CORPORATE SOCIAL RESPONSIBILITY CONCEPT WITHIN THE ROMANIAN MULTINATIONAL COMPANIES: THEORETICAL AND PRACTICAL ASPECTS

Assoc. Prof. Codruta Dura Ph. D
Assoc. Prof. Claudia Isac Ph. D
University of Petrosani
Faculty of Science
Petrosani, Romania

Abstract: The purpose of the corporate social responsibility (CSR) is to contribute to a sustainable economic development alongside with employees, families, communities and the society as a whole in order to improve the quality of their lives. The Romanian business scene has recently borrowed the concept of CSR and this evolution was due to the presence of multinational companies that implemented new practices in this area. Our paper tries to bring to the forefront a presentation of the social responsibility in Romania both from theoretical and empirical perspective. Thus, after performing an accurate diagnosis on the development of CSR in our country, we shall analyze the case of Petrom OMV - the CSR top player in Romania - in an attempt to prove that we can find remarkable examples of good practices and that these experiences can be disseminated to the entire society.

JEL classification: F23, M14

Key words: Corporate Social Responsibility (CSR), Multinational Companies (MNCs), National Strategy to Promote CSR, Projects of Involvement in the Community, CSR Strategies and Practices.

1. INTRODUCTION

Nowadays, we are witnessing a spectacular process of globalization and liberalization - which is in force for the financial market, for the goods and services market and for the labor market as well - and must be accompanied by an efficient global governance system, having its own ecological and social dimensions. Multinational companies (MNCs) have received a great deal of attention in the economic literature during recent years as they act like significant players of the international business environment and, therefore, they are assigned with a crucial role in supporting and consolidating a responsible business behavior.

The multinational company is a conglomerate which carries out multiple and diverse economic activities and it consists of a parent company and a large number of subsidiaries operating in various countries of the world. Statistical data released by UNCTAD is testimony to the crucial role multinational companies play in the world economy: in the early 1990s there were 37,000 multinational companies in the world that controlled about 170,000 foreign subsidiaries; the most recent figures show that today there are no more than 82,000 global corporations with 810,000 subsidiaries abroad which include 68 million employees (it represents twice the manpower employed in a country the size of Germany) [20]. Multinational corporate entities have generated a value added of
approximately $16 trillion in the year 2010, accounting with more than a quarter to the creation of the gross domestic product (GDP), while the foreign subsidiaries of these "giants" have gained more than one-tenth of GDP and 1/3 of world exports [6].

Corporate social responsibility (CSR) is a concept related to the contributions that multinational companies must make to the development of the contemporary society. Over the time, this contribution was defined by several different streams of thought, and “the socially responsible initiatives” of companies have been named by a variety of terms and phrases [7]: corporate responsibility, corporate citizenship, corporate philanthropy, corporate sustainability, corporate social marketing, business and community issues, community development etc. The development of the concept of corporate social responsibility during the recent decades has grown exponentially. To act responsible in a social environment means not only to conduct their business in compliance with the norms of the law, but also to achieve a series of objectives that involve greater investments in human capital, in environmental protection and in the relation with the society. Through CSR, companies go beyond minimum legal requirements, in order to get involved in solving the social problems occurring within the environment they operate in.

The Romanian business environment assumed and developed relatively recently the concept of CSR, and this was possible with the help of multinational companies which were worthy of the merit of introducing new practices and activities in this sphere.

2. THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

Definitions of CSR have appeared in the literature in the late 1970s, and the common idea that can be extracted from most approaches is that, regardless of the economic-financial performance, no company can afford to take action against society [3]. Moreover, there already exists in the literature a number of approaches that attempt to analyze and quantify the relationship between the social and the financial performance of the company [10]. It is almost universally accepted that there is a significant positive relationship between the social and the financial performance of companies, and moreover, the various CSR activities - the involvement in community activities, the relations with employees, the environment diversity and the products – are able to exert a decisive influence on the success of implementing business strategies by major corporations (see figure no. 1).

According to Robbins and Coutler, the evolution of CSR concept can be split up into four distinctive stages [19]:

- **The first stage – Stakeholders.** The company is exclusively responsible to the stakeholders, regardless of their number – two or 200,000 persons. These interested parties are the only individuals having financial concerns in the business, therefore the company is not in debt to anyone else except for its stakeholders. According to this point of view, if the investors are content, the company has accomplished its fundamental goals;

- **The second stage – Employees.** The company involves its employees in CSR programmes and in the decision making process as well. The management considers the team spirit of employees and the whole company as ethical. Thus, there are many companies which adopt specific ethical standards related to their business area. In cases when the management accepts a set of standards, makes known its expectations comprehensibly and offers training, the company can constitute a frontline in the sphere of business morality;
The third stage – Costumers and Suppliers. According to this phase, after the stakeholders and the employees are satisfied, it is the costumers’ and suppliers’ turn to receive their gratification. In a traditional manner, restaurants and retail stores follow this abecedarian business philosophy by embracing and applying the dictum „The costumer is always right“. The companies nowadays recognize the value of the first-class costumer service in the advancement of their business.

The fourth stage – Society. This stage reveals that the corporation is not only responsible to its interested parties, but to the entire society. According to a general belief, firms have the duty „to do the right thing“. This obligation goes beyond the honourable and righteous treatment of stakeholders and incorporates legal, ethical and political action. Other potential benefits can result from government deregulation and environmental protection initiatives. The public image of a responsible company ameliorate if the society becomes aware of the value the bussines brings as a whole to the society.

One of the best known and most used definitions of CSR belongs to A.B. Carroll (1979, 1983, 2009) who defines the responsibility of any kind of economic organization in relation to the four main areas: economic, legal, ethics and philanthropic (or charitable).

First, any company from an economic system aims to produce goods and/or services desired by individuals and to sell them for a profit. Thus, Carroll defines the economic business responsibility which is the starting point of any subsequent request.

Secondly, just as the company expects an economic operator to produce profit as a result of selling goods and services, they are also expected to comply with the law along this process. This is the legal responsibility of the company. The following two types of responsibilities, the ethical one and the discretionary/philanthropic one are characterized by the fact that they specify a set of expectations that go beyond the legal system. The ethical responsibility incorporates social expectations regarding the moral rules adopted by corporations. The philanthropic responsibility refers to the commitment of corporations to
contribute to the improvement of the quality of people’s life in the modern society. The four types of responsibilities make up the concept of total corporate social responsibility, and in order to give the public an image as close to reality as possible, these dimensions must be taken into account and must be complied with simultaneously [2].

More recently, Kotler and Lee (2005) have defined the term CSR as “a commitment which contributes to the well-being of the community through discretionary business practices and by allocating corporate resources”. In this approach, the authors establish a direct relationship between CSR and corporate social initiatives, understood as “the main activities undertaken by a corporation in order to support social causes and to meet its corporate social responsibility commitments.” [7].

From the managerial point of view, the concept of CSR may divide and fall within one of the following categories: health and insurance, environmental activities, codes of conduct, improved community relations, participation in activities related to human rights and public interest, learning throughout life, responsible investment from a social point of view, the support offered to disadvantaged groups or to ethnic minorities, or charitable activities, better relations with customers etc. [10].

In order to encourage the process of implementation of strategies of social responsibility in the European Union starting with 2013, the intention of the European Commission is to create multilateral CSR platforms in major industrial sectors and a
European system of rewards for CSR partnerships between enterprises and the parties involved.

Thus, there is the need of a system of indicators which allow a fair comparison among the effects of the actions of social responsibility. These could be grouped as follows:

<table>
<thead>
<tr>
<th>Table no. 1. Indicators for measuring the social responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External company indicators</strong></td>
</tr>
<tr>
<td>A. Indicators of notoriety and visibility</td>
</tr>
<tr>
<td>A.1. The number of opinions on social networks such as Facebook</td>
</tr>
<tr>
<td>A.2. The number of visitors on a specialized site</td>
</tr>
<tr>
<td>A.3. Winning prizes</td>
</tr>
<tr>
<td>A.4. Broadcasts and/or articles written about an event of social responsibility</td>
</tr>
<tr>
<td>B. Indicators of reputation</td>
</tr>
<tr>
<td>B.1. Results of surveys or questionnaires which reflect the size of the CSR</td>
</tr>
<tr>
<td>B.2. Positive or negative reactions towards CSR events</td>
</tr>
<tr>
<td><strong>Internal company indicators</strong></td>
</tr>
<tr>
<td>C. Indicators for the evaluation of the impact upon employees</td>
</tr>
<tr>
<td>C.1. The number of employees engaged in CSR activities</td>
</tr>
<tr>
<td>C.2. The number of employees who are responsible for CSR activities.</td>
</tr>
<tr>
<td>D. Financial indicators regarding the value of CSR actions</td>
</tr>
<tr>
<td>D.1. Expenditure on CSR actions</td>
</tr>
<tr>
<td>D.2. The weight of CSR expenditure in the total of operating costs</td>
</tr>
<tr>
<td>D.3. Evolution of expenditure on CSR</td>
</tr>
</tbody>
</table>

If the internal business indicators were frequently used and they express a relatively easy quantification, the indicators of visibility and reputation have become familiar alongside with the development of social media and in particular with the development of the Internet and they can be found especially in the CSR annual reports.

### 3. CSR in Romania

The Romanian business scene recently borrowed and developed the concept of CSR, and this evolutions was due to the presence of multinational companies who had the merit of introducing new and activities and programs in this sphere. Since the accession to the EU and once the finances has been granted, the institutions and public authorities initiated and developed a series of strategies to increase public awareness, as well as research studies, seminars, conferences, and websites related to one or more specific topics within the field of CSR [1].

The results of this studies have shown that Romania needs a uniform approach of the CSR concept which make it easy for the business organizations of our country to form a socially responsible attitude in the context of globalization and European integration. In 2011, alongside with the elaboration of the *National Strategy to Promote CSR* [13], the public authorities of Romania recognized the importance of increasing awareness and support for the development of CSR in Romania, identifying the weaknesses and setting specific objectives, harmonized with the EU strategy.
Naturally, the reference point of this strategy has been represented by a SWOT analysis of the present stage of development of CSR in Romania – table no. 1.

Table no. 1. SWOT analysis of CSR development in Romania

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>The interest of the society in CSR and the relatively recency of the concept in the public space;</td>
<td>Insufficient awareness of the concept of CSR within the company;</td>
</tr>
<tr>
<td>Involvement of multinational companies and of some of the major Romanian companies in CSR initiatives;</td>
<td>The lack of studies, researches and extensive sociological evaluations of the degree of knowledge and implementation of CSR in Romania;</td>
</tr>
<tr>
<td>The growing number of CSR initiatives and best practices in this field at national level;</td>
<td>Poor knowledge and involvement of organizations and small and medium enterprises in CSR initiatives;</td>
</tr>
<tr>
<td>The growth of the interest of consumers for the products/services of the socially responsible companies.</td>
<td>Small extent of investments and acquisitions of CSR;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits for companies, communities, society, business environment etc. of a strategic approach of companies, that integrate CSR;</td>
<td>The absence of coherent public policies to promote CSR;</td>
</tr>
<tr>
<td>The importance given to the concept of CSR at European and international level;</td>
<td>The absence of coherent and consistent legislative framework;</td>
</tr>
<tr>
<td>Opportunities for development and involvement in the European/international market for SMEs;</td>
<td>Deficiencies in law enforcement;</td>
</tr>
<tr>
<td>The opportunity to learn, take over and adapt the best practices and lessons learned from the experience of more developed states due to the presence of MNC in Romania;</td>
<td>Delays regarding acceptable standards in CSR-related domains (e.g. environment) in comparison with other EU Member States;</td>
</tr>
<tr>
<td>Increase of the importance of the reputation of companies, environmental policies in the consumers’ choices;</td>
<td>The risk of exclusion/blocking the access of Romanian companies on certain markets;</td>
</tr>
<tr>
<td>Funding opportunities for CSR initiatives offered by the EU;</td>
<td>Insufficient support and implication of public authorities in promoting and implementing CSR;</td>
</tr>
<tr>
<td>Positive attitude of citizens regarding the involvement of companies in the community/society;</td>
<td>The lack of budgetary funds for promoting the implementation of CSR.</td>
</tr>
<tr>
<td>An environment protected against the negative effects of human activities.</td>
<td></td>
</tr>
</tbody>
</table>

(Source: The National Strategy for the Promotion of Social Responsibility, 2011-2016)

A positive aspect resulting from the inventory of strengths identified by the analysis is that multinational companies are those that have initiated in Romania a
significant number of CSR projects. Such projects are addressed to problems with particular emotional impact on the public, namely: education (P&G, OMV Petrom, Orange Romania, OTP Bank), environment (Tuborg Romania, Coca Cola HBC Romania, Raiffeisen Bank, MOL Romania), health (A&D Pharma, The Rompetrol Group, Avon Romania), sports (Vodafone Romania, BRD Groupe Societe Generale).

On the other hand, the most important barriers to CSR are of economic and cultural type. Economic constraints manifest themselves with greater amplitude in periods of crisis, when unemployment, inflation or loss of markets require companies to reconsider CSR strategies and budgets. From cultural point of view, insufficient knowledge of the concept of CSR at company level, poor knowledge and involvement of SMEs in CSR initiatives, as well as the lack of a coagulation of a business culture based on moral values reveal which areas the National Strategy to Promote CSR should give priority attention.

The social responsibility review for 2010 was created on the basis of opinions presented by bloggers on www.responsabilitatesociala.ro which shows that the Internet is once again an indispensable tool, based on the premise that those who visit this site are interested in corporate social responsibility [17]. Thus, the ranking shown in the figure no. 4 indicates that multinational companies were rated in terms of how they got involved in society; Petrom and Vodafone are followed by the multinationals from the banking field such as Raiffeisen Bank, UniCredit Țiriac, OTP Bank or BCR.

Owing to the reasons why bloggers appreciate these companies, the results prove that the companies were chosen based on the notoriety of some CSR initiatives, especially in the online environment and less depending on their activity. If we take into consideration the reasons for which respondents chose a company, we understand that they appreciated those that had invested in the environment, in activities within regarding health and sports and companies which promoted online events. Many bloggers chose Petrom and Coca-Cola for their global involvement in issues regarding the society/the environment, Vodafone for its donations in the health area or Raifeissen Bank for the development of biker’s communities.
Starting from the conclusions of this study and from the assessments of other specialists, we understand that in Romania, CSR activities are not related to the main activity of the company, which is a weak point, since a social responsibility strategy has a major effect if there is a correlation with the main object of activity.

4. PETROM OMV – THE CSR TOP PLAYER IN ROMANIA

Petrom is the largest petroleum group of South-Eastern Europe operating in Romania and Kazakhstan, oil and gas reserves estimated at 812 million barrels of oil equivalent. The company has facilities in exploitation and production in 20 countries around the world. In 2011, the turnover of the group was of 5.336 million euros, while EBIT (the profit before taxation) amounted at 1.165 million euros. According to the annual report for 2011, the number of employees of OMV Petrom dropped by 7% in 2011, reaching 22,912 people, which means less than half as compared to the year 2004, when the company was taken over by the Austrian OMV Group.

In 2010 and 2011, Petrom invested over 4 million euros annually in its projects of involvement in the community. The reports published reveal 5 distinct categories of CSR projects implemented by Petrom: education, health, environment, community development and the relationship with employees respectively. According to the data available on the site www.responsabilitatesociala.ro, Petrom is the company with the largest budget of involvement in the community in our country.

Education is one of the fields in which Petrom invested the most money in 2010, not less than 1,139,000 euro. In this respect, it’s worth mentioning the following projects [14], [15], [16]:

- **Țara lui Andrei.ro (Andrew’s country.ro)** – which stimulates direct implication of citizens in solving the problems of the community they live in;
- **Școala lui Andrei (Andrew’s school)** – according to which students, coordinated by their teachers propose solutions in order to solve the problems of the community;
- **Petrom Olymics** - a program dedicated to children and youngsters who have recorded outstanding academic performance, being awarded in national and international olympiads;
- **Every child in school** – a program that aims at facilitating access to education for children from rural families without financial resources;
- **Authentic Leadership** – a project that completes the educational experience of students between the ages of 14 and 18 from all over the country, helping to identify and develop their leadership potential.

In 2011, Petrom financed with the amount of 115,000 Euros, 21 projects for local communities, proposed by citizens from all over the country, enrolled in “Școala lui Andrei”. They offered solutions to the problems of Romanian communities, such as environmental protection, education, health and social causes. Petrom invested in 2011 other 55,000 Euros in community projects proposed by the students of “Școala lui Andrei”. In 2011, 362 teams (consisting of 20 to 30 students, coordinated by a teacher) entered the competition. Among the main problems identified by them are the lack of a green space (30% of the total of projects targeted the creation or redevelopment of an area for leisure activities), upgrading of schools (28%), promoting cultural and folk traditions (over 11%), personal development through courses and workshops (7.62%) or finding solutions for the social disadvantaged categories (5%) [14], [16].

In 2011, which was declared the international year of forests, plantings within “Școala lui Andrei” have doubled in the number of trees planted as compared to the year 2010. Thus, over 2,400 volunteers who participated in the planting activities were able to
“turn green” the map of Romania with 103,000 trees planted on 21 acres in the counties of Buzău, Vâlcea, Bacău, Teleorman, Prahova and Dolj. All re-forested areas have been selected according to the needs of communities, by consulting local authorities and there are the areas affected by landslides or desertification [14], [16]. In addition to stimulating civic initiative, the project “Școala lui Andrei.ro” means voluntary involvement as well. 

Following the outcome mentioned above, “Școala lui Andrei.ro” was considered by Romanian youngsters the most powerful platform for volunteering after Greenpeace, according to a study ordered by MaiMultVerde and conducted by GFK Romania [14].

In the field of healthcare, Petrom has invested 1,081,537 euros in 2010. The main projects carried out in this area were [14], [15]:

- **Access to Life** – aimed at supporting the medical system of emergency by expanding the telemedicine network (with a coordination center within Floreasca Emergency Hospital), further professional training and rewarding physicians of excellence;

- **Blood Donation Campaign** – which has brought on the public agenda the importance of blood donation by educating and making Romanians aware of this critical issue for the Romanian medical system;

- **Health within Petrom** – aimed at creating a network of Petromed clinics in all subsidiaries of the company across the country in order to ensure good health status of Petrom employees.

In 2011, a new campaign in the field of healthcare was launched – ”**Doctor, you are a hero!**” carried out in partnership with the television channel Pro TV. The programme promoted excellence in the medical field and gratified doctors in Romania with outstanding professional results. Within the campaign, there was created a dedicated website – [www.erou.stririleprotv.ro](http://www.erou.stririleprotv.ro), which was accessed by thousands of Romanians who wanted to reveal over 1,600 cases in which excellent doctors changed their destiny for the better or even contributed to the general health of the community. As a consequence of the votes received, three doctors have received specialization scholarships abroad, worth 23,000 euros [16].

By creating the “Access to Life” platform, Petrom has made an investment of 650,000 Euros in the Romanian health system. Out of the amount allocated to this investment, Petrom has directed 450,000 Euros towards the development of the emergency telemedicine network within Târgu Mureș clinic. Other 16 hospitals were included in this network and connected to the coordination center within Floreasca Emergency Clinical Hospital in Bucharest.

The current network comprises 56 hospitals from 19 counties of the country, from which 9.5 million people may take benefit. According to the same initiative, Petrom has donated to SMURD three fully equipped ambulances, worth a total of over 170,000 Euros [15], [16].

For the **environmental programmes**, Petrom allocated in 2010 the amount of 487,000 Euros. The best known projects implemented in this sphere are [15]:

- **Plantings within „Țara lui Andrei”** – is an activity related to the educational project Țara lui Andrei.ro, which has been systematically developing since 2009. Plantings in „Țara lui Andrei” aim to bring more”green” on the map of Romania by planting trees in areas affected by landslides, deforestation or in regions characterised by high levels of pollution;

- **Romania Grows Roots** – through which the company targeted the growth in Romania’s woodland, flood prevention and improvement of air quality;
• **I Drive, therefore I Plant!** – the project started from the premise that planting trees is one of the most effective solutions to reduce the effect of pollution caused by vehicles. Therefore, drivers from all over the country could contribute to the planting of trees by simply purchasing a car air freshener from Petrom Oil Stations;

• **Small Steps, Great Results** – an initiative that supports civil society actions in the Black Sea Area for educating the general public with regard to the protection of the marine environment and biodiversity and to the promotion of sustainable marine development;

• **Environment Day** – Petrom celebrates each year on the 5th of June, the International Day of the Environment along with citizens who appreciate nature and act for the protection of the environment;

• **Rediscover Romania Campaign**, which aims to achieve a map of Romanian authentic sightseeing, through social networks. Initiated by Petrom in 2010, the campaign was continued successfully in 2011, when 5 trips were organized in less visited places of the country and they involved over 100 leaders from social media. In each trip there were five teams of four participants, socially active people on Romanian networks, who travelled 10,000 km and visited 30 cities. During the journeys across the country, the participants used to publish on social networks information and impressions regarding the routes – posts and photos on blogs, messages on twitter or on facebook. Unlike the first edition from 2010, Petrom re-launched the campaign in 2011, cooperating with other well-known Romanian brands – Dacia, BCR, Romtelecom, Paralela 45 and the National Museum of the Romanian Peasant. In addition to the contribution of the direct participants, the organizers of the campaign were able to use the online channels of partner companies. That is why the social impact of the campaign in the virtual environment was an impressive one: 1,000 posts, 13,000 tweeters, 25,000 photographs, 350 videos. Petrom has also created a site dedicated to the campaign Rediscover Romania. It contains photos taken during the trips and a series of posts about the campaign, on various blogs. In addition, the site contains a virtual map of all the places visited by the participants. Moreover, the promotion campaign develops mobile applications for iphone and android users. They have been able to contribute on-line with recommendations, photos and other materials in order to make the virtual map.

In addition to the three fields examined by Petrom and supported by the marketing strategy of social responsibility, there are special projects dedicated to employees through which the company promotes volunteerism among its employees or encourages their involvement in sustainable community development in the areas in which it operates. Out of the many initiatives of this kind, there are worth mentioning the following:

• **Volunteering within Petrom** - employees are encouraged to participate in voluntary actions supported by Petrom: planting of trees, supporting socially disadvantaged children, supporting the emergency medicine network;

• **“Be Santa Claus!”** - initiative through which Petrom and its employees are trying to bring every year the joy and the magic of the holidays in the hearts children from families with modest material resources. In the year 2011, approximately 450 children received Christmas gifts from employees of Petrom;

• **Communication and Information Campaign about the 2%** - since 2008, Petrom has been organizing every spring an unprecedented project to promote the “2%” facility. The campaign had two main axes: the first consisting of a broad internal campaign aimed at increasing awareness of staff regarding the option to redirect those 2% of the income tax towards the NGO sector and the second lying in a NGO fair.
All of the approximately 23,000 employees were informed about the facility and the NGOs which were either traditional partners of Petrom, or represented prestigious names of the nonprofit sector, towards which the respective amounts of money could be redirect. NGOs were included on a list of 45 organisations, and this list was used as a guideline throughout the campaign. Within the NGO fair organized at the headquarters of Petrom City, civil society representatives presented their achievements and future strategies, so that the employees of the company should be able to adopt a decision based on the destination of the 2% from the income tax, interacting directly with prospective beneficiaries. Although the idea of this campaign was not a new one – as already shown, it was for the first time in 2011 that Petrom had organized this NGO fair. At this fair took part 30 non-governmental organisations from different fields - the environment, education, health and social - and 1,500 employees of Petrom redirected 2% of their income tax within this campaign. The most supported field by redirecting 2% by the majority of Petrom employees was health.

Our analysis has proved, without any doubt, that in spite of the financial crisis and of a highly turbulent economic environment, Petrom OMV is one of the Romanian multinationals that has continued its involvement in CSR projects within the period 2009-2012 and, that this strategy brought the company recognition both nationally and internationally.

5. Conclusions

The concept of CSR is a relatively recent acquisition for the Romanian economic environment which borrowed and developed, especially with the help of multinational companies, many strategies and practices in this area.

Thus, a growing number of companies with foreign and Romanian capital have proceeded to the reconfiguration of their organizational structures and to establishing separate departments with a role in creating and implementing CSR programs. In other words, as in any imitative approach, there were adopted, from the start, the “forms” which lacked in content most of the times [8]. Based on a documentary study, we can assert that Romania is presently in the early stages of the assimilation of the CSR concept, in which the “forms” are beginning to gain content precisely as a result of the impact that multinational companies have upon the Romanian economy.

Analysis of the strategy of social responsibility within Petrom OMV, a multinational company leader in the corporate social responsibility rankings in Romania in recent years, reveals that in our country there are good practices in the field of CSR that can and must be disseminated on all economic and social life levels.

It is expected that the future development of the CSR concept in Romania would follow two distinct coordinates:

- the first will mark a quantitative accumulation by extending CSR practices to a growing number of companies;
- the second will highlight a qualitative progress by the consolidation of a new organizational culture, more centered on moral business values.

Companies like Petrom OMV will spearhead this qualitative maturation, because they are already aware of the fact that the strategy of implementing CSR concept will result in long term payoffs such as: enhancing the company reputation, being in the public eye as a desirable employer on the labor market, increasing mass-media visibility, attracting new consumers, improving the competitive advantages and so on.
REFERENCES

1. Anca, C., John, A., Stanciu, E., Rusu, D., Responsabilitate Socială (Corporativă) în România. Analiză situațională și recenzie a practicilor actuale, Raport realizat în cadrul Proiectului POSDRU/64/3.3/S/41722 “Întărirea capacității companiilor românești de dezvoltare a parteneriatelor sociale – RSC”


3. Bradu, C., What Do Consumers Expect from Companies regarding Social Responsibility?, Munich Personal RePEc Archive no. 2847


7. Iamandi, I., Responsabilitatea socială corporativă în companiile multinaționale, Editura Economică, București, 2010


9. Săvoiu, Gh., Corporețiile multinaționale – o abordare statistică comparativă în România și Serbia, Revista Română de Statistică, nr. 11/2010


11. Zaharia, R., Grundey, D., Strategia națională privind promovarea responsabilității sociale a companiilor în România, realizată în cadrul proiectului „Responsabilitatea Socială a Companiilor axată pe Mediul Înconjurător și Dezvoltarea Comunităților Locale”, Septembrie 2010


13. Strategia națională privind promovarea responsabilității sociale a companiilor în România, realizată în cadrul proiectului „Responsabilitatea Socială a Companiilor axată pe Mediul Înconjurător și Dezvoltarea Comunităților Locale”, Septembrie 2010

14. www.responsabilitatesociala.ro

15. Raportul implicării în comunitate, Petrom, 2010


