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Marta Miszczak

Military University of Technology in Warsaw

e-mail: miszml@poczta.onet.pl

THE COMMUNICATION OF CSR POLICY TO CUSTOMERS BY DISCOUNT STORES IN POLAND ON THE BASIS OF LIDL AND BIEDRONKA

Summary: The topic of this article has been chosen because of the increasing share of discount chain stores on the Polish retail market, which recognize the need to include CSR in their activities. The main aim of this article is to point out areas in which operations by discount stores are conducted in a socially responsible way and the external communication practices of social responsibility used by these stores. To achieve this goal the analysis of the literature was used, based on which stakeholders were separated into first and second degree groups. The author adopted the model of CSR communication by M. Morsing and M. Schultz to identify communication strategies applied to customers and local community by discount stores Lidl and Biedronka. Also secondary sources were used: Internet sources in the analysis of the web pages of Lidl and Biedronka, corporate newsletters in electronic and printed CSR reports, rankings of companies, advertising and arrangements of randomly selected shops in Warsaw to show and describe the areas and instruments to communicate CSR activities by discount stores Lidl and Biedronka.

Keywords: socially responsible business, communication strategies, discount store chain.

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1. Introduction

The popularity of the idea of a socially responsible business has contributed to the fact that many companies recognize the need to incorporate CSR into their business strategy. However, understanding the nature of CSR and the way to communicate and implement it is sometimes different both in practice and theory. Many authors reflected on the definition of CSR emphasizing different aspects [Carroll 1999, p. 289; Okpara, Idowu 2013, pp. 3–4; Carroll, Buchholtz 2014]. A. Dahlsrud found and analyzed the most frequently used 37 definitions of CSR and stated that the existing definitions, however, are to a large degree in line with one another and refer to five dimensions of CSR: environmental, social, economic, stakeholder, voluntariness [Dahlsrud 2006, pp. 1–11].

On the market there are organizations which are fully engaged in CSR, but also those that treat CSR as a trend that will fade and those that do not take CSR activities seriously, considering them as for example, too expensive. This third view is also encouraged by the lack of a clear position of scientists in the profitability of company's CSR activities. Despite the ongoing research for more than 30 years, scientists have been unable to clearly indicate the relationship between CSR activities and financial results of a company. For example, M.L. Barnett, citing various authors, as reasons for this situation gives, *inter alia*, loopholes in theory, "inappropriate definition of key terms, conceptual, operationalization, and methodological differences in the definitions of social and financial performance" [Barnett 2005, p. 7]. A. Zahoor also analyzing different positions emphasizes: "such an inconsistency in the results has been attributed to various factors which include omission of crucial variables, flawed econometric models, industry differences etc" [Zahoor 2014, p. 33]. This topic is also discussed by A. McWilliams and D. Siegel [2000, pp. 603–609].

There are, however, positions, also referred to by the same authors [McWilliams, Siegel 2000, p. 605; Barnett 2005, p. 12; Zahoor 2014, p. 36], stating that although the latter finds it difficult to see the business benefits of CSR over the long term, properly understood and carried out CSR policy translates into economic results of a company. This is achieved by *inter alia* the CSR image and the reputation of an organization and the trust stakeholders put in an organization. Customers, on the whole, increasingly choose products or services of a company not only because of competitive prices, but also they take into account its activities with regards to the environment, the local community and the moral and legal treatment of employees.

A good reputation is associated with the acquisition of loyal customers who will come back and enhance the good image of a company, including increased productivity and greater demand for products or services of a company, also resulting in higher margins; favorable terms of trade with co-partners; attracting and retaining the best employees [Filek 2006, p. 13].

CSR opponents argue that the goal of business is profit, that it was not set up to solve social problems [Friedman 1970], what is more: it does not always have resources and competences to do that and CSR is only a tool to improve the image of a company [Griffin 1998].

The main aim of this article is therefore to point out areas in which operations by discount stores are conducted in a socially responsible way and the external communication practices of social responsibility by these stores. To achieve this goal the analysis of the literature was used, based on which stakeholders were separated into first and second degree groups. The author adopted the model of CSR communication by M. Morsing and M. Schultz to identify communication strategies applied to customers and local community by discount stores: Lidl and Biedronka. Also secondary sources were used: Internet sources in the analysis of the web pages of Lidl and Biedronka, corporate newsletters in electronic and printed CSR reports, rankings of companies, advertising and arrangements of randomly selected shops

in Warsaw to show and describe the areas and instruments to communicate CSR activities by discount stores Lidl and Biedronka. It should be noted that, perhaps because of the very recent CSR practices by discount stores, it is difficult to find research on communicating socially responsible actions by discount stores. The available studies often refer to hypermarkets [Lubańska 2010] or are provided marginally in the general rankings [Krzemień, Piskalski 2012].

2. Customers as one of the most important stakeholders of organizations

According to the Green Paper, corporate social responsibility is defined as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” [Green Paper 2001, p. 6]. This voluntary action is included in other definitions of corporate social responsibility, as well as the indication of whether the characteristics of groups of stakeholders to whom the organization of socially responsible activities is directed. Most lists include the following groups of stakeholders: owners, employees, trade unions, local community, customers, competitors, suppliers, consumers, community organizations, banks and other financial institutions, administration/office, media/public opinion. There are attempts to organize these groups with reference to different criteria.

One of the proposals states a division into **the first degree stakeholders**, i.e. those who have a direct impact on the functioning of an organization due to an agreement or contract, and **the second degree stakeholders**, i.e. those who act indirectly on a company, that is to say, the public or those under the influence of an organization. Between the first degree stakeholders and an organization there is an extremely high dependence and withdrawal from these relationships may result in serious consequences, including the collapse of an organization. The stakeholders of the first degree are: shareholders, owners, employees, suppliers, government and local communities and customers [Rudnicka 2012, pp. 93–94; Carroll, Buchholtz 2014, pp. 66–68].

Customers belong to one of the most important groups associated with a company. Their purchase decisions are important provisions for the success of a company. Polish consumers are becoming more educated and aware of their rights. Apart from the price of a product, they also begin to pay attention to the quality of the service and quality of consumer goods. Quality is understood as safe use and operation; proper manufacture of products or services and the impact on the environment is the point from which a company should begin its relationship with the external environment – ethically and legally in the correct method of treatment with regards to their employees and suppliers [Rudnicka 2012, p. 100]. Customers are increasingly aware of the impact of a product and the way it will be accepted on the market and, more importantly, on the way employees will be treated.

The relationship with the customer should therefore be built in a fair and transparent manner especially in the field of marketing products and services, fair terms of contracts and the use of objective and reliable information. This area includes market education, commitment to the protection of consumer health and safety, quality of service and support, and complaint handling. These issues should focus on good practice in relationships with consumers.

In view of the local community, within the framework of corporate social responsibility practices, a company should be focused on social dialogue, so that it has a chance to meet social needs and include them in the planning and implementation of projects and social investment of cooperation with representatives at various administrative levels. These activities are undertaken in areas such as education and culture, health, development and access to technology [Polska Konfederacja Pracodawców Prywatnych Lewiatan... 2009, p. 4].

3. Strategies for communicating corporate social responsibility

The implementation of corporate social responsibility is essential to clear and open communication, through which stakeholders know and understand the goals and objectives of an organization. K. Podnar defines the communication of corporate social responsibility as “the process of predicting the expectations of stakeholders through CSR policy formulation and management of the various communication tools organizations whose aim it is to provide genuine and transparent information about the company or brands owned by it” [cited in Rudnicka 2012, p. 179].

Based on the models of public relations, J.E Grunig and T. Hunt, M. Morsing and M. Schultz have developed 3 types of CSR communication with stakeholders: the stakeholder information strategy, the stakeholder response strategy and the stakeholder involvement strategy (see Table 1).

The one-way communication strategy is mainly used to give information about the activities surrounding profitable and social initiatives which are being undertaken by a company. For this purpose, a company uses traditional ways of communicating such as information to the media, magazines or brochures, reports, websites and web portals, mainly in order to arouse a positive response and the confidence of its stakeholders. It also uses a number of measures PR (e.g., interviews, letters, spots, exhibitions).

The bi-directional and asymmetric communication strategy involves obtaining feedback by the degree of acceptance of certain companies social activities from different groups. The benefits are mutual, because stakeholders receive information giving them a better knowledge and understanding of an organization and an organization has the ability to understand the needs and expectations of stakeholders. The majority of information is gathered based on: interviews, questionnaires, consultation, helpline, research focus, taking into account customer feedback in the development and innovation of products and services, responding to opinions, protests or the complaints of stakeholders.

Table 1. Three CSR communication strategies

	The stakeholder information strategy	The stakeholder response strategy	The stakeholder involvement strategy
Communication ideal: (Grunig & Hunt 1984)	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
Communication ideal: sensemaking and sensegiving:	Sensegiving	Sensemaking ↓ Sensegiving	Sensemaking ↕ Sensegiving – in iterative progressive processes
Stakeholders:	Request more information on corporate CSR efforts	Must be reassured that the company is ethical and socially responsible	Co-construct corporate CSR efforts
Stakeholder role:	Stakeholder influence: support or oppose	Stakeholders respond to corporate actions	Stakeholders are involved, participate and suggest corporate actions
Identification of CSR focus:	Decided by top management	Decided by top management. Investigated in feedback via opinion polls, dialogue, networks and partnerships	Negotiated concurrently in interaction with stakeholders
Strategic communication task:	Inform stakeholders about favorable corporate CSR decisions and actions	Demonstrate to stakeholders how the company integrates their concerns	Invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc.
Corporate communication department's task:	Design appealing concept Message	Identify relevant stakeholders	Build relationships
Third-party endorsement of CSR initiatives:	Unnecessary	Integrated element of surveys, rankings and opinion polls	Stakeholders are themselves involved in corporate CSR messages

Source: [Morsing, Schultz 2006].

Two-way communication with a symmetrical flow of information engages stakeholders to the highest degree. The interaction between an organization and its stakeholders can lead to the development of social responsibility. Regular communication is done through forums and discussion groups, blogs and social networking sites [Czubala 2013, pp. 80–86].

4. Discount stores on the Polish retail market

The definition of a discount store is not fully established. A discount store is deemed to be “a chain of stores with a similar range. It is assumed that the network has at least five small or ten large stores” [Wosion 2010]. ”In addition, as the name itself indicates – it is necessary that the categorized store characterized possesses a more favorable (and therefore lower) pricing policy than the competition, especially for the client” [Wosion 2010]. Discount stores may sell under their own brand range, but due to fair competition, to an amount not greater than 20% [Ślusarek 2013]. This gives them the provision of lower priced products, as well as a limited number of product items, turnover of goods, selling products straight from the transport pallet, thematic sales (e.g. Mexican week at Lidl) which are sometimes of worse quality than the service offered by other shops.

The research and analysis of selected discount stores on the Polish market is developing rapidly because they enjoy great popularity among Polish consumers and because of the fact that they are developing rapidly and have a significant share on the Polish retail market (see Figure 1).

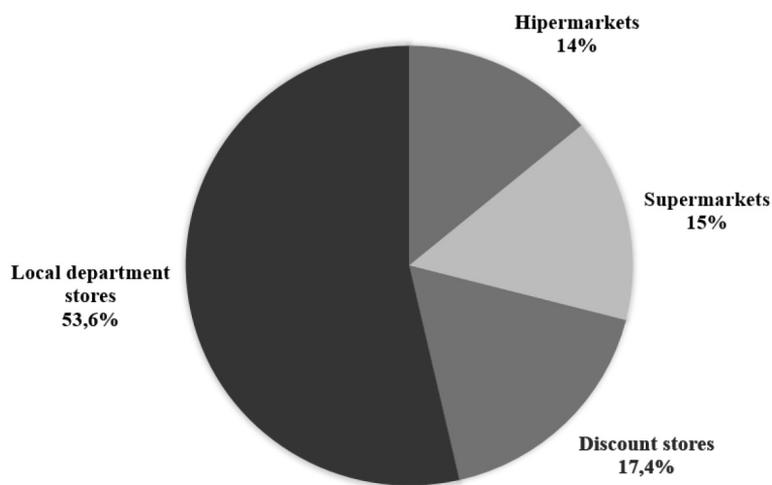


Figure 1. Market share of selected discount stores

Source: [Gazeta Prawna 2014].

This share is projected by the experts to expand due to the opening of small local department stores being offered to customers with the expansive strategy undertaken by discount stores. Market expansion manifests itself in the form of lower prices, the acquisition of some chain stores from the competition (e.g. Biedronka in the near future plans to take over a chain of stores: MarcPol and Żabka) or a dense network

of stores, so as to minimize the distance of customer purchases and thus eliminate the competition (including the leader Biedronka). Most discount chains are also considering internet sales.

The analysis of the chain of the Biedronka discount stores is intensified, because it is the leader on the list of discount stores in Poland, in terms of the number of shops owned (60% of all the types of discounts stores in Poland). Biedronka, in addition to being in the leading position in the Polish rankings by the size of a company, also gained the first place among discount stores in terms of revenue in 2012 [Biedronka 2014a].

The owner of Biedronka is Jeronimo Martins, the owner of a Portuguese company, who in 1996 bought from the Elektromis Polish company a chain of stores under the name of Biedronka. In 1999, he also bought 57 discount stores from TiP (previously owned by the German group "Metro"). Jeronimo Martins Poland SA on its website states that they work with more than 500 Polish partners, and 9 out of 10 products offered in the Biedronka stores network are products of Polish origin [Biedronka 2014a].

The second analyzed network is a German discount chain Lidl, due to the second place in the rankings of the quantity of shops owned by discount companies in Poland and a place in the top ten of the largest grocery stores in Europe [Lidl 2014a]. In Poland, Lidl has 478 establishments (branches), in 290 cities in all the voivodeships in Poland [Lidl 2014b].

5. Channels of communication and social responsibility instruments used by the selected discount stores

Discount stores are trying to attract customers by means of lower prices. However, the study "baskets pricing products" [Koszyk 2014] shows that the difference between product prices in all the discount stores does not vary very much. The policy of low prices and aggressive advertising does not seem as effective as before and the price is no longer a differentiator between stores.

Customers are beginning to appreciate the trust understood as keeping promises, offering safe products and "being on the side of the client," the adequacy of products to needs, the size of the range, value for money, the inner appearance of the store, service and product quality [Miączyński, Kostrzewski 2013].

The codification strategy of discount stores on the Polish market inevitably must lead to the use of strategies and instruments that guarantee that they stand out from the competition, and one of them may be the policy of social responsibility.

The purpose of this article is therefore to identify the manner and scope of the external communication by the discount stores Biedronka and Lidl in Poland and their activities in the area of social responsibility. In view of which the following research questions have been formulated: 1) What is the view of corporate social

responsibility taken by the discount chains Lidl and Biedronka in Poland? 2) What instruments have been used outside the Lidl discount stores and Biedronka for information on their activities in socially responsible actions to Polish customers? The author has translated the classification of the CSR communication strategy by M. Morsing and M. Schultz (see Table 1). The discount store chains Biedronka and Lidl use a one-way communication strategy mainly used to give information about the activities surrounding the profitable and social initiatives undertaken by the companies. For this purpose, they use the traditional ways of communicating such information to the media, magazines, websites, magazines or brochures, above all, in order to arouse a positive response and the confidence of its stakeholders.

As the recipients of information concerning the CSR policy of discount stores, the local community and customers were selected as stakeholders. For the analysis of the research secondary sources were used: Internet sources in the analysis of the web pages of Lidl and Biedronka, corporate newsletters in electronic and printed CSR reports, rankings of companies, advertising and arrangements of randomly selected shops in Warsaw (from May 4 to July 25 2014). It should be noted that the commercial market is dynamic and research and conclusions in this article apply to a specific time period and some discount stores operating on the Polish market.

The analysis of these sources reveals that discount chains Lidl and Biedronka communicate with their customers through different channels. One of the most popular is **the Internet**. Both retailers have their own websites on which there are tabs giving information about the activities of socially responsible actions in five areas. Four of these areas overlap, although the nature of the activities and their aim are important for a particular retail chain in slightly different ways. Both Lidl and Biedronka are pursuing socially responsible activities towards their employees, the environment, for the benefit of society on a global and local level and declare high quality products, relying on certificates, awards and quality controls. Both retailers are involved in activities for the public (e.g. Wielka Orkiestra Świątecznej Pomocy). Lidl has collected money in the county for the foundation Dziecięcy Uśmiech do Świata. They took part in the road safety campaign; Lidl like Biedronka sponsor sporting events and participate in the Christmas food collection.

Biedronka focuses on the actions of aid mainly to children and poor families (including "Partnerstwo dla zdrowia," "Reklama dzieciom," "Pomagamy pomagać," e.g. on Children's Day Biedronka distributes specially prepared packages to the youngest children). A tabbed page also includes the thoughts and comments from the president Jeronimo Martins and EA Soares Dos Santos: "No company can succeed in business if it is not socially responsible" [Biedronka 1a]. Biedronka is involved in numerous social activities of various profiles (e.g. promoting the idea of bone marrow donation, education, tolerance of diversity and respect and care towards senior citizens).

Measures directed at clients are the promotion of healthy food by posting on websites and in newsletters the rules, tips and nutrition information of selected

products. The leaders of such practices are both Biedronka and Lidl. Biedronka, among other things, within the framework of the campaign “5 garści zdrowia codziennie” (the campaign is accompanied by the slogan “High quality is always taste!” and the information about it can be found in the stores, on the website and newsletters). Lidl, while only recently introducing its bio products to stores, gives information on the websites, in newsletters and at their stores. Lidl also strongly emphasizes the promotion of healthy food, using for this purpose a separate newspaper “Kuchnia Lidla” and well-known chefs P. Brodnicki and K. Okrasa. A new feature is the inclusion of P. Malecki to this duo and master pastry chefs and dieticians providing advice. However, it seems that this form proposed by Lidl has more of a promotional dimension and has induced customers to buy in this particular retail chain (content marketing).

On their websites Biedronka and Lidl encourage customers to contact them via email or telephone. Biedronka also includes a two-way communication with customers by offering them the testing of new products and participation in the creation of the ranking of products and the ability to contact via email. More recently, in contrast to Lidl, which was present on Facebook earlier, the network of discount stores Biedronka also has its profile with which it conducts dialogues with customers.

Both retailers communicate with their customers through promotional newsletters (printed and electronic). Lidl in its newsletters gives information only about its own trade offers. Biedronka also does not include too much information on its socially responsible actions. If they appear, they are mainly certificates of selected products or information such as high-quality products, the origin of Polish products, the possibility of becoming a Biedronka tester and information about the current campaign. At the end of each number, information is given about the ecologically printed promotional newsletter. Biedronka unlike Lidl makes better use of the channel of communication with customers informing them of their socially responsible activities. In addition, there is a TV weekly magazine “Kropka TV” and recently a monthly culinary and a lifestyle magazine “Smaki życia.”

A printed version of **the weekly magazine “Kropka TV,”** however not very often, informs about social responsibility actions undertaken by Biedronka. The website of “Kropka TV” serves as a place of communication for their customers. There are tabs on the sides of the TV but there is no information about the corporate social responsibility of Biedronka. One can also think of the number of hits and comments and it is not a fully utilized space for a dialog with customers.

The monthly culinary and lifestyle magazine “Flavours of Life” for customers of Biedronka is dedicated to all the kinds of tips on healthy eating. The monthly “Smaki życia” is not published in the electronic version and the website dedicated to it is poor. The printed version of the monthly “Smaki życia” is used primarily for advertising products sold in the Biedronka retail chain stores and Hebe cosmetics. The formula adopted in the monthly “Smaki życia” is based, as well as the culinary brochures of Lidl, on the assumptions of content marketing, where through advice

and education the trust and sympathy of customers is gained and at the same time the key objectives for the brand branding and sales are realized, using the language of benefits relevant to recipients.

Publications are another communication channel for Biedronka's socially responsible activities: Biedronka promotes patriotic attitudes by, among others, the release and distribution of the free book "25 lat wolności" (300 thousand copies). For three years Biedronka has been a patron of the photographic exhibition "Białoczerwona," organized on the occasion of the celebration of the Polish Flag. The network also supports the project "Gen wolności" led by the L. Wałęsa Institute. Within the framework of this cooperation in 2013 Biedronka stores also made available the educational publications: "Kto Ty jesteś?" and "Kocham wolność, czyli jak zaszczepiliśmy w sobie jej gen" [Biedronka 1a].

The network of discount stores Biedronka prefers Polish suppliers of products, which is communicated in advertisements, in which invited celebrities, among others, D. Olbrychski and M. Rogalska, emphasize that 9 out of 10 marketed products in Biedronka come from Poland [Biedronka 1b].

Sustainability reporting is another way to communicate to stakeholders the involvement in socio-ecological actions. On April 1 2014, Jeronimo Martins Poland SA joined the Strategic Partners Responsible Business Forum. The report "Odpowiedzialny biznes w Polsce 2013. Dobre praktyki," which was an example of CSR activities conducted by Jeronimo Martins Poland SA, was announced (see Table 2).

Table 2. Areas of social engagement and good practice of Jeronimo Martins Poland SA. Report submitted to "Odpowiedzialny biznes w Polsce 2013. Dobre praktyki"

No.	Company name	No.	Name of practice	Area by ISO 26000	Category
62	Jeronimo Martins Polska SA	181	"Every day, let us be together"	Commitment to social and community development	Charitable philanthropic activities
		182	Department of art	Commitment to social and community development	Arts and culture
		183	Campaign "read the label"	Consumer issues	Consumer education
		184	Cinema of Biedronka	Commitment to social and community development	Arts and culture
		185	Sustainable waste management	Environment	Recycling

Source: [Dobre Praktyki 2013].

The purpose of the "Czytaj etykiety" was to educate customers on how to read product labels; attention was also paid to the nutritional value of products in nearly

100 stores within the network; Biedronka provided free advice from nutritionists [*Dobre Praktyki* 2013].

In 2013, the company Jeronimo Martins SA within the framework of its activities introduced “Sztuka i kultura.” However, these actions have a narrow range of territorial and temporal value: they were attended by about 1,000 people. In July and August 2013 Biedronka organized cinema screenings in 20 villages (3.5 thousand people attended) [*Dobre Praktyki* 2013]. These actions should be appreciated but on the scale of which Biedronka operates, they do not have a major project.

Other instruments to communicate socially responsible activities are **exhibitions and festivals**. By 2014, the company Jeronimo Martins Poland participated in the Fifth Congress of the Regions in Świdnica, preparing a booth where the products of Biedronka were presented and an exhibition dedicated to its activities in the field of responsible business. Since 2012 Jeronimo Martins Poland has been co-organizing a nationwide festival of the family “Bądźmy razem” combined with the help for children. Such ventures are well publicized in the media.

A shop is a place where a customer has the opportunity to frequently encounter messages sent by a commercial network. The analysis of a selected Biedronka stores, from May 4 to July 25, 2014, leads to the conclusion that the foreground stands out and is covered with numerous advertisements about low prices and one can see banners hanging from the ceiling connected with the action “5 garści zdrowia codziennie” and a banner placed at the end of the selected store, indicating the organized Children’s Day for the Biedronka’s employees trade network “Biedronka dobre życie.”

Lidl stores posted information primarily about quality products and it seems that Lidl clarifies it more clearly than Biedronka. There is also clearly displayed information about products sold in Lidl, which won the prize “Teraz Polska” with notable environmental actions where there are stickers for fridges, giving information about the necessity to close the fridge doors for the sake of the environment. Lidl does not supply many details about the involvement of the social trading network.

In conclusion, the network of discount stores Biedronka, unlike Lidl, uses more varieties of instruments in communicating their corporate social responsibility: websites, publications, fairs, congresses, advertising, reports, charity. The Biedronka discount store chain is also more present in the media [*Grabarczyk-Tokaj* 2013]. Both discount stores offer information about the operation of a socially responsible company on their websites, in this particular case, however, Biedronka excels. There is better information and client involvement prepared on their website. Lidl visually offers information about corporate social responsibility in a better way. The Biedronka discount store chain direct their attention mainly to helping children and the Lidl network of discount stores to the activities in the field of ecology.

In the ranking of the weekly “Polityka” 500 largest companies in Poland, for the year 2012 Jeronimo Martins Poland SA was awarded the white leaf (a distinction awarded to companies that bring selected solutions in the area of responsible business

and improve them in daily practice) [Polityka 2013]. This is the only discount chain which in this ranking has received such a distinction.

Since then, the activity undertaken by Biedronka has gone beyond its core trading activities. It may be that the company Jeronimo Martins Poland SA understood that economic profit can be achieved not only through exploitation. Their desire to improve the image and unfavorable reputation they had in the first years after the acquisition of Biedronka by Jeronimo Martins is clearly visible and highlighted in numerous publications, rankings and received awards. Socially responsible actions taken by Biedronka go in the right direction in the advancement of CSR. The actions of the socially engaged network of stores Biedronka are communicated to customers via various channels of communication, but do not have a bias for one-sided communication, although it is dominant, but they also engage in a dialog with stakeholders (Facebook, testing and ranking of products by customers, participation in the regions congress). Biedronka increasingly invests in strategies to respond to stakeholders. Lidl relies more primarily on one-sided communication.

Due to the fact that Biedronka is the leader in discount stores and its competitive strategy involves socially responsible activities, it seems that the other discount stores, if they want to count on the market, will have to undertake and expand their CSR activity.

6. Conclusion

Discount stores are expanding their market share and still want to attract customers by means of low prices and a convenient distance to customers' homes. Because the discount pricing is unified, it seems that they are starting to look for and appreciate other ways of standing out in the market. These probably include social responsibility activities. Although they are not yet fully exploited by discount stores, success should be considered by not noticing the need for CSR.

Both Biedronka and Lidl seem to have begun to appreciate the different values in business rather than just the policy of low prices. However, this is still the beginning of the whole stream of activities characterized by a full engagement in CSR. Further observations may give an answer to the question whether social actions are a fad of discount stores or the desire to stand out in a highly competitive market is a sensible strategy, tailored to the nature of a discount store and properly communicated to the public.

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KOMUNIKOWANIE POLITYKI CSR KLIENTOM PRZEZ SKLEPY DYSKONTOWE W POLSCE

Streszczenie: Tematyka artykułu została podjęta ze względu na zwiększający się udział sklepów sieci dyskontowych w polskim rynku handlowym oraz dostrzeżenie przez nie potrzeby włączenia CSR w swoje działania. Głównym celem artykułu jest wskazanie obszarów, w których prowadzona jest działalność społecznie odpowiedzialna sklepów dyskontowych oraz sposób zewnętrznego komunikowania przez te sklepy praktyk społecznie odpowiedzialnych. Do realizacji tego celu posłużono się analizą literatury, na podstawie której wyodrębniono interesariuszy pierwszego i drugiego stopnia, przyjęto za M. Morsing i M. Schultz model komunikowania CSR, by zidentyfikować strategię komunikowania zastosowaną wobec klientów i społeczności lokalnej przez dyskonty Lidl i Biedronka. Scharakteryzowano też pozycję dyskontów na polskim rynku handlowym. Wykorzystano również źródła wtórne, takie jak internet, gazetki firmowe, raporty CSR, rankingi firm, reklamy oraz obserwację aranzacji losowo wybranych sklepów w Warszawie, by pokazać oraz opisać obszary i instrumenty komunikowania klientom o działaniach społecznie odpowiedzialnych przez dyskonty Lidl i Biedronka.

Słowa kluczowe: biznes społecznie odpowiedzialny, strategie komunikacji, sieć sklepów dyskontowych.