

Alcohol Industry CSR Activities in Thailand: Appropriate or Not

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Abstract

It is not easy to judge the appropriateness of a CSR project launched by the same multinational corporation in different countries. Ihlen, Bartlett, and May (2011) accept that CSR is recognized as a global phenomenon, however, they have observed that CSR programs, or CSR communication, cannot be applied in a “one-size-fit-all” approach at the global level.

A number of scholars have indicated CSR programs in different countries have their own uniqueness since they are shaped mainly by local contexts, ranging from historical and political to social and cultural contexts (Habisch & Jonker, 2005; Nyquist, 2003; Ihlen, Bartlett, & May, 2011). Furthermore, these CSR programs can indirectly reflect the ideology and characteristics of the sponsoring corporations.

This paper aims to examine CSR programs and communication of the alcohol industry in Thailand, where approximately 90 percent of the population is Buddhist. From the Buddhist perspective, alcohol consumption is a sin. However, from health statistics, alcohol has been a direct or indirect cause of premature death in many cases. Meanwhile, from the alcohol corporations' perspectives, it has become a very competitive market that has become even fiercer because of new legal restrictions.

With strict regulations on the prohibition of alcohol commercials, this research seeks to prove the assumption that CSR activities and communicating CSR to the mass market have become a growing trend of alcohol industry in Thailand. Documentary analysis has provided empirical data that on one hand shows alcohol companies in Thailand, local and multinational, allocating advertising budgets to integrated CSR campaigns, which takes the risk of penalties because of illegal promotional practices. The following results together with those of studies conducted elsewhere have led to debates on business ethics and the appropriateness of CSR and CSR communication as well as the implementation of proper rules and regulations.

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The specific results of this research are as follows:

1) During 1999-2008, the Thai Alcohol Industry organized 436 CSR activities to communicate with the public via different channels, including mass media, organized public events, the internet and social media.

2) Based on Professor Kotler's Concept of CSR, the Thai alcohol industry has mainly focused on corporate philanthropy (430 corporate philanthropic activities, or 86.5 percent of the total), followed by 60 cause-promotion activities (12.1 percent), 4 social responsible business practice activities (0.8 percent), and 3 cause-related marketing activities (0.6 percent). No corporate social marketing or community volunteer activities were recorded.

3) Among Thai youth, CSR activities were seen in a much more positive light by those who consumed a high level of alcohol when compared to those who were moderate consumers. However, non-drinking youth did not totally trust the alcohol industry in terms of their sincerity when promoting their CSR activities.

In addition, Thai youth, both drinkers and non-drinkers, indicated that they wanted to participate in CSR activities organized by alcohol beverage companies if allowed, especially when they believe that these CSR activities would benefit Thai society.

Based on the above data, the challenge for the alcohol industry is reframing their "CSR" activities in a manner that will exclude youth from access to alcohol products together with determining the right communication tactics for their CSR activities that are not viewed as marketing tools. Furthermore, health educators, policy makers, regulators and family members must be aware of and find ways to combat the unintended influence of CSR Activities upon youth to combat, or prevent, their attraction to alcohol products.

Introduction

At the beginning of July 2013, the English Premier League's Manchester United and Chelsea football club came to Thailand to play in matches against the Singha All Stars, who are sponsored by Thailand's oldest alcohol beverage company, Boon Rawd. In an article in a national newspaper, Thai Post, published on June first of the same year, a company executive was quoted, saying that to celebrate the company's 80th anniversary, they invited Manchester United to play against the Singha All Stars to thank, or reward, Thai society, particularly football fans, for their support by providing them the opportunity to see one of the world's top teams play here for the first time in two years."

This phrase, "reward Thai society", represents a popular concept and virtually an important obligation for corporations conducting business in Thailand. The alcohol industry, though, is in a difficult position, as while its products are legal, it can be dangerous to health and cause social problems.

Thus, an important question to ask is, "Do the actions of the local beer brewer as a sports sponsor demonstrate and convey their corporate social responsibility, or CSR, or are they actually practicing sport marketing?"

This is just one of the activities that reflects the problems of CSR in a Thai context conducted by private

corporations, particularly in this “gray” business sector that is legal but dangerous.

This study examines CSR activities of the Thai alcohol industry over a 10-year period, from 1999 (one year before the opening of the Thai market for the production and sale of alcoholic beverages) to 2008 (one year after the enactment of the Alcohol Consumption Control Act). The question to be considered is whether alcohol companies actually care or they are just promoting the same brands and products repackaged to strengthen their brand image, following a global CSR trend.

CSR and CSR Communication

Today, scholars are debating about the importance of CSR contributing to a company's profitability. If we look back at the century that just ended, CSR was best explained by Howard R Bowen, who said in his book, *Social Responsibility of the Businessman*, “[Social responsibility] refers to the obligations of businessmen to pursue policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (p.6). Bowen's ideas were supported by other scholars interested in ethical business behavior, including Eells (1956), Heald (1957), Davis (1960), Frederick (1963) and, especially, McGuire (1963), who all said that companies don't just have a responsibility for operating in accordance to the law, but they have a social responsibility outside of their business pursuits.

Another group, liberal economists like Friedman (1970), felt that a business should demonstrate social responsibility by virtue of its profit-making function rather than through donating resources to charities or local communities, as this would make them an instrument of public policy. Friedman saw charity as a role for individual philanthropists.

The role of companies really began to evolve when globalization took hold at the end of the 20th century, which brought with it new problems such as environmental degradation and movement of manufacturing to third world countries because of their low cost.

Archie B. Carroll studied corporate social responsibility and introduced his 3D Pyramid theory (1979) followed by a graphic display (1981) to make CSR more understandable. He labeled the peak of his pyramid as “good corporate citizen with the domain philanthropic on top and domains ethical behavior's desired and expected attitudes located just below. The foundation, or third tier, includes the required behaviors, which fall under the economic and legal domains, as a company must pursue profits as well as follow the law.

Meanwhile, communication scholars, Ihlen, Bartlett and May (2011) pointed out two responsibilities that fall under CSR communications. The first is social constructivism with conduct analysis/interpretation of CSR activities in actual context under social conditions and relations. The second is the role of CSR communications as a public relations tool.

If we consider the relationship of CSR with public relations, scholars like Daugherty (2001- in Heath) and L'Etang see CSR as a “centrality” for public relations. They believe that CSR fits directly with PR, as corporate social responsibility (CSR) is employed to manage corporate relations as well as corporate and brand image and identity (L'Etang, 1996). PR practitioners thus conduct CSR activities as a technique to build stronger relations with their target publics while building a stronger identity and reputation with stakeholders through goodwill.

Still, L'Etang (1996) advises PR practitioners to use CSR as a tactic for crisis management or a community program. He says that CSR is just one part of a PR portfolio at the early stages and sees CSR activities as actions of self-interest or duty. Thus, the PR practitioner must consider whether the CSR activities are morally right for society and not for the corporation's self-interest. The PR practitioner must point out the benefits to all stakeholders closely associated with the CSR, so it will not be a superficial act but will benefit the target group throughout its tenure or up to the point of it becoming illegal. In addition, a PR team must operate under a

Code of Ethics and, thus, serve as guardians to ensure the right balance between the benefits enjoyed by the private and public sectors (Grunig, 1992, p. 240).

CSR Communication Across Cultures: Thailand as a case study Ihlen, Bartlett and May (2011) accept that CSR is recognized as a global phenomenon. However, they have observed that CSR programs or CSR communication cannot be applied in a 'one-size-fit-all' approach at the global level.

A number of scholars have indicated that CSR programs in any country have their own uniqueness as they are mainly shaped by local contexts, ranging from historical and political to social and cultural (Habisch & Jonker, 2005; Nyquist, 2003; Ihlen, Bartlett & May, 2011). Furthermore, these CSR programs can indirectly reflect the ideology and characteristics of the corporations and the countries where they are located.

Thailand is one country where CSR is now a major tactic managed through policies and regulations. Thailand, which is located in Southeast Asia and is ranked fiftieth in the world according to landmass (approximately 513,120 square kilometers), has a population now estimated at around 66 million. Over 90% are Buddhist. The remainder is Muslim, Christian and other religions. The majority of the country's GDP, approximately 334,026 million USD, comes from the industrial and service sectors, ranking it thirtieth in the world.

Thai people enjoy a good time. They smile easily, are very hospitable and will come to the aid of each other in time of need. This is something that is probably learned in the family as giving to others is an idea and action emphasized in the home while growing up. It is also taught in the schools, especially assisting the less fortunate (??).

Furthermore, Buddhism, which is Thailand's predominant religion, has "giving" as one of its principal precepts. At its core is the concept of "making merit", for example, giving alms to monks in the early morning, serving monks their late morning meal or donating funds

or items to temples. "Making merit" means that one knows how to sacrifice for the good of others, whether it be giving food, clothes or personal items to those in need or less fortunate. Merit can also be earned when a government agency or private organization provides scholarships or other benefits.

There is an ancient Thai proverb for "doing good deeds" that says when one attaches gold leaf to the back of a Buddha image, the action is equally merit-worthy as attaching it to the front – so whether someone sees or knows of your good deed, it is appreciated and earns merit, possibly even more. This is what parents try to teach - that it is only important that you know what you did.

Why, then, when a company in Thailand considers their social responsibilities, do they want this information disseminated? Actually, though, this is true about all levels of Thai society, even though people have been taught that giving should be a selfless act.

Thus, CSR has become a major factor in doing business today in Thailand, as it clearly reflects a company's identity and policies. In fact, the Thai Stock Exchange feels that CSR is so important, they have set it as a regulation for listed public companies. The requirements are based on international standards (ISO) and include the establishment of a CSR foundation. This helps to demonstrate that public companies that conduct transactions on the exchange also promote CSR activities based on their earnings.

Kotler and Lee's Approach to CSR

Many Thai businesspersons, business scholars and corporate communications practitioners along with members of the media believe that Kotler of Northwestern University in Chicago has best defined and explained CSR. This is why his books and articles have been translated and are easily available in Thai.

Kotler and Lee (2005)¹ said that the activities that demonstrate social responsibility come in six forms:

1. Cause Promotion: activities that are supported

¹Kotler, P. and Lee, N. (2005). Corporate social responsibility: doing the most good for your company and your cause. Hoboken, N.J.: Wiley.

² Guinn, T., Allen, C., and Semenik, R. (2009). Advertising and integrated brand promotion. Mason, OH : South-Western Cengage Learning.

by funds or other items that come directly from the company to promote their name and reputation and their concern for society and to motivate others and give them the chance to assist those in need.

2. Cause Marketing: company activities that lead to the donation of funds to support society in different ways, but fall under cause related marketing and advertising where a company allocates funds or a percent of their earnings from sales or within a specific period of time or specific product so the company acts like a non government development agency (NGO) and includes its name with the activity to receive cause related advertising to raise the image of the company in the eyes of consumers.²

3. Corporate Social Marketing: activities that a company organizes with the goal to change negative behavior of their target group to positive actions.

4. Corporate Philanthropy: donations of funds for scholarships and charitable activities as well as company products and services to support society. This can include sponsorship for activities, including sport, like a golf tournament; entertainment, like a concert, festival/fair/event; the arts, like a museum or an orchestra, or a social cause. In these cases, the company, as the sponsor, can develop better relations with consumers and strengthen its brand identity. Raising the image of a company or brand, especially during an economic downturn, can be vital. Furthermore, as a sponsor, the company should ensure that the activities relate to their employees and/or customers. It is also important when sponsoring a team or athlete that they are not just seen as another fan, but they should appear connected to the individual's or team's success.

5. Community Volunteering: activities in which a company promotes employees as community volunteers or has them join a community project where the company

is located to help solve local problems, demonstrating the company's concern. In these cases, the organization takes action on its own or in cooperation with other organizations that have similar interests or concerns.

6. Socially Responsible business practices: company activities that demonstrate social responsibility through actions that will prevent detrimental effects on society or joining actions to alleviate problems or help care for members of society through business practices that will improve the health of the community and preserve its environment. These help show how the company is the same as a good citizen helping to prevent social problems, like Phillip Morris organizing a Youth Smoking Prevention project.

Thai Alcoholic Beverage Industry and Communication Control Standards

The Thai alcohol industry is massive, earning very high profits. It includes both domestic and international companies, and it is regulated by legislation.

The term sura liquor, or spirits, was first recorded in Thailand during the 12th-14th centuries (16th-18th BE) as still seen in the Khmer (Cambodia) ruins of Khao Phanom Rung, located in Thailand's northeast close to the Thai-Cambodian border. It shows how sura, liquor, was an ingredient employed in Hindu ceremonies (Pandit Sornphaisarn, the Evolution of controls to prevent problems caused by alcohol in Thailand, Alcohol Problems Research Center, 2005, p. 1-13).

As described in early literature written by royals, during the first Thai kingdoms, Sukhothai followed by Ayutthaya, spirits were produced by the palace for personal use and sale. This continued up to the founding of Bangkok as the Thai capital. The government still remains responsible for controlling alcohol sales and consumption. Over time, the government issued

¹ Kotler, P. and Lee, N. (2005). Corporate social responsibility: doing the most good for your company and your cause. Hoboken, N.J.: Wiley.

² Guinn, T., Allen, C., and Semenik, R. (2009). Advertising and integrated brand promotion. Mason, OH : South-Western Cengage Learning.

decrees to prevent drunkenness in public places during Thai New Year celebrations.

It was not until 1927 that the Thai liquor business emerged as an industry with government investments, and not until 1945 when concessions were established and auctioned for factories, distilleries and breweries that this business sector began to evolve.

As globalization took hold, the Thai government opened the alcohol industry and made it a free market for both production and distribution, beginning with beer in 1993 followed by spirits in 2000. This created fierce competition immediately in the alcohol markets, which has steadily increased over the years.

This attracted new investment and brought more imports of alcohol products. As the competition grew, companies had to develop new marketing strategies and tactics, which led to increased spending in sales promotion and advertising in parallel to the market expansion. In fact, in the year right after the opening of the alcohol beverage market, or 1994, advertising expenditure increased to 858 million baht. An average of 500,000 alcohol sales licenses were being issued annually while a can of beer retailed at 30-50 baht.

The result of the increased competition showed an expansion in communication as well as a quick increase in the number of drinkers and amount of alcohol consumed. Each year, the alcohol industry has enjoyed increased revenue, now reaching billions of baht.

CSR = Avoidance of alcohol consumption controls in Thailand?

Alcohol consumption control has become much tighter since the opening of the market and its steady expansion in distribution and increase in consumption. The year after the market was opened, in 2001, the Thai Health Organization was established and allocated 2% of the tax on vice products, alcohol and cigarettes, annually to invest in activities to raise awareness and promote new control standards for alcohol consumption.

Standards for communications and promotion were also considered important to cope with problems. The government implemented controls on television advertising, setting times when they could be broadcast. Ministry regulations were also issued requiring warnings in advertisements shown in cinemas and on billboards. The government also began to develop campaigns to reduce and stop consuming alcohol during different festivals and finally a new Alcohol Consumption Control Act was enacted in 2008.

The 2008 law meant an end to advertising and marketing promotion activities that persuade alcohol consumption. It strongly opposed campaigns that promoted alcohol as a device to improve sexual and social opportunities. It stopped all advertising and promotion of packaged alcohol products, which included the use of celebrity presenters, singers, actors and athletes. The channels still open to alcohol companies were news releases and social welfare projects. In these they could not show their products or packaging, just brand and company logos and identity tools.

Under these strict restrictions, this research looks at what CSR activities and communications were employed by domestic and foreign alcohol companies to reach the Thai public, while considering how CSR was successfully employed in Western markets.

Chris Bristol (2005) in his work shared the ideas of Paul Walsh, the former CEO of Diageo, who said, "We are proud of our different brands. We need to organize marketing and sales promotion activities that create the impression that we are the best in the world," especially when, "our actions represent responsible marketing."

At the same time, Peter H. Coors (2005) showed in his research on alcohol companies' CSR that 49% of the public felt that the companies that conducted CSR were, "just using another new channel for their marketing, particularly as Bristol (2005) said that the target in marketing is to build brand loyalty. In his book, Corporate Social

Responsibility and Alcohol, he wrote, “Every brand must produce and market products that meet the highest standards to be accepted by consumers, and they must demonstrate their social responsibility” (p. 140).

As CSR has been seen to increase the popularity of an alcohol brand or company in the West, it is understandable why companies in Thailand have followed this trend. Now, it has become even more important with the introduction of stricter controls and anti-drink campaigns. Therefore, it is worthwhile to see how alcohol beverage companies in Thailand have employed CSR.

Research Objectives

To study and better understand the CSR activities of Alcohol companies employed between 1999 and 2008.

Research Methodology

This research includes content analysis using the core types of CSR activities designated by Kotler and Lee (2005), which include: cause promotion (CP), cause related marketing (CRM), corporate social marketing (CSM), corporate philanthropy (CPh),

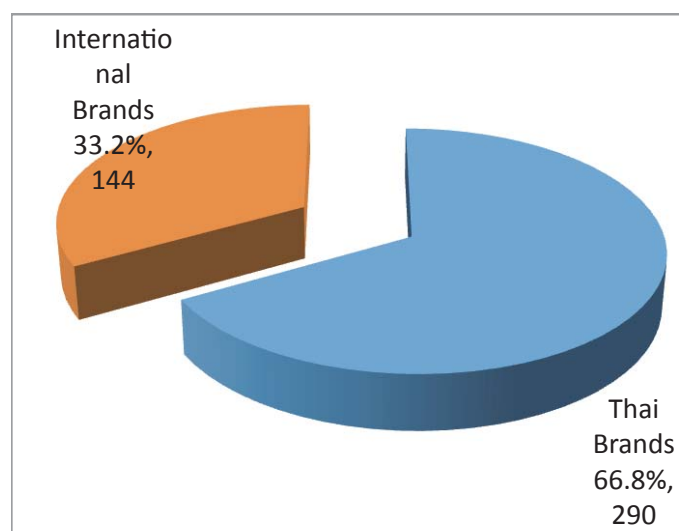
community volunteering (CV) and socially responsible business practices (SRBP).

For this research, news reports and news photos of CSR activities as well as related articles and interviews were studied to see how alcohol companies demonstrated their corporate social responsibility. A total of 32 Thai and foreign language newspapers printed in Thailand as well alcohol beverage company websites and public relations websites during a 10-year period from 1999, or one year prior to the opening of the Thai alcohol beverage market, to 2008, one year following the enact of the Alcohol Control Act, were studied and analyzed.

Research Results

(1) Amounts and Ratios of CSR Activities of Thai and foreign alcohol beverage companies

During the 10-year period, from 1999 – 2008, there were a total of 434 CSR activities conducted by alcohol companies in Thailand. These can be divided into 290 (66.8%) activities of Thai companies and 144 (33.2%) activities of foreign companies.



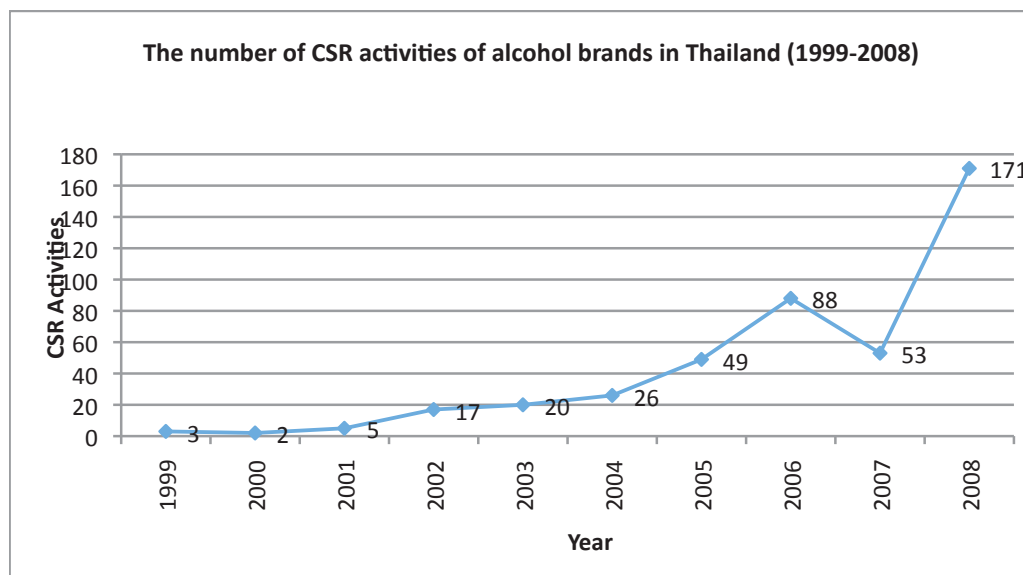
(2) Amounts and Ratios of CSR Activities by Thai and foreign alcohol beverage brands

By classifying CSR activities based on the origin of alcohol companies among these brands, the research results indicate that local Thai alcohol companies

organized the highest number of CSR activities: Chang, 148 activities (34.1%), followed by Singha, 104 activities (24.0%). They were then followed by the first foreign brand, Johnny Walker, 49 activities (11.3%).

Brand	Total	Percent
Chang – Thai	148	34.1
Singha – Thai	104	24.0
Johnny Walker – Foreign	49	11.3
Saeng Som – Thai	35	8.0
Heineken – Foreign	28	6.4
Hundred Piper – Foreign	27	6.2
Chivas – Foreign	19	4.3
Tiger – Foreign	5	1.1
Federbrau – Thai	3	0.6
Others (like Baccadi – Foreign)	16	3.6
TOTAL	434	100

(3) Amounts and Ratios of CSR Activities of Thai and foreign alcohol beverage companies according to year



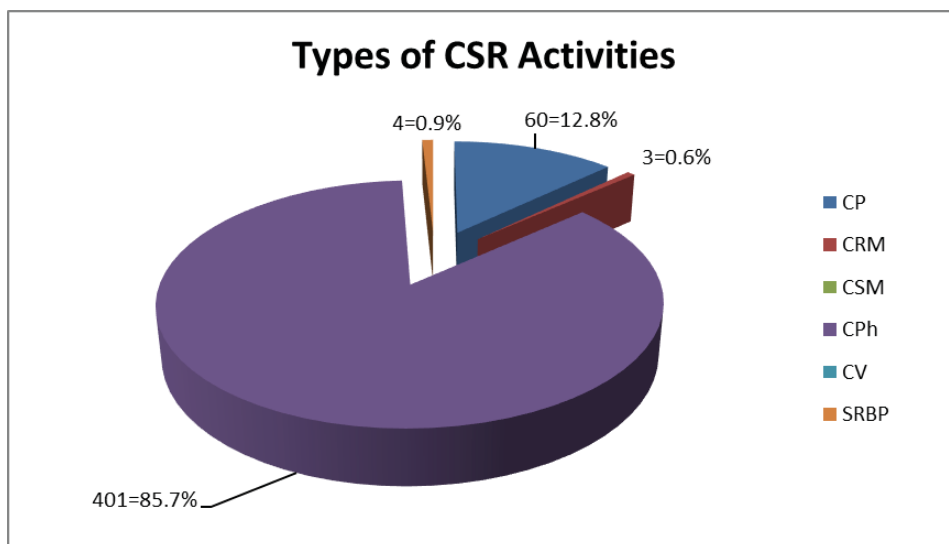
This chart shows that alcohol beverage companies in Thailand organized the highest number of CSR activities in 2008, a total of 171, or 39.4%. This

was followed by 2006 with a total of 88 activities (20.3%), 2007 with 53 activities (12.2%) and 2006 with 49 activities (11.3%) respectively.

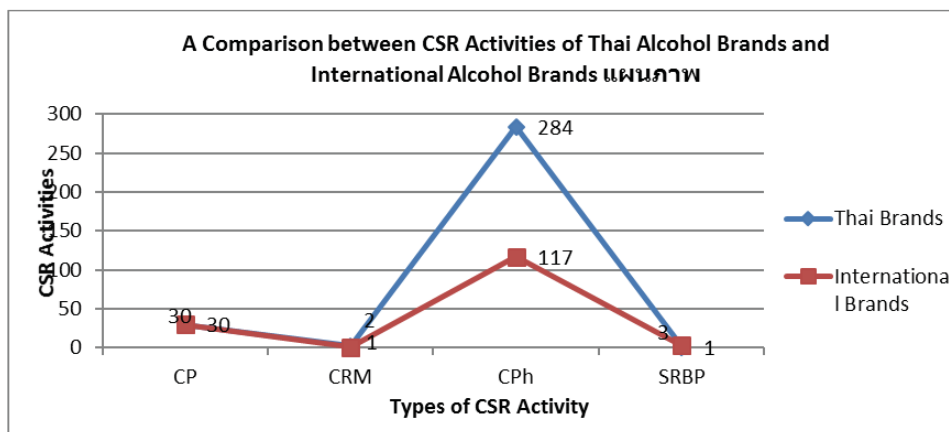
Results for the other years showed that in 2004 there were 20 activities (6.0%); 2003, 17 activities (3.9%); 2001, five activities (1.2%); 1999, three activities (0.6%); and 2000 two activities (0.5%) respectively.

In addition, it demonstrates that CSR activities doubled between 2006 and 2008, and were 85 times more than in 2000, which had the lowest number of activities, just two.

(4) Types of CSR activities of alcohol brands in Thailand Based on the six types of CSR activities designated by Kotler and Lee (2005), of the total 643 activities, the highest number, 401 (85.7%), fall under the category of corporate philanthropy, followed by cause promotion with 60 (12.8%), social responsible business practices with 4 (0.9%) and cause related with 3 activities (0.6%) respectively as shown in the chart below:



(5) Comparison of CSR Activities of Thai and Foreign Alcohol brands



Both Thai and international alcohol brands gave the greatest attention to corporate philanthropy, with Thai brands organizing a total of 284 activities and international brands organizing 117 activities. This was followed by cause promotion under which both Thai and international brands organized 30 activities. The number of CSR activities for Thai and international brands was also very similar for social responsible business practices and cause related marketing with each conducting just one social responsible business practices activity, while Thai brands were responsible for 2 cause related marketing activities and foreign brands just 1.

When examining corporate philanthropy activities in more detail, it was found that sponsorship of sports activities had the highest number of activities. This was followed by sponsorship of concerts and entertainment. Under sports sponsorship, the most popular activities were football, tennis, golf, Muey Thai boxing and snooker along with sports expected to become more popular in the future such as car racing and international boat racing, traditional long boat racing and national sports. It was also popular to name events after the sponsoring brand, like the Johnny Walker Classic or Singha Thailand Junior World Golf Championships. Brands also made direct donations to sports associations and organized competitions. Domestic alcohol brands aimed at sponsoring sports activities for Thai youth, for example football and golf, as well as supporting athletes to serve as representatives of the country in international competitions.

Next, under entertainment, it was found that the Thai and international brands would sponsor a full range of activities, including concerts for Thai and internal artists, magic shows, singing competitions and dance contests. They would also have the sponsoring brand included in the event names such as the 100 Rock Festival 2008 by 100 Pipers, The 3rd REDioactive Songkran Festival in Chiang Mai, Chivas Regal Big Dance Contest 1999, Heineken Greenspace Concert and the Singha Summer Groove Linkin ParkLive in Bangkok in 2007.

Under cause promotion, the second ranked CSR classification, the most popular activity was to promote a reduction in road accidents, followed by environmental protection and alleviation of public dangers respectively. The sponsorship would come under the name of the corporate brand rather than product brands. Foreign alcohol companies would focus on responsible drinking such as the “Take the Lead, Drink Responsibly” campaign of Rich Monde, the “Responsible Drink” campaign of Pernod Ricard and “I’m Responsible” campaign of Heineken. Thai alcohol companies focused more directly on road safety such as Thai Beverage’s “If drunk and tired, don’t drive; get enough sleep.” and activities they would promote during public holidays and festivals, like “it is time to preserve the environment”. To differentiate themselves, they would choose different causes, for example, Thai Bev’s “Reduce Climate Change” and Thai Asia Pacific’s “Water for Life” campaign.

There were also very direct campaigns that supported finding solutions to accidents caused by alcohol consumption and driving. Rich Monde (Bangkok), which markets Johnny Walker, became a sponsor for the “Love and Protect One Another Club” of the Thammasat Foundation that organized the “Drink Smart, Get Home Safely” rally. They also supported government activities to prevent accidents during the New Year festival through their “Drink Responsibly” as well as Formula 1 racing under the theme, “Courage to be a Champion by Drinking Responsibly”.

Under Socially Responsible Business Practices CSR, only the foreign alcohol companies, Rich Monde (Bangkok) Co., Ltd., Pernod Ricard (Thailand) Co., Ltd., Thai Asia Pacific Brewery Co., Ltd. and Bacardi (Thailand) Co. Ltd., acted to stop advertising during the New Year celebration from 3 December 2007 – 15 January 2008.

For Cause Related Marketing, it was found that both Thai and foreign alcohol companies had campaigns that would take funds from sales and donate these to charity organizations.

Discussion

Every country has a social framework based on different values that lead to the question, “To what extent can an action be called appropriate?” It is the same for the different segments of society, including businesspersons, health scholars and marketing communication practitioners, as well as activities; they all have different viewpoints as to what fits best for CSR activities and communication by alcohol companies.

This is why Kotler and Lee introduced different forms of CSR to assist in distinguishing the marketing process. This is also why Chris Bristol (2005) felt alcohol companies should conduct CSR with the objective to build brand loyalty and public acceptance, especially in countries where there are legal restrictions against alcohol marketing and marketing communications activities. Furthermore, CSR can work in countries that have strict legislation and are tough in enforcement of alcohol control laws.

At the same time, in countries where laws are not strictly enforced, for example, dealing with youth, CSR helps alcohol companies more easily reach younger target groups. This can be an important factor in developing CSR strategies under the product or corporate brand, especially if they are one and the same. Thus, the CSR activities and communication can indirectly encourage under age drinkers to try the sponsor's products.

Furthermore, as explained in the introduction, an important aspect of Thai culture – giving - is reflected in the Thai proverb that says, “do good deeds” (attaching gold to the back of a Buddha image is as merit-worthy as attaching it to the front – so it is doing a good deed whether others see it or not. If alcohol companies' CSR fits with this idea, then the activities will appear different than PR. This form of CSR will demonstrate sincerity, but when promoted, it does become public relations.

When looking at the global CSR of multinational companies, they have succeeded with their ‘responsible drinker’ campaigns in the West. When promoted in new markets, like Thailand, the activities offer a good opportunity to promote their brands as well increase their recognition and positive image among the younger generations.

It is important to note that the same CSR activities are not appropriate for all business sectors, particularly for the alcohol market. If a company does something wrong, they can use social media as a tactic to immediately rectify the problem. This has been demonstrated by research conducted in Thailand. Another tactic is CSR to demonstrate that the company has moral and ethical standards if the problems did not arise because of a violation of the control laws. Still, this can be rather murky for a grey market enterprise, because while CSR may not earn public trust, it can serve to show a company's goodwill. It is the same for industrial manufacturers and their use of ‘greenwashing’ to communicate their commitment to reduce environmental damage through environmental CSR. If the problems and illegal activities can be revealed by civic and activist groups, consumers will lose faith in and not support the brands or corporations.

What must not be forgotten is the desired role of business as an important dimension of economics as stated by Archie B. Carrol (1991) who says a company must want to act in accordance to the law as it is ethically important to be ‘a good corporate citizen’.

In the case of foreign businesses, CSR in different countries should show the company as a leader and their CSR activities as a sincere action aimed at helping the country.

If a company is brave enough to lead, they will be seen as a trustworthy enterprise, not there just to profit. Each month a new activity and communications should be promoted to differentiate the company and build positive recognition and reputation.

If alcohol companies conduct CSR activities in each country, the CSR should emphasize a change in behavior. This might mean focusing on specific targets rather than just targeting public awareness. Furthermore, alcohol companies must promote the adherence to laws and moral behavior and avoid communicating about alcohol with youth before they reach the legal age of drinking.

At the same time, alcohol companies should together establish a fund to support social projects with other organizations. This can be done without showing the brand as the sponsor for the CSR. The community or country will receive the benefits through proper

supervision, and projects can be started and revised to better solve problems. This way the CSR activities will be trusted by members of the community, and this will improve the image and popularity of the project, which will ultimately trickle down to the company or brand that has been providing support.

To summarize, CSR and CSR communication at the national and international level is a challenge, and practitioners must find the right direction for their CSR to demonstrate that the business is truly a good corporate citizen and takes its responsibility seriously.

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