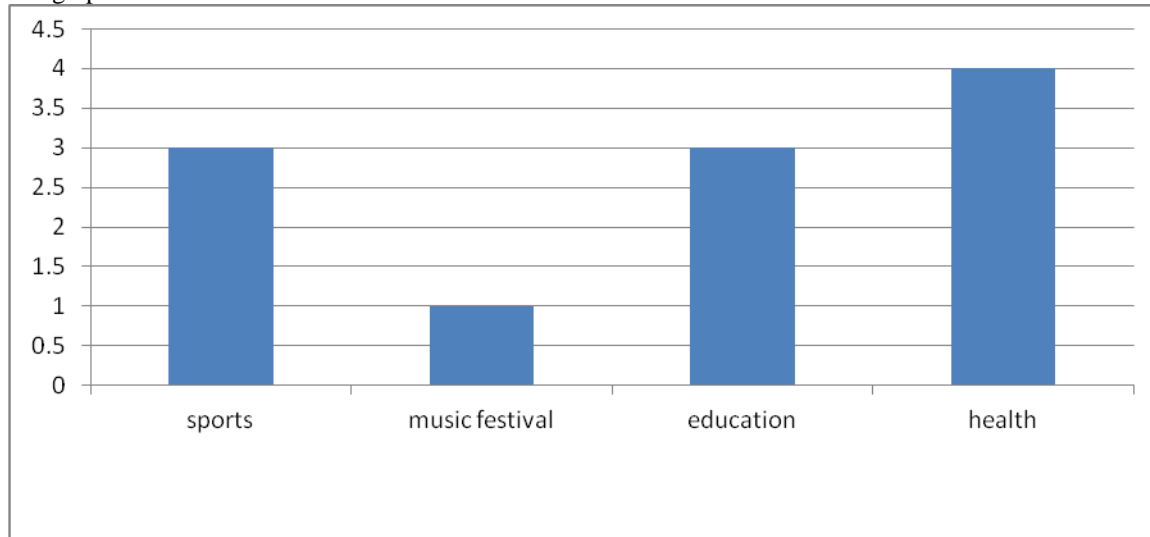
Nestle Zimbabwe has implemented some CC/CSR programmes that help and benefit the people and at the same time enhance their corporate reputation and these include, Kudyarawanza Primary School which has been adopted as the Nestle Village. A borehole has been sunk so as to provide clean and safe water for both the school and the village. A nutritional garden has been set up to maximize use of donated borehole. School children compliment their nutrition studies with hands on projects in the garden.

The study also found out through interviews and questionnaires that, the approaches used by Nestle Zimbabwe through CC/CSR has managed to help them to enhance their corporate reputation. The successful practice of public relations required adherence to what Traverse-Healy (1959:59) called the “communication cycle”; that is publish-listen-revise-publish. Judging from the above statement by Traverse-Healy (1959) communication is a regular process, a series of closely connected events.

CC/CSR programmes in enhancing Corporate Reputation

Below is a bar graph from the researcher's findings on the comparative CC/CSR programmes implemented by Nestle Zimbabwe.

Bar graph 1



From the above bar graph, Nestle Zimbabwe has implemented programmes that help them enhance their corporate reputation. They have 3 sporting programmes which include athletics, basketball and soccer and one music festival programme they have sponsored. In education they have managed to sponsor those in need. This includes the 3 groups, Primary, Secondary and at Tertiary level and on health they are mainly involved in 4 health diseases such as HIV/AIDS, cholera, obesity and diabetes.

From the findings of the study the top management at Nestle allocated specific responsibilities to PR departments and as such the PR strategy was considered in line with the company's expectations. In addition, the Nestle Zimbabwe PR department is supposed to manage all internal and external communication affairs and to make sure that stakeholders are always alerted to all of CC/CSR activities and programs that are implemented by corporations to benefit their stakeholders. This links with what Foley (2000) says, that the company should make contributions to the extent, to which it can be connected with the creation of long-term value for the shareholders.

From information gathered through questionnaires and interviews it is clear that Nestle Zimbabwe has different CC/CSR programmes that cover wide ranges such as education, health, sports, music, and good life. From the study findings through questionnaires, interviews, documentaries and content analysis Nestle Zimbabwe has managed to achieve good corporate reputation, mainly from sponsoring these activities. Puth and Lubbe (1994:179) define CC/CSR as a generic concept referring to business organisations concern and active two-way involvement with the social, economic and political forces which influence the environment. In achieving the corporate objectives and goals, Nestle Zimbabwe PR department came up with a plan of PR strategies that support the organization's corporate objectives.

CC/CSR programs for Sports

The findings of the study deduced that Nestle Zimbabwe believes that the more privileged should give to the less fortunate so as to build a better future for all. It is this philosophy that motivated Nestlé's involvement in various charitable and noteworthy activities which include three of them that are soccer, basketball and athletics. From the *Daily News* of 27 August 2009 Nestle Zimbabwe entered in an agreement of a three-year sponsorship of the extremely popular Nestlé Champions of Champions Charity Shield soccer tournament from 2010. From the findings of the study through interviews the researcher found out that, Nestle Zimbabwe has adopted a soccer team mainly known as the "Mwana Africa" where they have sponsored the team with \$30 thousand and the best player Maradzike with \$300 000 after they had won in the tournament. In addition, through the interview the researcher had with Farai Munetsi the PR director the company has funded Primary School sporting activities namely the National Primary School Heads (NASH) basketball tournament which was mainly for the under-16. Nestle

Zimbabwe through their Milo brand, gave \$US22 million to NASH so as for the tournament to be a success (*Newsday* 7 March 2010). Nestle has offered a “Healthy Kids Athletics program” where it has sponsored children in Primary School.

CC/CSR programs for Education

From the research findings the researcher found out that, there have been many approaches used by the company in different areas, but its efforts have been recognized in Zimbabwe where most of the works of CSR have been done. The corporation has become increasingly generous of late. From the response through questionnaires, interviews, content analysis and documentaries, Nestle Zimbabwe has been giving donations to the communities in areas where it sources its raw material, particularly in rural areas where it has been seeking to develop infrastructure to ensure that children are not allowed to stay at home but are taken to school to study.

In addition, this research found out through an interview with the PR’s Personal Assistant Doreen Chari that, Nestlé Zimbabwe is also funding nutrition education for school children. The material was developed by a Consultant from the University of Zimbabwe and will be implemented by trained teachers in schools across the country. Working with the Ministry of Education, Nestlé Zimbabwe in 2013 sponsored a comic book to be used in 15 pilot schools around Harare reaching around 12,000 children. The comic would contain nutrition and physical education information. This would then be rolled out to other schools around Zimbabwe in 2014.

Again from the research findings through questionnaires it was deduced that by donating directly to schools in Zimbabwe and by providing scholarships, the organization has been able to help many young people get a precious education. The corporation is also funding different initiatives aimed at helping the continent achieve the Millennium Development Goals (MDGs). For instance, the Nestle Fund for Creating Shared Value has been designed to reward innovative personalities in different parts of the continent. The fund has been guaranteed to be an ongoing annual competition so that many Zimbabweans can be empowered to help their country and communities to develop.

CC/CSR programme for Music Festivals

From the findings of the study through documentaries and questionnaires, from *The Herald* 13 April 2010, Nestlé Zimbabwe was also actively involved in the arts and entertainment circles through the NESCAFE Winter Jazz Festival which was held on the 14th of July 2010 at Jazz 105. This reveals Nestle Zimbabwe’s effort of performing the duties of being socially responsible by encouraging cultural practices through music thus enhancing corporate reputation. The Nestle Zimbabwe sponsored the Churchill Boys High students who were involved in Churchill School Band by donating \$3 000 to the school paying fees for every student for the whole year and buying instruments needed for the school to develop.

The study also found out through interview with the PR Personal Assistant Doreen Chari from Nestle Zimbabwe that it has been involved in musical Cabaret performed by Zane E Lucas It sponsored the whole festival and at the same time through its brand Riccofy Nestle Zimbabwe was running a Riccofy bar serving coffee and biscuits. Through this Nestle Zimbabwe has managed to enhance good corporate reputation at the same time

CC/CSR for Health issues in Zimbabwe

From the observations and questionnaires the researcher found out that, in 2011 Nestle Zimbabwe took a role under health and welfare programme to assist people in different communities who are affected by different disease like cholera. It provided financial support. Using printed documentaries about Nestle Zimbabwe the PR department used “SMS” advertisements to every *Netone and Econet* subscribers in advising them to be alert of diseases such as cholera and typhoid amongst others. Through this Nestle Zimbabwe PR department has made an effort to avoid health problems by partaking in the treating of diseases such as diabetes, obesity, cardiovascular disease and Alzheimer’s disease. Nestle Zimbabwe supports nutrition education programmes that currently reach children in the whole of Zimbabwe. “The Healthy Kids” programme broadcasts messages that are especially designed to bring beneficial changes in children’s eating habits and issues that deal with obesity and malnutrition.

On health issues Nestle Zimbabwe also considers its internal publics that have children affected with different diseases and also have health problems. The programmes also benefit them. They provide drugs for patients with diabetes, and also HIV/AIDS.

Grunig and Grunig (1996) claim that use of the two-way symmetrical model allows public relations practitioners to “play key roles in adjusting or adapting behaviours of institutional dominant coalitions, thus bringing publics and dominant coalitions closer together.” Through this Nestle Zimbabwe has managed to enhance their reputation due to the fact that the PR department went out, researched the needs of the people in different communities and have managed to provide what they want through different CC/CSR programmes. Thus when people are being helped they then tend to like the organisation and at the same time buy Nestle Zimbabwe products. Both parties benefit at the end.

Implementation of corporate philanthropy in boosting reputation

From the findings of the study the researchers through questionnaires and interviews established that, Nestle Zimbabwe PR department has different options and these include the following: Cash donations, Grants, Scholarships, Donating products and services and offering equipment. These tactics of corporate philanthropy can be evaluated through the success or failure of the organization to boost reputation.

From the research findings the researchers noted that Nestle Zimbabwe has implemented corporate philanthropy to boost its reputation. Attained results indicate that Nestle Zimbabwe has mainly focused on scholarships with 35% and cash donations with 30% where it is involved in giving out money to different organisations and individuals. It also issues grants to children and students thus have 15% and 10% for donating products and services and also offering equipment in schools.

From the results derived from questionnaires and interviews with the PR managers, Nestle Zimbabwe has reserved Labour Day to staff to offer their services voluntarily and give any form of donations towards the targeted school's development. Nestle Zimbabwe staff have donated clothes, furniture, books and their time to offer their skills in order to improve the welfare of these disadvantaged children at Kudyarawanza Primary School. The study through documentaries also found out that Nestle Zimbabwe has given a US\$130 000 sponsorship package of a Healthy Kids Athletics and Physical Education Opponent for primary schools to be held in collateral in 2013. Nestle Zimbabwe has been sponsoring Healthy Kids and Physical Education Opponent and this is their second year in partnership with the National Association of Primary School Heads at the National Sports Stadium. The aim behind this programme is to lift nutrition, health and wellness recognition of school-age children in the country.

From the questionnaires distributed the researchers found out that Primary schools across Zimbabwe are positioned to scale new sporting heights after the NAPH clinched a US\$80 000 sponsorship under the Healthy Kids Athletics and Physical Education Sports Programme with Nestle Zimbabwe. Under the programme, primary school children would have to undertake a healthy eating routine, which would reduce obesity as a result allowing them to fully partake in sports. Nestle Zimbabwe Managing Director; Kumbirai Katsande from the interview with the researchers indicated that the programme aims to increase awareness within primary school children on issues to do with nutrition, health and sport.

The researchers through newspaper articles in the *Sunday Mail* (12th of February 2012) establishes that, Nestle Zimbabwe and the NAPH signed a three- year partnership towards the operation of the Nestle Healthy Kids Athletics and Physical Education Programme. The project is an open entry and it involves all 5 500 primary schools under NAPH in Zimbabwe. The activities would start at school level and winners will progressively compete at the cluster, district and provincial levels culminating in national competitions which will be held at the National Sports Stadium in Harare. The company would in 2012 provide an initial sponsorship of US\$80 000 which will be reviewed annually and is also funding nutrition education in schools. The programme of the Healthy Kids programme would be implemented in both rural and urban areas.

The study also established through interview with the PR director Farai Munetsi, that Nestle Zimbabwe also has adopted Kudyarawadza Primary School in Seke were they pay fees for those under privileged children and also have donated furniture stationary and money towards the development of the school. Through the Healthy Kids promotion they held in 2012 the offered \$500 school fees vouchers and \$1000 cash to the school and this was offered to all 10 provinces in Zimbabwe. From the information gathered by the researchers it is clear that Nestle Zimbabwe fully implement CC/CSR programmes to enhance corporate reputation. Through these Corporate Philanthropy programmes done by Nestle Zimbabwe it is in agreement to what Kotler and Lee (2005) states, that

Corporate Philanthropy is a straightforward contribution to charity or causes, mostly in form of cash, grants and donations.

Carroll (1991:42) CC/CSR's pyramid talks of Philanthropic responsibilities. The philanthropic components of CSR are: to perform in a manner consistent with the philanthropic and charitable expectations of society; to assist the fine and performing arts; to engage managers and employees in voluntary and charitable activities within their local communities; to provide assistance to private and public educational institutions; to assist voluntarily those projects that enhance a community's quality of life (Carroll, 1991:40 - 42). Philanthropy encompasses those corporate actions that are in response to society's expectation that businesses be good corporate citizens. This includes actively engaging in acts or programs to promote human welfare or goodwill. Examples of philanthropy include business contributions to financial resources or executive time, such as contributions to the arts, education, or the community.

Achievements of organizations objectives through CSR

Nestle Zimbabwe's main objective is all about "Good Food, Good Life" The study also found out through documentaries that Nestle Zimbabwe believes that for one to have a healthy life it's through eating the right diet of food. According to *Newsday* (14 September 2012) the Nestle Nutrition Institute Africa (NNA) had a meeting and their objective was to promote the understanding of science of nutrition over the African Continent and Zimbabwe is effective in the programme and also hosted a Nutrition Symposium for some 80 healthcare professionals in Harare on 13 of September 2012. Kumbirayi Katsande the Nestle manager in an interview said that, "this is the beginning of a series of scientific programmes lined up for the years to come in Zimbabwe and NNA would continue to act as a catalyst in this endeavour since we have already managed to achieve the first stage in Zimbabwe". Through the invention of this programme Nestle Zimbabwe launched a new product for breast feeding and pregnant mothers called "Nestle MOM" where the PR department travels in hospital and other women's functions teaching them about health issues and how to raise healthy kids.

The researchers furthermore, through interviews deduced that, Nestle Zimbabwe has been funding different initiatives aimed at helping the continent achieve the Millennium Development Goals (MDG). In an interview conducted by the researcher with Kumbirayi Katsande it emerged that Nestle Zimbabwe introduced a new Cereal product to address nutritional deficiencies in pregnant and lactating women. The food supplement, Nestle MOM was motivated by the need to contribute to meeting of MDG goals 4 and 5 in Zimbabwe. Thus showing how important the supplement introduced by Nestle is. This has enabled them to achieve the organization's objectives through CC/CSR since they are also going to clinics especially in rural areas and in urban areas where they are only giving this supplement for free to those in need and cannot afford to buy it.

From the responses from the questionnaires the researchers also observed that through Nestle Zimbabwe PR department the objective to fulfil its promise of commitment to the community towards CC/CSR programs has created a Shared Value. Nestle Zimbabwe made a policy to visit the Chinyaradzo Children's Home every year and to donate clothes, food hampers and future. They have also identified 5 children who are currently doing their form 4 at Harare High and they sponsored them with vouchers of school fees, school uniforms, textbooks and pocket money worth \$30 dollars a month. Thus Nestle Zimbabwe is managing to fulfil the company's objectives.

Achievements of organizational goals through CC/CSR Programmes

From the interviews and questionnaires conducted by the researchers it emerged that, Nestle Zimbabwe's goals are to be recognised as the country's leader in nutrition, health and wellness trusted by all the stakeholders and to be reference for financial performance in its industry. Nestle Zimbabwe has strong confidence in the potential of the local market for long term growth and development. Through the CSR programmes at Nestle Zimbabwe to enhance good corporate reputation they try their best to educate people about balanced diets, health issues so as to avoid different diseases and also obesity. From the questionnaires distributed the researchers found out that, to a greater extent Nestle Zimbabwe has managed to fulfil its mission statement. Again through the PR department who have been effectively working towards attaining the goals of helping different Zimbabweans in need through its CC/CSR programmes, Nestle Zimbabwe has managed to enhance good corporate reputation.

Another goal is to manufacture and market the company's product in such a way as to create value that can be sustained over the long term with shareholders, employees, consumers and business partners. Everywhere in Zimbabwe be it regionally or locally, the Nestle Zimbabwe name represents a promise to the consumer that the product is safe and of high standard. Everything mainly done by Nestle Zimbabwe is of quality and also the company makes it an effort to understand the needs and desires of its customers and they provide food options for all ages and stages of life that is why many people depend on their products. For instance, through the CC/CSR programmes they do advertise their products to people and also giving for free and donating food hampers to the publics.

Strengths of the PR department in boosting corporate reputation

Nestle Zimbabwe has managed to build good relations with its public thus boosting corporate reputation. The study found out through questionnaires that both employees and external publics managed to bring out the strengths of the PR department and through these strengths CC/CSR programmes have managed to build good relations.

The study found out that Nestle Zimbabwe treats people as individuals. Nestle Zimbabwe often shows customers that it cares for them, through different corporate social responsibility programs like "Healthy Kids program", donating food stuffs and furniture in schools and Children's Homes, Sponsoring education and giving cash to students in tertiary level institutions. Nestle Zimbabwe also makes it an effort to stay close to its customers through the implementation of long term contracts of different CC/CSR programmes and through helping those in need. From the study findings through questionnaires the researchers noted from Nestle Zimbabwe targeted audiences that they have an image trusted by customers.

Weaknesses of the PR department in boosting corporate reputation

The findings of the study through questionnaires enabled the researchers to establish that customers were of the opinion that Nestle Zimbabwe should be considerate to its customers. Therefore there should be high value return that customers should get in the form of an appreciation for doing business with Nestle Zimbabwe. The customers complained that Nestle Zimbabwe only favours few people in societies and is not helping everyone especially those in rural areas and in high density suburbs like Mbare. Distributed questionnaire to the external publics, indicate that Nestle Zimbabwe must implement a complaints management system. The system must be visible such that customers know where to complain and they must know how to complain. It is also Nestle Zimbabwe's responsibility to make sure complaints are dealt with quickly to address and satisfy customers. The more customers are satisfied the more revenues growth and market share too thus enhancing good corporate reputation. Again external publics indicated through questionnaires that the PR department is mainly focusing on external publics CC/CSR programs employees thus affecting their work relations. This is likely to affect the employer and employees relationship which will affect the organisation's reputation. The PR department at Nestle Zimbabwe must handle equally all issues that affect both the internal and external relations in order to uphold good corporate reputation.

Conclusion

It can be noted from the findings of the study that Nestle Zimbabwe through CC/CSR has managed to enhance its corporate reputation. Corporate reputation is a collective representation that gauges a firm's relative standing both with internal and external publics. In addition, reputation can be economic, strategic, marketing and organizational sociology. Communication is a vital element not only in the Nestle Zimbabwe PR department, but the group as a whole. Again it can be argued that the PR department at Nestle Zimbabwe played a vital role in upholding the corporate reputation through CC/CSR that addresses the needs of both internal and external public in Zimbabwe. Corporate philanthropy just like CC/CSR has made Nestle Zimbabwe to be famous and favoured by their publics. The findings of the study indicate that PR department is central and some of the PR practices exercised by the organization include Event Management, Advertising and Media Monitoring, Corporate Sponsorship, Exhibitions and Issue Management. All these activities directly and indirectly assist in enhancing corporate reputation.

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